



DOUCETDEVELOPMENTS

EXPRESSION OF INTEREST

CBRM
EOI02-2021

Feb. 18, 2022



Table of Contents

01 Proponent & Partners

Doucet Developments, (DD) - President's Statement	06
DD - Background Information	07
DD - At a Glance	08
DD - Meet Our Specialists	09
DD - Team Members	10
DD - Past Developments	12
DD - References	18
Fathom Studio, (FS) - Design Team Introduction	19
FS - Background Information	20
FS - Meet Our Experts	22
FS - Past Projects	24
Group ATN Consulting, (GATN) - Background Information	30
GATN - Team Members	32
GATN - Past Projects	34

02 Our Vision

The Concept	37
Concept Plan	38
The Massing Study	41
Phasing	42
Renderings	44
Pro Forma	53

03 Engagement Plan

Project coordination with other lands (Fathom)	54
--	----

04 Impact Assessment

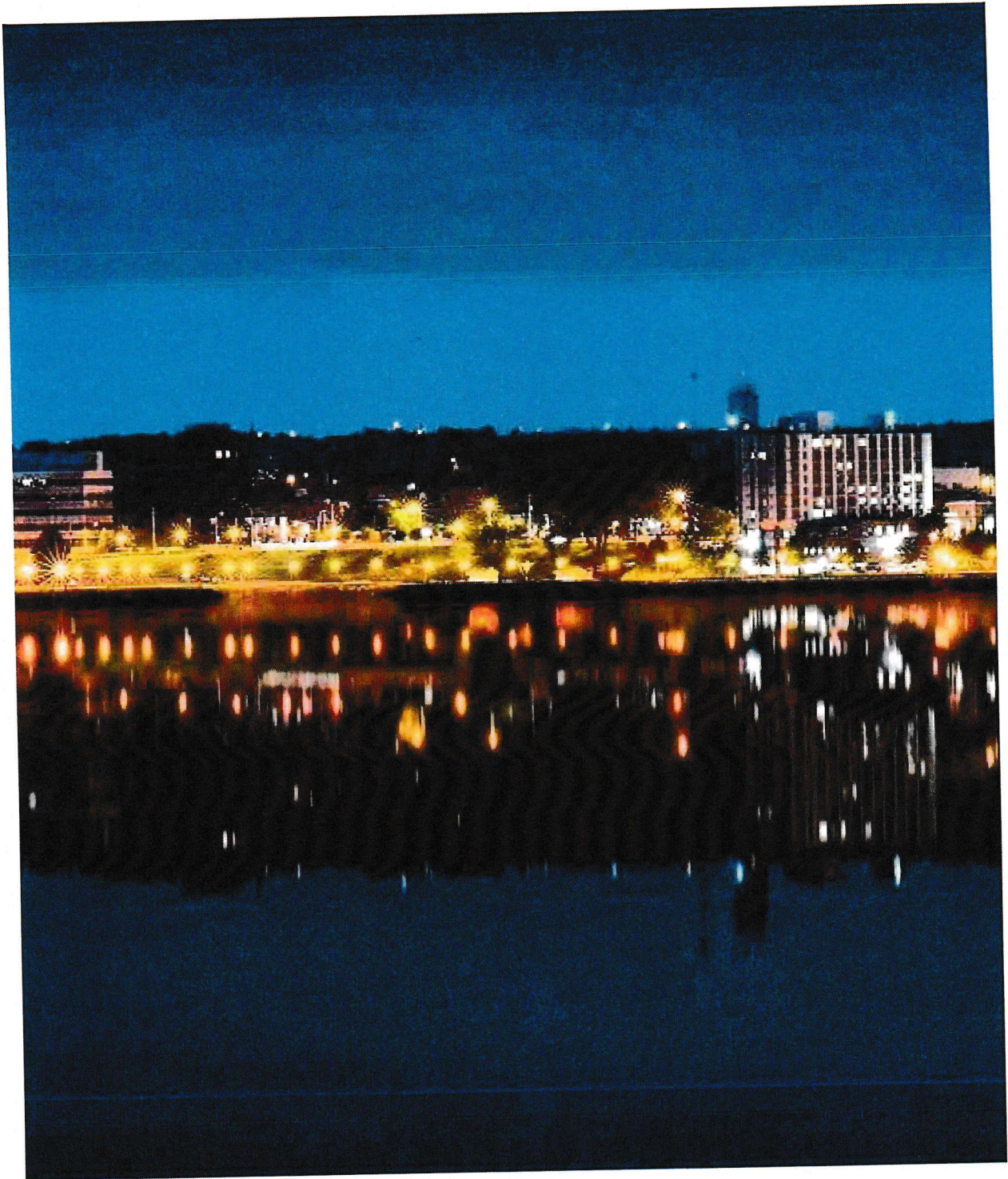
Areas of Economic Growth	56
Our Approach	56
Deliverables	58
Schedule	58

05 Closing Statement

Mandatory Requirements Checklist	60
----------------------------------	----

Appendices

Resumes	01
Mandatory Requirement Check List	02
Schedule A	03
Schedule B	04



1. Proponent & Partners

President's Statement

"LEADERSHIP IS THE CAPACITY
TO TRANSLATE VISION INTO
REALITY" - WARREN BENNIS



Doug Doucet, President

The Sydney Waterfront has always held a special place in my heart. Having grown up in the Sydney area in a family of nine, Sunday mornings after church would often find us perched in the family station wagon near the oil tanks, overlooking the old pier to watch a ship docking. That was the Waterfront some 50 years ago, and there was nothing else to see or do. Fast forward a few years, and oh my, how far we have come!

I will never forget my Grandmother's 75th birthday celebration at the swanky new yacht club. I thought it was so cool to be hanging at the yacht club as a 10-year-old. Or how about the days of Petite Jean's restaurant where you could get a beautiful view of the Sydney waterfront while fine dining at the most exquisite restaurant on the Island or driving by the mayor's office and being amazed at seeing the first round building to appear on Cape Breton Island. All these things were very big to me growing up. Since then, I have seen investment come to the area in many forms; the NSCC, Joan Harris Cruise Pavilion, two large national hotels, a building to appear on conservation district, live arts and entertainment; the list goes on.

I believe we are ready to see more unique, forward-thinking entrepreneurs bringing ideas and talents to the table as an investment in reinvigorating the Waterfront at Sydney Harbour. This land parcel lies in wait as the canvas for a masterpiece, set to further accentuate the profile of an already famous island and elevate the Waterfront to world-class status.

Sydney is arguably the best site in Atlantic Canada for travel and trade. I see tremendous opportunity for an epic active trail system throughout the city, incorporating outside services along the boardwalk and creating park spaces promoting water-related sport and recreation. I have been involved in many discussions surrounding the revitalization of this area. Sydney's Downtown is the epicentre of a 132,000 person trade area with estimated annual retail spending to the tune of \$1.2 billion - the opportunity for a vibrant waterfront is enormous.

The stage is set for a true team approach that will connect local and provincial governments, a design team already immersed in creating a vision and a developer motivated to see it through. The time is right to transcend past challenges, re-establish positive momentum and act on a plan designed to realize the incredible potential inherent in this redevelopment project.

Doucet Developments

Background Info

Doucet Developments is poised to become a significant player in the Atlantic Region. We have the passion and power to get things done with local roots and a dynamic vision.

Hailing from Sydney, Nova Scotia, Doug Doucet is an inspiring and philanthropic leader with deep roots in community involvement. His focus has always been on satisfying client needs, emphasizing project delivery. He works hard to nurture existing client relationships and develop new contacts for future opportunities. Chris Baldwin, CFO has worked across multiple sectors, from Health Care to construction and brings solid financial strengths and strategic thinking to the table. Another fellow Sydney native, Andrew Doucet, brings operational strengths as President of the property management firm and a Director in one of the top locally owned construction companies in Atlantic Canada. They have developed a group of companies that stretch through the development sectors with an incredible team behind them.

Doug has worked hard to create opportunities and foster growth throughout his career. To streamline operations, he created an umbrella corporation that will feed business, support development in all senses of

the word and clearly define the goals and objectives for each of his separate companies. This corporation has been aptly named Doucet Developments.

Under the Doucet Developments corporate umbrella, we have access to some of the greatest minds in the development space. Vertically integrated yet separately operating, all four companies are specialists in their field.

rcs construction has been operating in the commercial construction space for 25 years and has grown into a \$150M company with three regional offices across Atlantic Canada. **Tier Too Properties** is our land development and acquisition arm that aims to bridge the gap between new and underserved markets and the services it requires.

PMco. Incorporated manages the real estate and maintenance for all properties, and **Mill-Right Woodworking** can produce interior finishes that rival the finest craftsman.



Doug Doucet, President/CEO

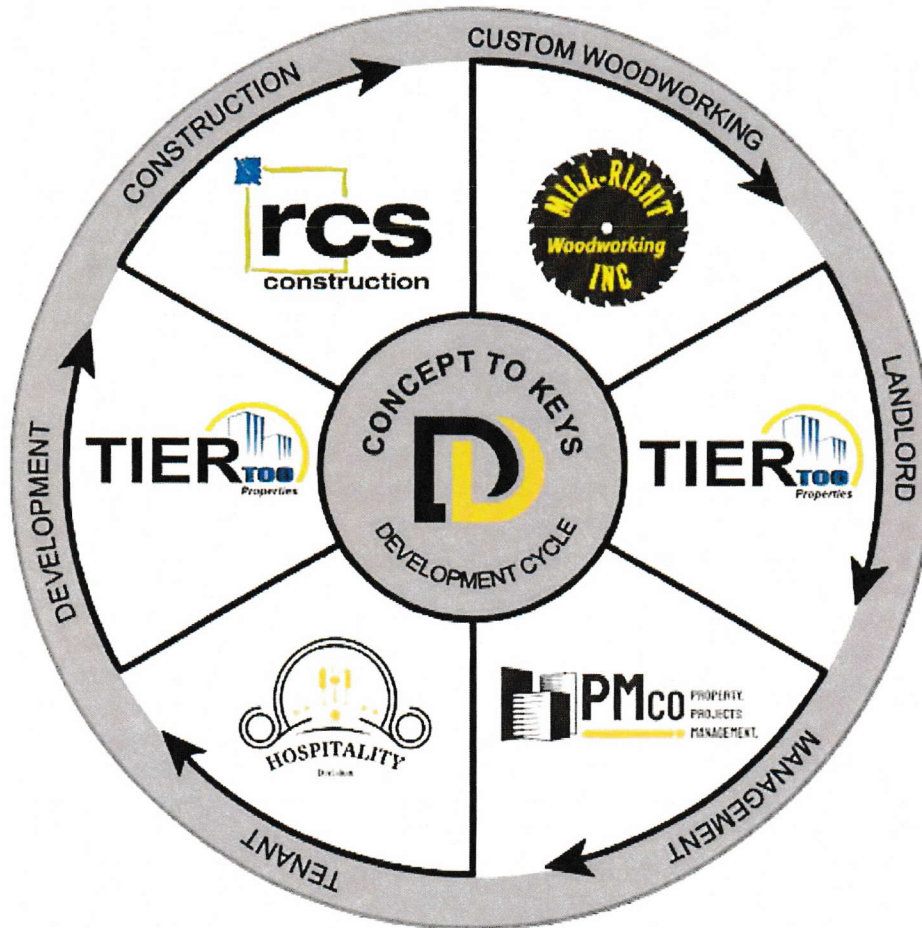


Chris Baldwin, CFO



Andrew Doucet, Executive VP

At a Glance



Tier Too Properties

A real estate development company incorporated in 2010, focusing on acquiring, developing, and holding real estate using location intelligence, feasibility analysis, strategic planning and smart land use intensification.

rcs construction

Began as a grocery store renovation contractor 25 years ago and has grown into a \$150M company with offices in three Atlantic Provinces and an extensive list of services.

PMco. Inc.

Property Management and Project Management for Real Estate, PMco can assist with leasing, rent collection, maintenance, accounting and projects under \$250,000.

Mill-Right Woodworking

An award winning 20,000 sqft manufacturing facility providing custom commercial woodwork for clients in retail, hospitality and corporate sectors.

Meet Our Specialists

With over 25 years of experience, Doucet Developments is one of Atlantic Canada's most admired and trusted development and construction partners with businesses spanning real estate development, construction services, property management, leasing, and maintenance and our fully operational retail and hospitality division. We continually innovate and leverage our comprehensive knowledge of the end-to-end process to make the client experience simple, efficient, and positive for all involved.

At Doucet Developments, it is about the relationships we build and the friendships we make in the process. We develop people, careers & teams. We develop communities, malls, buildings, sites. Our family values drive our purpose to unite people by designing inspiring communities of all shapes and sizes.

Our team of skilled professionals is tapped into every growing market from Yarmouth, Nova Scotia to Corner Brook, Newfoundland & Labrador. Our ability to identify emerging markets and connect people to create and capitalize on opportunities is unparalleled.

Specializing in regional development, growth centres, and economic opportunity, we aim to bring vibrance to Sydney & the surrounding area - creating a destination with energy at every corner.

Dave Wallace, our VP of Real Estate for Tier Too Properties, has strong relationships throughout the Atlantic Region. Having worked in both the public and private sectors, Dave has a good appreciation for community-minded projects. He has worked on numerous real estate projects throughout his career with various land use typologies.

Development and construction go hand-in-hand, and no one understands that better than Brendan Nobes. Overseeing significant projects, including the most extensive development east of Montreal, the Halifax Nova Centre at \$500M+, Brendan has been in the industry for over 30 years. He is the incoming Chair of the Canadian Construction Association.

"THE REAL COMPETITIVE ADVANTAGE IN ANY BUSINESS IS ONE WORD ONLY - PEOPLE." - KAMIL TOUME



DOUCETDEVELOPMENTS

"The Town of Truro has been working with Doucet Developments since they began the process of acquiring one of Truro's largest assets, Truro Mall, in 2021. Their vision for the redevelopment of the Mall was refreshing and very forward-thinking, while still remaining focused on the local market in Truro. They worked collaboratively with us and other community stakeholders to really understand the needs and wants of the residents and the town as a whole."

**Alison Grant
Manager of Economic Development
Town of Truro**

"It is clear that Doucet Developments and their team are skilled and professional in their respective fields. But more importantly, I have found their approach to business and the environment they create to be very collegial and supportive. They are generous with their time and I have gained an abundance of industry knowledge through my relationship with them."

**Frank MacFarlane
Business Development Officer
Town of New Glasgow/Municipality of Pictou**

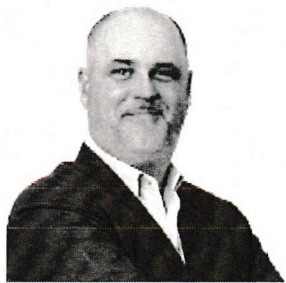
"... Since our first meeting several years ago, you and the team at Doucet have been very upfront, innovative, and professional in your dealings, negotiations, and vision to bring projects to reality; it has been a true pleasure to work with the group..."

**Mike Thususka
Director of Economic Development
City of Summerside**

"It's always great working alongside Doucet Developments. Their expertise in real estate, construction and property management helps to add value for clients we collaborate with."

**Graham Scott
Manager, Economic & Business Development
Municipality of East Hants**

Team Members



CHRIS BALDWIN

Partner, rcs construction, PMco Inc. and Mill-Right Woodworking

Now with 10 years of commercial construction experience, paired with 15 years in the public sector (DAL & IWK Health Centre) exposed to construction from a client's perspective, Chris is involved in all aspects of the business; from estimating to assisting with proposals to client relations and being ultimately responsible for finance and risk management.



ANDREW DOUCET

Partner, rcs construction, PMco Inc. and Mill-Right Woodworking

With over 15 years of commercial construction experience and his Professional, Gold Seal Certification, Andrew lives, breathes, and embodies rcs culture. Andrew is part of the company's Leadership Team, contributing to overall strategic planning and operational efficiency. Andrew currently sits on multiple boards, including NS Mental Health Foundation and The Construction Association of Nova Scotia. Fun Fact - Andrew was the Head Boy at Sydney Academy before graduating in 2005.



CRAIG DUININCK

Partner, Director of Operations, PMco Inc.

Craig is a graduate of St. Francis Xavier University with his executive certificate in Real Estate Development & Management as well as an Honours Degree in Entrepreneurship. Craig has worked from Winnipeg to Halifax in his real estate career, and now oversees daily operations and PMco's property management portfolio .



DENA HUESTON

Director, Human Resources, rcs construction and Mill-Right Woodworking

A well-rounded HR professional demonstrating leadership in full cycle human resource management. Both university and college educated, and a Chartered Professional in Human Resources (CPHR) with over 25 years of progressive work experience in several industries. Dena is a self-starter using exceptional communication and active listening skills while promoting effective negotiation and best-case solutions. She is also a member of the Leadership Team and oversees HR, Payroll and Safety for rcs and Mill-Right Woodworking.



BRENDAN NOBES

Director of Major Projects, rcs construction

Brendan is a construction professional with 30 years' experience and a background encompassing all facets of the industry. A graduate of Mt. A. and NSCC, Brendan is a Gold Seal Certified Project Manager and Estimator. Brendan also holds a Certificate of Management for Lean Construction from the AGC of America, is incoming chair of the Canadian Construction Association and a volunteer coach in youth sports.



MIKE GREEK

Pre-Construction & Business Development Manager, rcs construction

Mike has focused throughout his 30+ year career on developing a breadth of experience and building solid client and trade relationships. Having started as a draftsman, he quickly gravitated to leadership roles such as Senior Construction Coordinator, Maintenance Manager, Design and Construction Manager, Project Manager and Estimating Manager.



DAVE WALLACE

VP Real Estate, Tier Too Properties

A 28 year veteran in land use development, Dave has a great pedigree coming from a family of land surveyors, civil engineers and developers. Dave holds a Geography Degree from Mount Allison University along with diplomas in Urban Planning and GIS from Holland College. A certified NS Development Officer, Dave's passion is dealing with people, location intelligence and greenfield developments.



DARLA GAUDETT

Operations Specialist, rcs construction

Darla brings her background in process improvement combined with her exceptional interpersonal skills to her work with the group of companies. With a passion for real estate and building relationships, she acts as a liaison between all departments, streamlines workflow, supports daily operations, and works to improve efficiency in each project.

Past Developments

Success depends on our ability to meet client needs. That's why we put our relationships first. We are more than just developers; we are entrepreneurs working with entrepreneurs.

QUICK FACTS



500
employees



\$200 MILLION
est. annual revenue



4,000+
successful projects



500+
satisfied clients

01 MICROTEL HOTEL



Construction of a 40,000 sqft, 76 unit hotel. Design includes meeting rooms, dining area, fitness centre and pool facility.

02 HALIFAX NOVA CENTRE



As the Owner's Representative, we were the liaison between the owner and the construction managers, ensuring that the owner's needs were met throughout the duration of construction. At nearly one million square feet, this development consists of two office towers, a hotel, convention centre, pedestrian tunnel, two levels of parking and a number of retail spaces.

03 WEST ROYALTY SUITES



Provide pre-construction and construction management services related to planning, design and construction of a new 149,100 sqft, 5 storey wood framed apartment building with underground parking level.

"I ALONE CANNOT CHANGE THE WORLD, BUT I CAN CAST A STONE ACROSS THE WATERS TO CREATE MANY RIPPLES." – MOTHER TERESA

04 GLEN ARBOUR GOLF COURSE



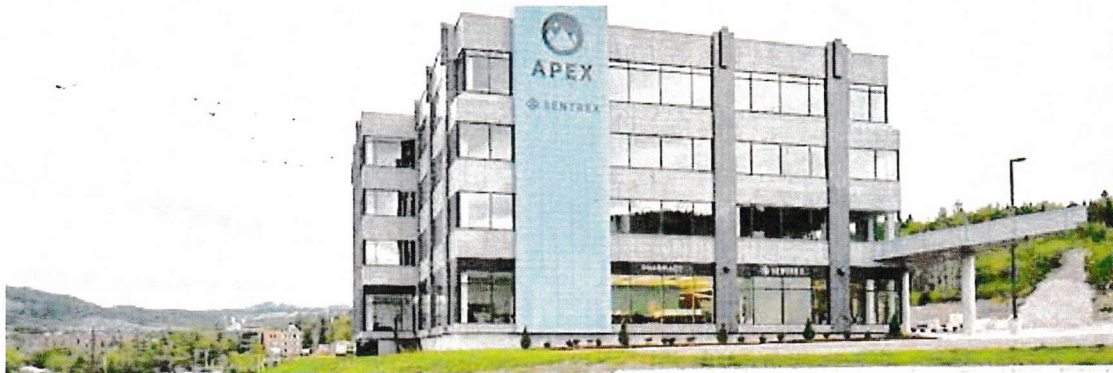
Glen Arbour Golf Course was purchased in May 2021 by Doug and local partners and is being managed by PMco. PMco is the financial manager coordinating all payroll, accounts payable and receivable, benefits and RRSPs as well as financial statements and bank reconciliations. rcs construction has managed various projects under a Construction Management contract to rejuvenate the space, including new on course rest stations, new Scottish Pub, a new Golf Simulator Facility and various other upgrades. rcs has designed and built this space with the owners' vision in mind to transform Glen Arbour into a world class facility.

05 TRURO MALL



The Truro mall was acquired by Doug and a local Truro partner in June 2021. At the time of purchase the mall was less than 70% occupied. With the new ownership, the occupancy is on pace to be 90+% in 2022 with additional buildings also added to the site. rcs is working as the Construction Manager to design and coordinate construction of all new tenant spaces and PMco is providing asset management services to guide the leasing strategy and management of the facility under its new ownership.

06 APEX PROFESSIONAL CENTRE



Base build and fit-up of a 4-storey mixed use professional centre with one level of underground parking in Corner Brook, Newfoundland.

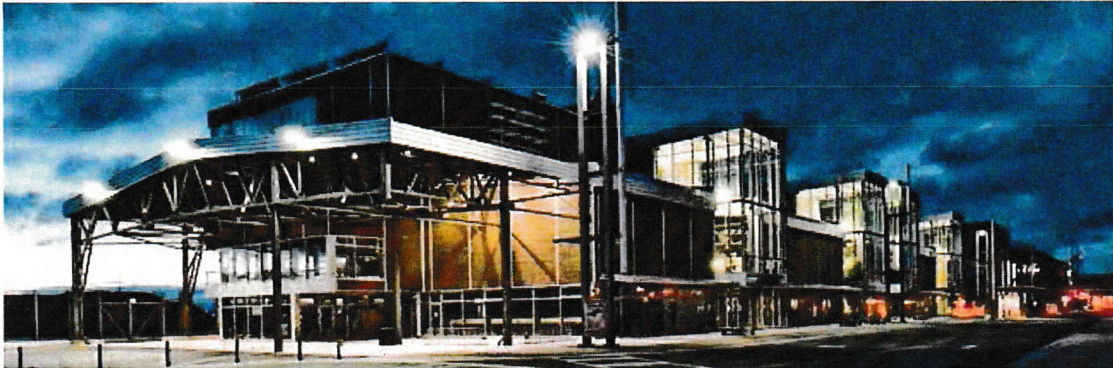
07 ELAN LUXURY APARTMENTS



New build of a 19,000 sqft, 60-unit apartment building. Each unit features high-end finishes, granite countertops, floor finishes, and large windows which give spectacular views of the golf course and Dieppe's upscale Fox Creek neighbourhood. This build also features an underground parking garage, a geothermal heating and air conditioning system, and is fully clad in metal siding and cultured stone.

“WHATEVER GOOD THINGS WE BUILD END UP BUILDING US.” – JIM ROHN

08 HALIFAX SEAPORT FARMERS' MARKET



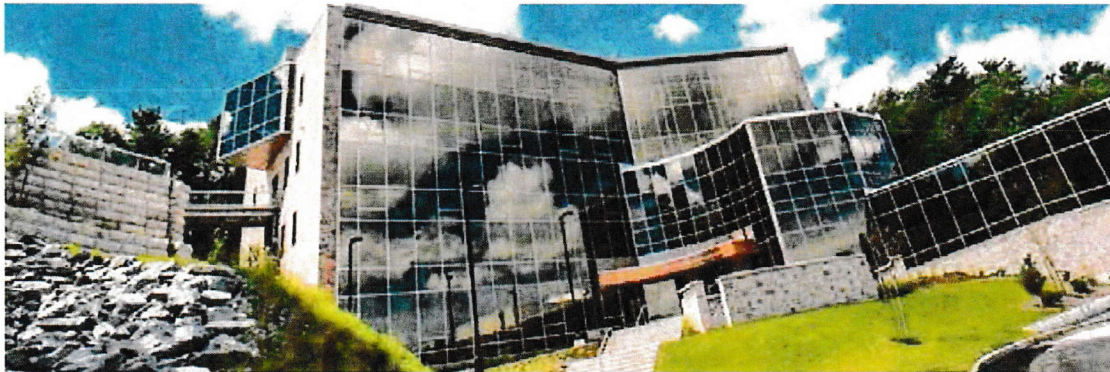
This project was for the base build of a new 43,600 square foot building to house the Halifax Farmers' market, which originally opened in 1750. The Halifax Seaport Farmers' Market was built green because the Cooperative's farmers value environmental stewardship. As a result, the building was designed and constructed as a LEED Platinum certified project.

09 TRU BY HILTON YARMOUTH



This was a Construction Management project, which included all design work and construction for a 4 storey hotel, along with building pad removal of pre-organic soil and replacing structural fill. The building was a total of 41,600 square foot and has a total of 89 rooms.

10 MSVU - MARGARET NORRIE MCCAIN CENTRE



This new 49,000 square foot building, The Margaret Norrie McCain Centre, marked the first brand new building for MSVU in a 42 year period. The project was completed using the Construction Management approach, which had rcs engaged throughout the entirety of the project.

To connect the EMF Library and the Rosaria Building, the McCain Centre needed to be strategically placed in order to connect the upper and lower parts of campus. Success relied on the rcs team working diligently with multiple departments at the university, connecting everyone's needs with the overall vision for the site.

11 THE SUTTON PLACE HOTEL



This project was for the interior fit-up of Halifax's first five star hotel. The hotel included 262 suite hotel, amenity area, patio and hotel entrance..

Redactions 480(1) of the MGA

References



"JUST HAVING SATISFIED CUSTOMERS ISN'T GOOD ENOUGH ANYMORE. IF YOU REALLY WANT A BOOMING BUSINESS, YOU HAVE TO CREATE RAVING FANS." - KEN BLANCHARD

Design Team

DISCOVER, DESIGN, DOCUMENT
AND DELIVER - THAT IS HOW
WE WORK - ROB LEBLANC



**Rob LeBlanc, Partner, Founder
Director of Planning**

Fathom Studio, recently amalgamated from Ekistics Plan+Design and Form:Media after over two decades in business. For our 25-year history, Fathom Studio has called Nova Scotia home and we have worked on some of the region's most significant parks, developments, waterfronts, and tourist destination projects. Though we have planned most of the region's cities, downtowns, and waterfronts, we have also designed over \$400M of landscape and site-built works. This combination of planning and detailed design is what sets us apart from many other planning companies in the region. We fully understand the design implications of our development.

We work with many of the region's largest government organizations (federal, provincial, regional, and municipal) and we understand how these contacts can be instrumental in seeing projects funded, built, and maintained. We also work with many of the region's largest land developers, so we understand the needs of private land developments, businesses, and other private stakeholder organizations.

Planning projects such as the Sydney Urban Core Plan and the Summerside Downtown Plan analyze the key elements that make up a successful public area as well as strategies to revitalize the downtown areas. And recently our firm has been working on the new NSCC Sydney Campus in a variety of roles. In addition, we led the Cogswell Interchange redevelopment plan and a strategy for redeveloping the north end of Halifax's waterfront.

Our work is implementation.

Our team of 35 full-time design and planning professionals include professional architects, landscape architects, planners, tourism experts, signage and wayfinding designers, interpretive planners, interior designers, traffic and civil engineers and place branding experts. Our integrated design approach brings many professionals together under one roof and with the goal of exceptional design-based problem solving.

Fathom Studio

Background Info

Regardless of project, discipline, or media, as an interdisciplinary firm we generally employ the same process. We have found the process to be adaptable to any type of project, regardless of size, complexity, or final product. Our approach emphasizes collaboration with clients and subject matter experts, and an iterative methodology aimed at defining the problem in order to hone in on a solution.

Discover

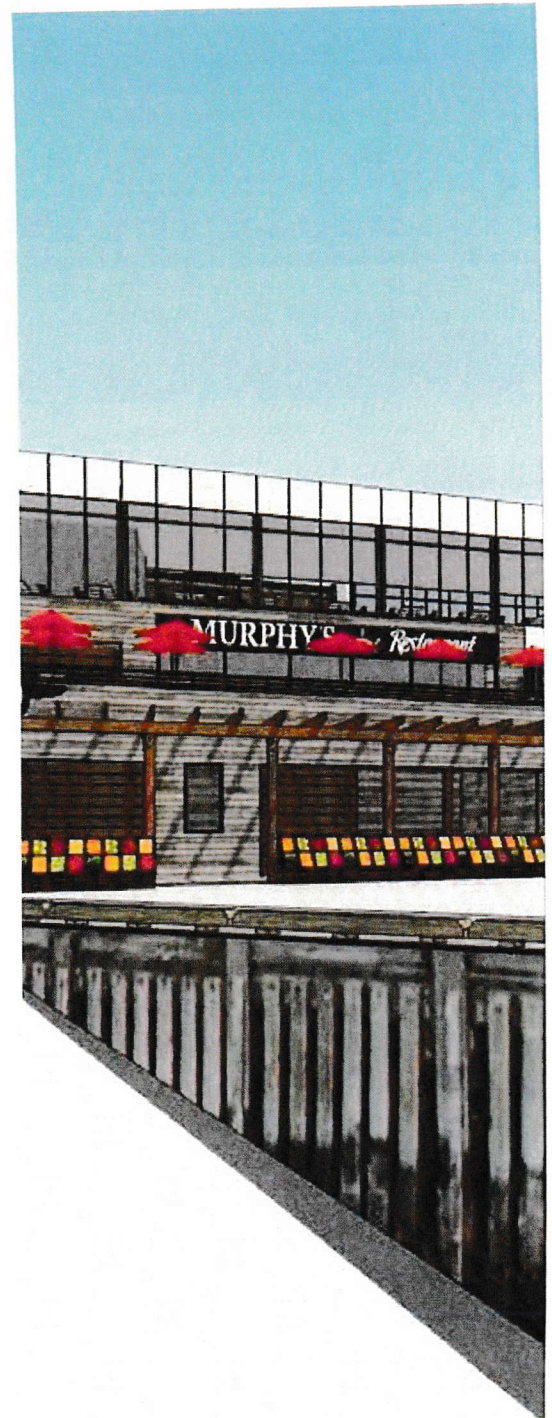
To start seeking answers, we must first ask questions—lots of questions. We are interested in everything that may impact the process, factors for its success, who the decision makers are, and what you want the user to feel or understand. What is the problem here?

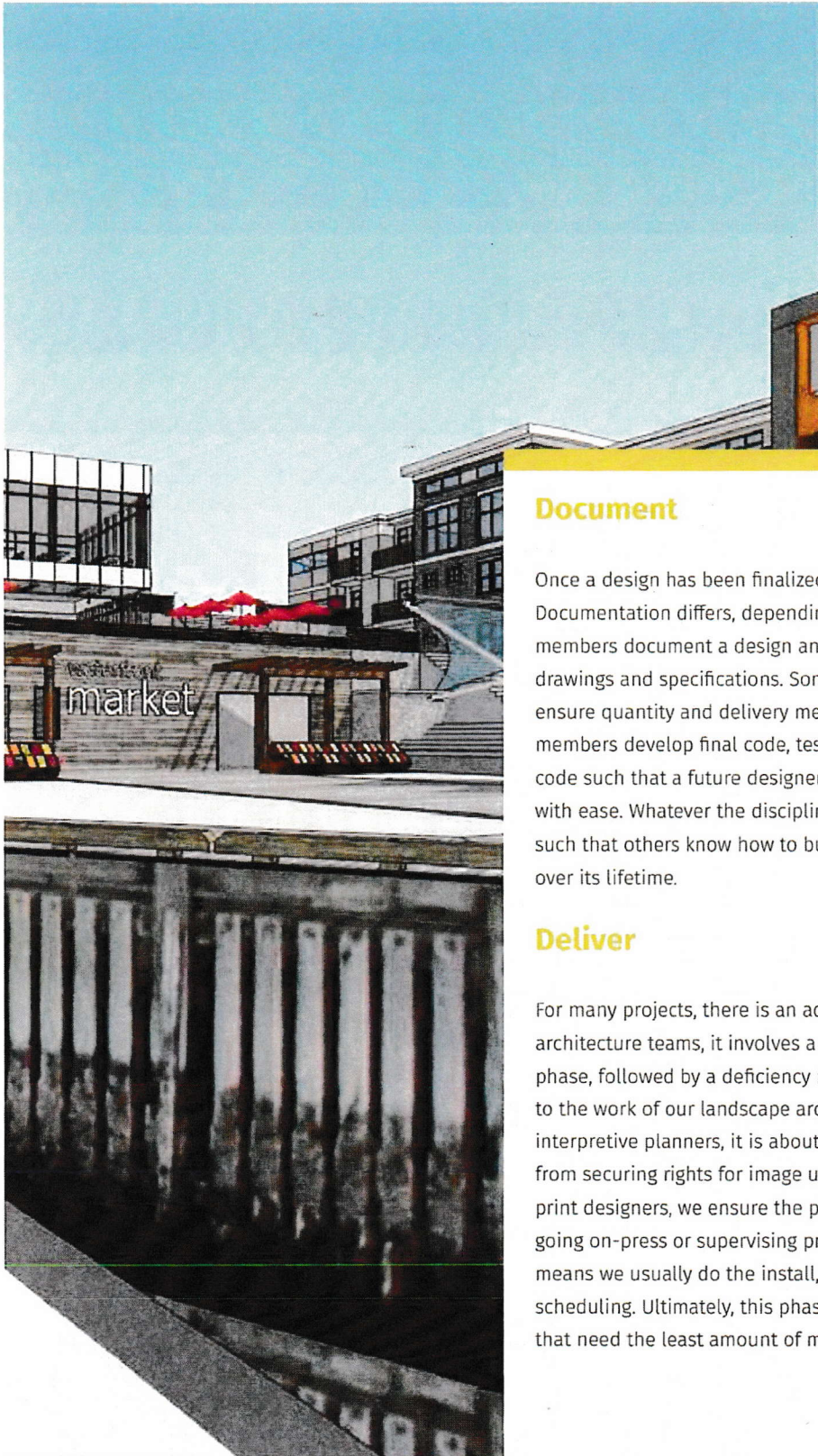
From discovery comes definition. What does solution look like, where will it go, how are we going to deploy it, what emotional connections are we trying to evoke, and why is this project important? These are just a few of the questions that help us define our exploration.

Design

If discovery leads to definition, then design is about exploration. We start generating many ideas—hundreds sometimes—evaluate them against the objectives defined earlier, then run a few concepts through their paces. It is in this phase that design begins to take shape. The goal here is to work with the client to choose a direction for further refinement.

A good idea can only be great once it has gone through a rigorous development process. We refine everything from the form to colour, from language to tone, from massing to materiality. The development phase is an iterative process. We constantly refine a solution, test it, and then refine it again. We then test our results against the project objectives, as a prototype or with the public.





Document

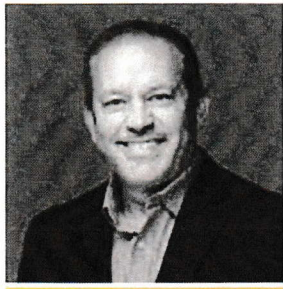
Once a design has been finalized, it must be documented. Documentation differs, depending upon the product. Some of our team members document a design and details in a series of construction drawings and specifications. Some teams, like our graphic designers, ensure quantity and delivery method are in order. Other team members develop final code, test it repeatedly, then document the code such that a future designer or coder can take over the project with ease. Whatever the discipline, the design must be documented such that others know how to build a project or how to maintain it over its lifetime.

Deliver

For many projects, there is an administration component. For our architecture teams, it involves a rigorous construction administration phase, followed by a deficiency review, and project close-out, similar to the work of our landscape architects or interior designers. For interpretive planners, it is about overseeing an installation: everything from securing rights for image use, to managing an installation. For print designers, we ensure the product matches the design intent, going on-press or supervising production. For electronic exhibits it means we usually do the install, testing and hardware maintenance scheduling. Ultimately, this phase is about delivering the best results that need the least amount of maintenance and repair.

Meet Our Experts

Our integrated design approach brings many professionals together under one roof and with the goal of exceptional design-based problem solving.

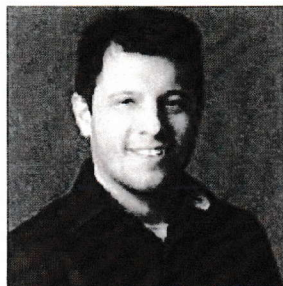


ROB LEBLANC

Founding Partner and Director of Planning

Rob is a landscape architect, an urban planner, and a LEED Green Associate with a special interest in waterfront planning, green development, urban design, landscape ecology, park planning, downtown redevelopment, and campus/school planning. Rob has led hundreds of millions worth of construction projects in his 25-year career including parks, golf courses, downtowns, waterfronts, institutional facilities, and private developments. And as a member of the International Association for Public Participation, Rob is committed to extensive public and client engagement as a necessary stage of every project.

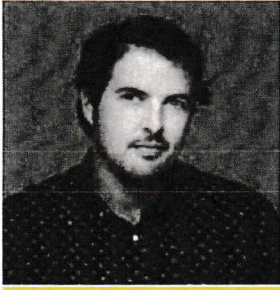
Rob's passion is integrating new technology into every new project (Virtual and Augmented Reality, aerial drones, infrared thermal imaging, and wind monitoring technologies). He hosts a regular technology column called LandTec in the CSLA's quarterly magazine 'Landscape - Paysage'.



DEREK HART

Civil Engineering Technologist

Over his dedicated career with Fathom, Civil Engineering Technologist Derek Hart has been instrumental in preparing working drawings, maps, base plans, illustrative plans, and cost estimates for most of the firm's projects over the last two decades. Derek now leads the Civil 3D implementation at Fathom coordinating BIM with our architecture divisions using some of the most advanced software and hardware technologies available to land planning and landscape architecture. As a Civil Engineering Technologist, Derek oversees the office CAD standards and is our in-house expert on federal and provincial CAD standards ensuring our government projects are coordinated to the highest standards for government use.



CHRIS CRAWFORD

Partner and Director of Architecture & Interiors

A 14-year veteran in the field of architecture, Chris has worked on a number of high profile assignments—from large scale, mixed use projects with budgets in excess of \$180 million, right down to the award-winning design of a 1000 square foot retail space.

Chris' diverse experience has given him the necessary skills to manage large projects, while staying focused on small scale details. This approach offers clients the advantage of a broader and more informed design viewpoint.

Chris enjoys being a part of a design firm that has landscape architecture, planning, and interior design in house as it provides an invaluable knowledge base for each respective discipline to draw from.



JULIEN BOUDREAU

Design & Technical Leader, Associate

A veteran in the field of architecture, design and construction, Julien has worked in a number of offices in Canada and on projects ranging from small homes to large institutional buildings of various scopes and budgets. His experience with design, construction documentation and project management is essential to our team.

His experience gives him the necessary skills to work on large projects, while maintaining a rigorous approach to detailing. This results in efficient project delivery and a higher quality project for the client. Julien also worked as a designer and contractor in Halifax managing design/build projects, such as retrofits, renovations, and additions to existing buildings and old structures with a focus on sustainable design. His knowledge of the construction process and rigorous detailing to are both required for successful renovation and retrofit work projects.

Julien regularly works with consultants and to see all aspects of a project come together in the design phases as well as the construction phases.

Past Projects

As a collective of architects, designers, planners, engineers, and strategists, our depth of thinking translates complex design challenges into meaningful places and experiences.

Summerside Downtown Urban Core Plan

Planning, campus planning, urban design

fathom

Fathom Studio was retained to prepare a comprehensive urban development strategy for downtown Summerside linking its historic downtown to a new urban waterfront district. The plan employed tools for reinvigorating the existing downtown fabric (facade programs, signage and wayfinding, active transportation, etc.) and developed a new land use strategy for development on the waterfront (new marina, new medium density development parcels, conversion of parking lots to development sites,

road dieting, and relocation of the Confederation Trail).

The plan also imagines a new Holland College urban campus situated along the waterfront. For the future campus have planned new urban blocks with onstreet parking, ground floor active uses, residential dormitories, and signature outdoor learning spaces. The plan images a new large waterfront park and outdoor venue space linking downtown to the waterfront and Holland College.

Location

Summerside, PEI

Client

Port of Summerside

Budget

\$50,000

Firm of Record

Ekistics Plan + Design

Timeframe

2015-2016



Sydney Urban Core Plan Planning

Like many downtown areas in Canada, downtown Sydney is no longer the focus of retail activity. In the face of decline, CBRM commissioned a downtown study to find ways to rejuvenate the downtown.

The Urban Core plan lays out a framework for a series of improvements including reconnecting downtown back to its waterfront, encouraging more residential development in the downtown, redesign of the historic Main Street (Charlotte

Street) to make it more pedestrian and cyclist friendly, a signature urban plaza space, a series of small parkettes, and other programs like a facade incentive program, a branding and signage program, a new parking plan, and updates to planning policy.

The Urban Core Plan lays out a plan for \$10.5m in spending on dozens of improvement projects over the next 5 to 10 years. The plan also sets a target for 300 new residential units in the downtown over the next 20 years.

Location

Sydney, Nova Scotia

Client

Cape Breton Regional Municipality

Budget

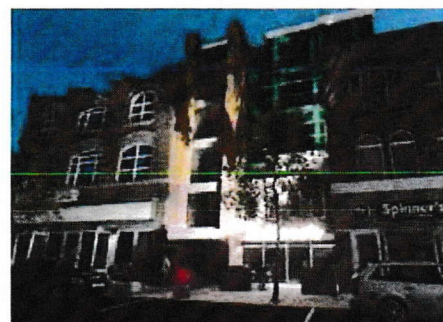
\$10.5M

Firm of Record

Ekistics Plan + Design

Timeframe

2017



Cogswell Interchange Masterplan Planning

fathom

Cogswell Transformed is one of the largest urban redevelopment initiatives in Atlantic Canada. The project removes a 1960's era highway interchange from the entrance to downtown Halifax to create a new 16-acre neighbourhood designed to unite the city's north end with the downtown.

The ambitious but achievable plan balances

the needs of disparate disciplines across a wide range of municipal and provincial departments from planning, traffic, municipal services, active transportation, urban design, parks, and transit, to transform a divisive physical reminder of Halifax's past and create an inspirational and contextual solution for the city's future.

Location

Halifax, Nova Scotia

Client

Halifax Regional Municipality

Budget

Undisclosed

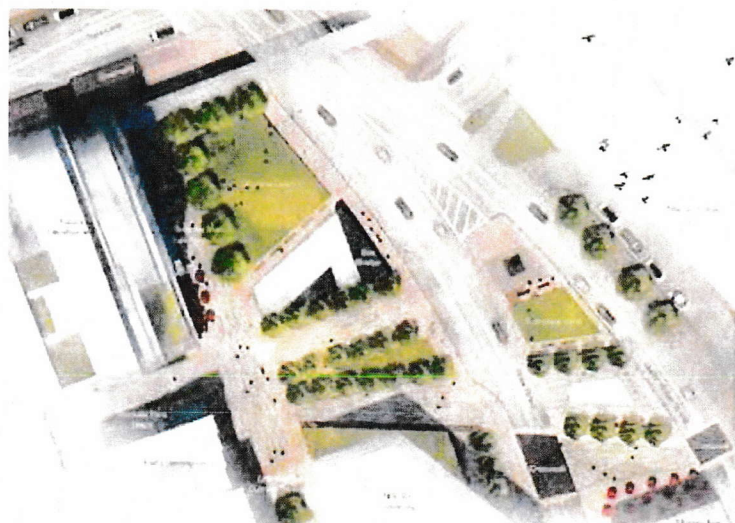
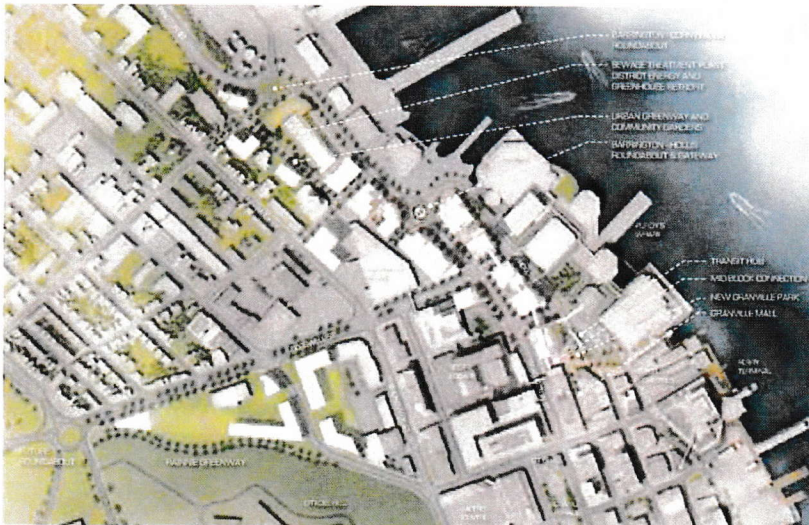
Firm of Record

Ekistics Plan + Design

Timeframe

2014-2015

Honours Canadian Institute of Planners (CIP) National Awards for Planning Excellence 2015 • Neighbourhood Planning
Atlantic Planners Institute (API/IU) Award of Planning Excellence 2015 • Physical Plans & Design



Dartmouth Waterfront Cruise Readiness Plan

Planning, landscape architecture,

The Dartmouth Cruise Readiness Plan represents a tremendous economic development opportunity for the downtown Dartmouth waterfront, the broader regional community and tourism in Nova Scotia. The project suggests substantial benefits to residents in the form of better parks, better and more active waterfronts, improved connectivity and trails, and improved small business opportunities. Prepared by Fathom Studio, this plan was coordinated by a partnership consisting of three agencies: the Halifax Port Authority

(HPA), Develop Nova Scotia (DNS), and the Halifax Regional Municipality (HRM), as well as other federal stakeholders including the Pilots, Transport Canada Coast Guard and CN.

The Cruise readiness Plan envisions the redevelopment of the Dartmouth Waterfront through a large catalytic waterfront project that could have significant economic benefits for the entire Halifax Regional Municipality, the Province of Nova Scotia and the Atlantic region.

Location

Halifax, Nova Scotia

Client

DevelopNS, Halifax Port Authority, HRM

Budget

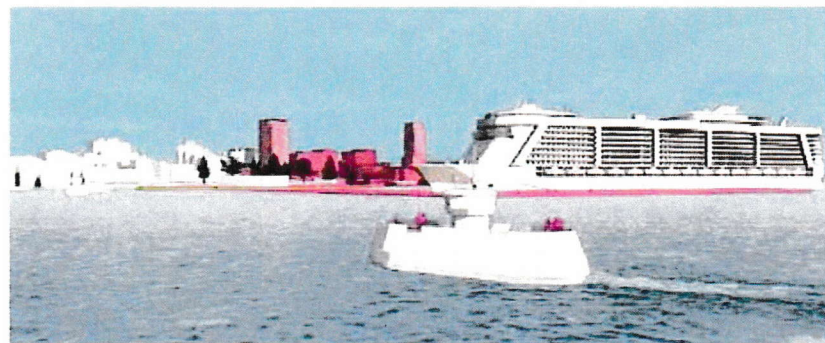
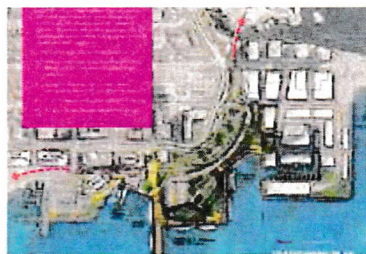
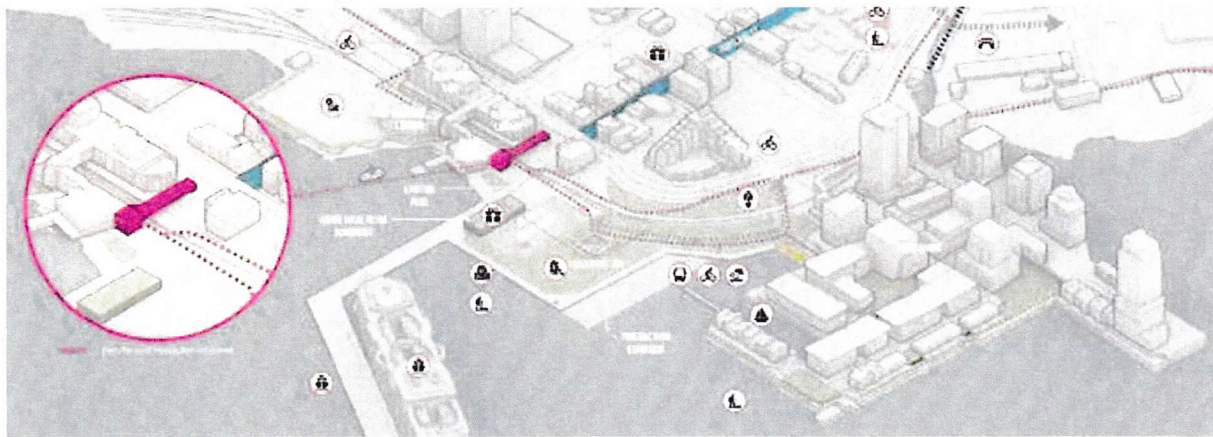
\$50,000

Firm of Record

Fathom Studio

Timeframe

2020



Halifax North Waterfront Plan

Planning

fathom

In stark contrast to the southern portion of Halifax's waterfront, the northern area is not as pedestrian friendly and as a result sees significantly less pedestrian traffic beyond the Cow's Ice Cream stand. In this study we analyzed contributing factors to this dramatic shift in pedestrian traffic and proposed site specific interventions to encourage pedestrian use.

As a result of the study we proposed several

interventions including the addition of retail kiosks, wayfinding and interpretation, seating, public art and plazas, a marina, widening boardwalks, and activating ground floors of adjacent buildings. Site specific interventions were proposed for all of the properties in the area including the Ferry Terminal, Historic Properties, the Marriot, the Law Courts and Nathan Green Square, Purdy's Wharf and Casino Nova Scotia.

Location

Halifax, NS

Client

Waterfront Development Corp.

Budget

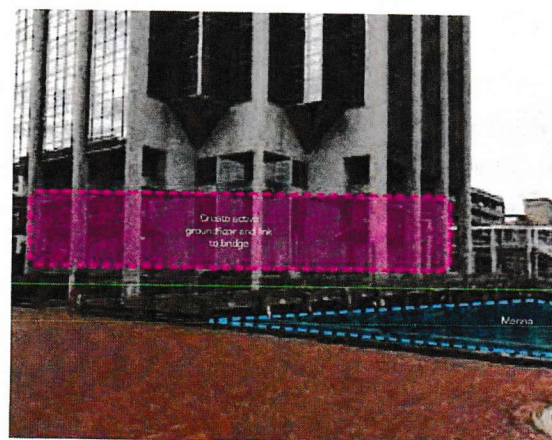
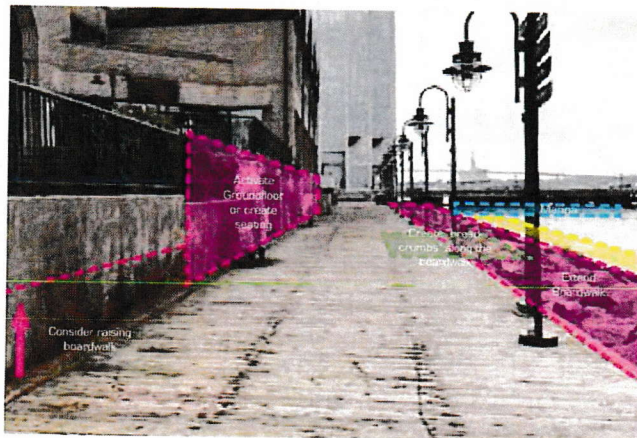
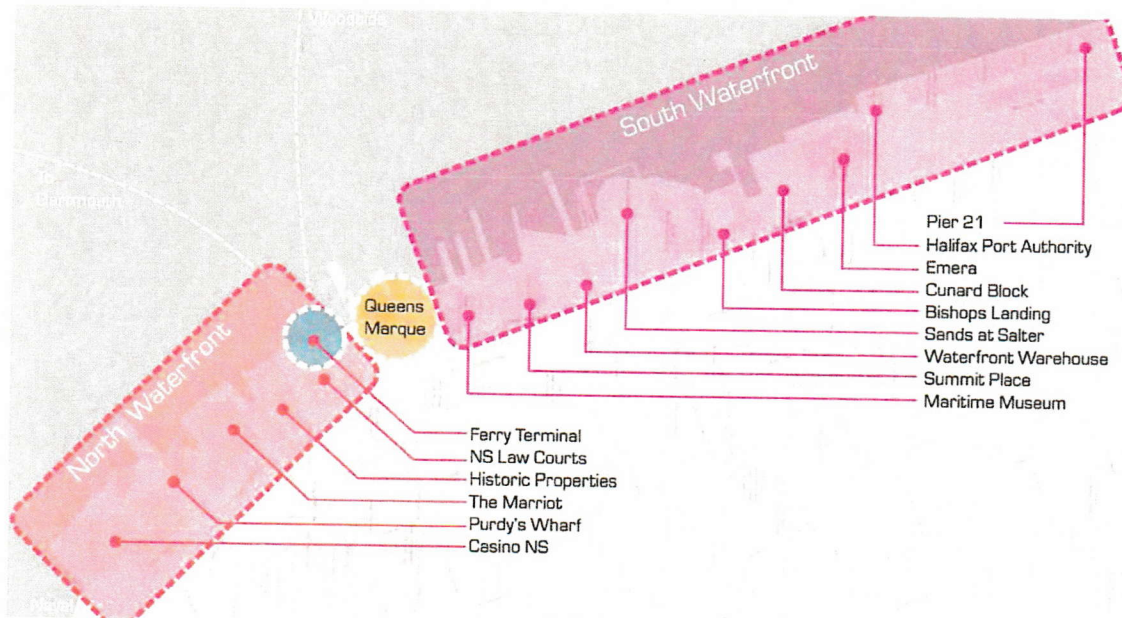
Undisclosed

Firm of Record

Fathom Studio

Timeframe

2016



Charlottetown Waterfront Planning

Our studio was commissioned by the City of Charlottetown to complete a master plan for the city's waterfront stretching from the Eastern Gateway area to Victoria Park. The plan guides all future growth and depicts a 30 year vision for the waterfront that balances density, use, and height while emphasizing the need for public access to the waterfront. The intention is to ensure that

future waterfront development proceeds in a manner sympathetic with the unique qualities and charm of the downtown while providing a viable and sustainable economic strategy for this key area. Public participation was critical to this master planning initiative and its guiding principles were determined through a series of public workshops, interviews, and surveys.

Location

Charlottetown,
Prince Edward Island

Client

City of Charlottetown

Budget

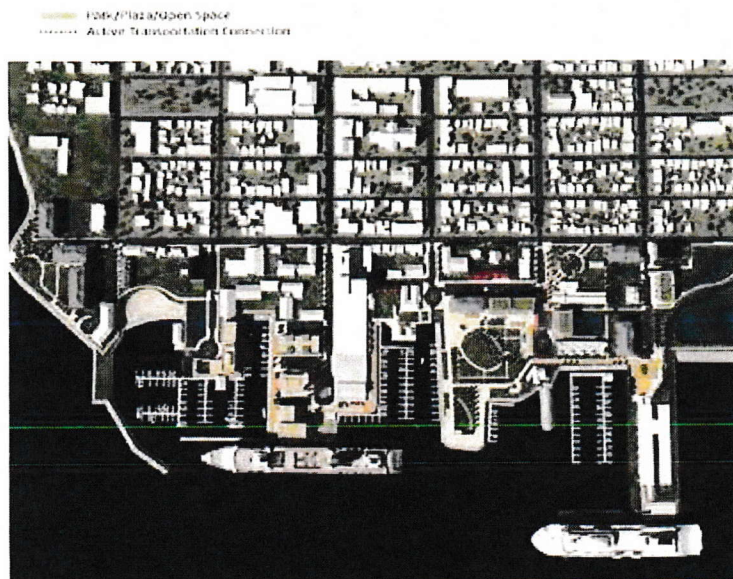
Undisclosed

Firm of Record

Ekistics Plan + Design

Timeframe

2012-2013



Group ATN

Background Info

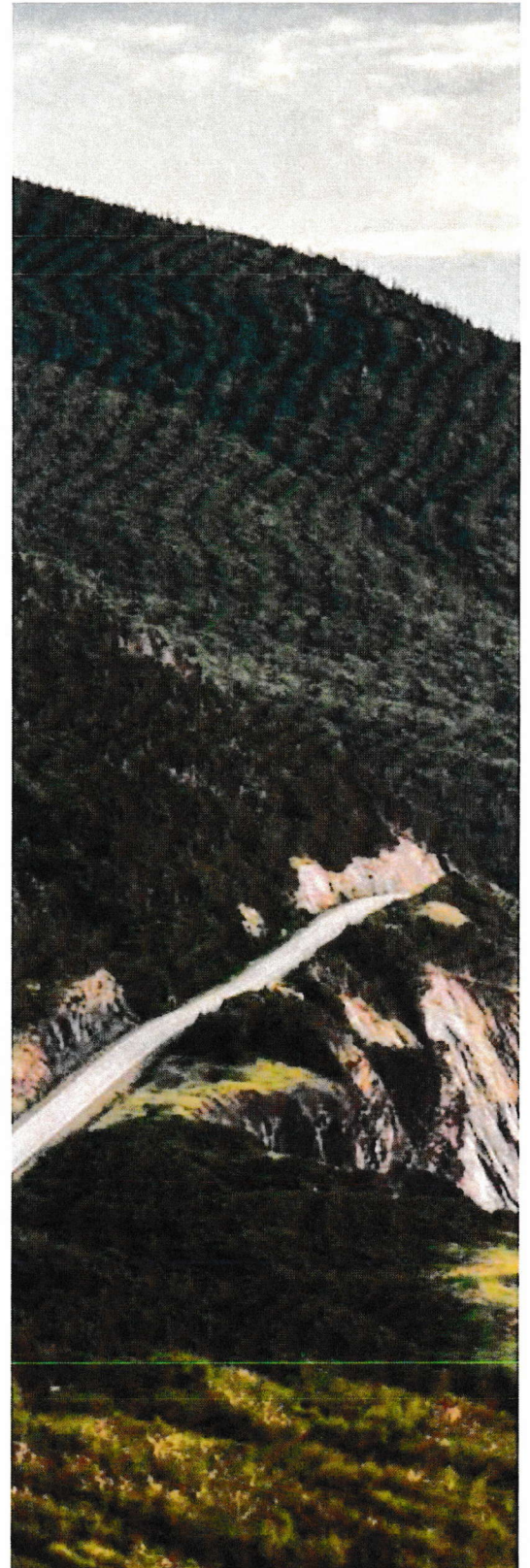
Group ATN (GATN) is an Atlantic-wide consulting and applied research firm registered in Nova Scotia, New Brunswick, Prince Edward Island, and Newfoundland and Labrador serving both Canadian and International clients.

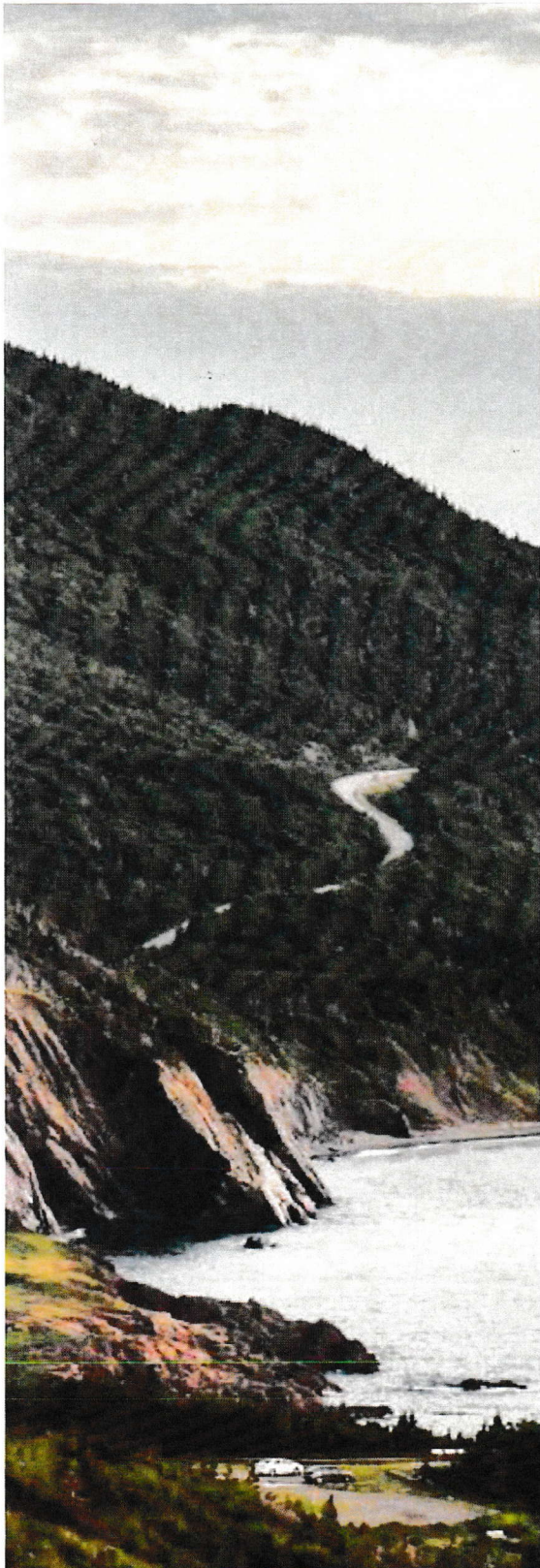
Incorporated in 2013, GATN brings a seasoned team with deep experience at senior levels within the public and private sectors.

Group ATN Consulting Inc. (GATN) is a diversified consultancy serving the public and private sectors, First Nations interests, and Non-Government Organizations (NGOs). GATN's bona fides in economic development and strategic planning are founded in the extensive knowledge and experience of its principals and associates in socioeconomic impact analysis, research techniques, and policy analysis honed through senior level career experience in both the public and private sectors. Company clients are located throughout Canada, the European Union, and the Caribbean. GATN has an extensive background in municipal services and relations illustrated by many projects with municipalities in tourism, economic development, broadband, entrepreneurship, and innovation.

Co-founded by a highly regarded economist and former senior level public servant, both with decades of applied experience, GATN's team brings extensive experience with municipalities in economic development, including both policy and operational experience. This experience, coupled with the company's unique skill set in economic impact analysis, complements the value proposition of the project team in waterfront development projects. GATN has an outstanding reputation in economic strategy development throughout Nova Scotia and across Atlantic Canada, particularly among municipalities and First Nation Communities.

While uniquely customized to the requirements of each project, these assignments have many common features that are relevant for CBRM's





exciting initiative contemplating a fresh approach to waterfront and downtown development.

Our lauded approach includes jurisdictional and environmental scanning to draw out leading and best practices. Virtually all GATN assignments include public engagement using multiple lines of inquiry, that can be built around a project website that becomes a comprehensive information utility for all stakeholders and rights holders throughout the assignment.

GATN is highly adept at the design and deployment of survey instruments, in conducting focus groups and community charettes and we implicitly understand that in a project such as this one, the public consultation and engagement piece must not only be done well but seen to be done well.

GATN has also been extensively involved in entrepreneurship and the innovation ecosystem development within the province. Our team brings a sophisticated understanding of the traditional economy, as well as the “new” economy that is so pivotal to future growth and around which CBRM and the Island has both nascent and well-developed assets in its start-up community and in the culture space (e.g., Creative Island).

To illustrate, GATN was selected to lead the highly successful development of the Nova Scotia Sandbox Program over a four-year contract from 2015 – 2019 and the Cape Breton Cape Breton – Unama’ki Economic & Population Growth Strategy. GATN was also engaged in building the accountability framework for the Innovation Hubs and Districts Program. More recently, GATN has taken a leadership role in helping companies adapt and evolve their business models to respond to the COVID-19 pandemic. Philosophically, GATN is a strong proponent of the concept of inclusive growth and the proposed waterfront development offers significant potential for CBRM to enhance its role in placemaking for all.

Team Members



THOMAS MCGUIRE

Principal and Co-Founder

Thomas will be the lead economist for this assignment. Together with Rob LeBlanc, he will share responsibility for translating the spatial plan and concept design in a way that will describe the socio-economic transactions that the plan will support. As an iterative process, underpinned with a clear picture of the current socio-economic climate, other development collections, and future trends, the goal is to optimize planned site uses to complement and enhance existing assets and investments toward a greater collective impact.

Thomas is a Principal and Co-Founder of Group ATN Consulting Inc. He specializes in fiscal analysis – including benchmarking; evaluation; qualitative and quantitative research; economic analysis, and socioeconomic impact studies. Thomas has worked on diverse projects for municipal, business, and First Nation clients, spanning economic development, information technology, sustainable planning, port management, waste management, tourism, recreation, culture, and transportation. With his academic and applied experience in economic analysis, he has conducted several high-profile assignments, including leading the \$1.14 Billion Strong Indigenous Economic Performance in Atlantic Canada study for the Atlantic Policy Congress of First Nation Chiefs (www.apcfnc.ca/media/apcfnc-economic-impact-media-release-april-27-2016-2). He has measured the economic impact of the recent Scotties Tournament of Hearts, Celtic Colours, among other sport and tourism events. He led the recent Bras d'Or Yacht Club business planning and is currently working on an assignment with Destination Cape Breton to examine the winter tourism opportunities for the region.

Beyond this, Thomas worked on many consulting assignments in Cape Breton including a seven-year contract for the Sydney Tar Ponds Remediation Project to enhance local economic benefits; with CBU and Start-up Cape Breton to develop the Island Sandbox, supporting the Cape Breton Innovation District; developing a Broadband Strategy for the Cape Breton Regional Enterprise Network (CBREN); and a study for Sydney Port Development. Assignments working for other municipal and local clients includes the Cape Breton Golf Economic Impact Study, work in support of the Victoria County Tourism Strategy, work for Louisbourg Fisheries, as well as several community and event-based groups, including Celtic Colours. Most recently, he and the GATN Team worked on the Cape Breton Cape Breton – Unama'ki Economic & Population Growth Plan. Thomas has a well-established working relationship with Fathom spanning over 20 years and has worked with Rob Leblanc on the 2014 Sydney Waterfront Plan as well as many other waterfront and property development projects.

Thomas brings an exceptional analytical skill set to these assignments, including municipal tax analysis, scenario planning, forecasting, and value for money assessment. Skilled in the design of research methodology, his work frequently involves focus groups, case study investigations, community engagement sessions, and survey research.



STEPHEN COYLE

Vice President of Research and Strategy

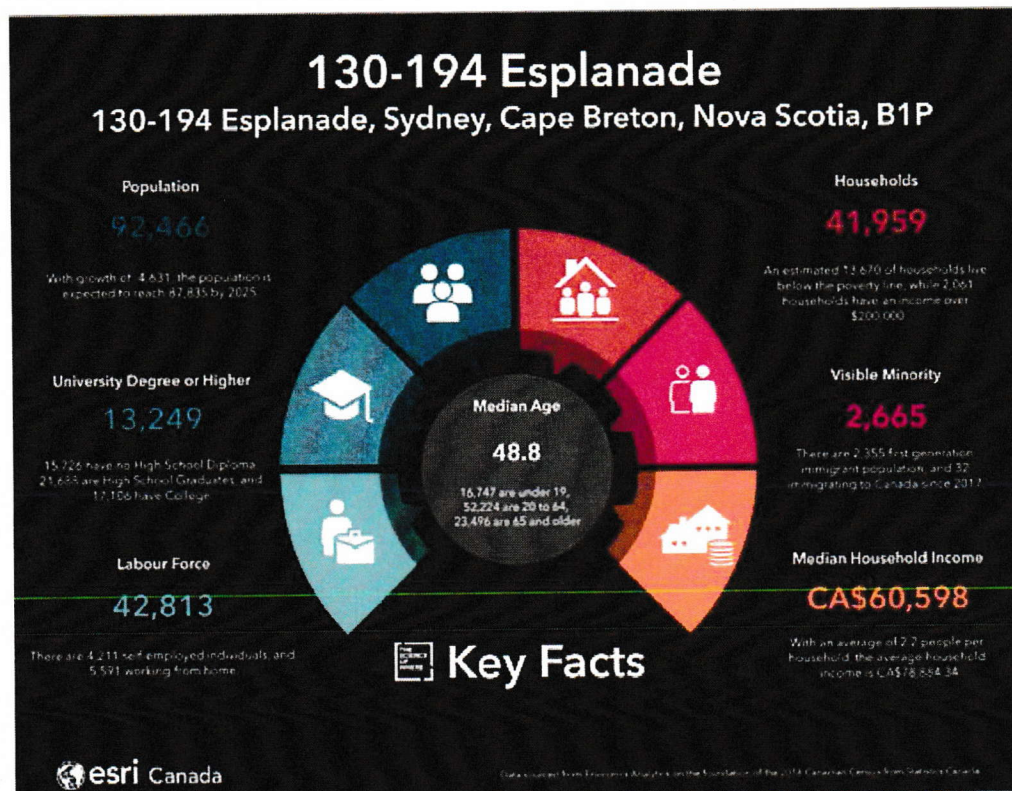
Stephen is a strategic thinker with extensive evaluation and planning experience in both private consulting and government. He specializes in the use of enquiry and research to present a compelling story about growth that leads to positive change. Stephen is committed to delivering timely strategic support for long range and operational planning by drawing on a broad range of experience in management consulting and government. Stephen's expertise includes tourism planning reflecting competitive analysis, environmental scanning, program evaluation, strategic planning, and organizational effectiveness.

His priority is to provide practical decision support that leads to concrete results. Stephen's assignments for municipal government clients includes leading the Victoria County Tourism Strategy and supporting the development of a Broadband Strategy for the Cape Breton Regional Enterprise Network (CBREN). Stephen has completed dozens of jurisdictional scans frequently encompassing aspects of municipal government, including fiscal dimensions.

Most recently, Stephen worked on the 2020 Cape Breton Cape Breton – Unama'ki Economic & Population Growth Plan, 2020 Halifax Tourism Master Plan and the 2021 national strategic analysis of economic immigration.

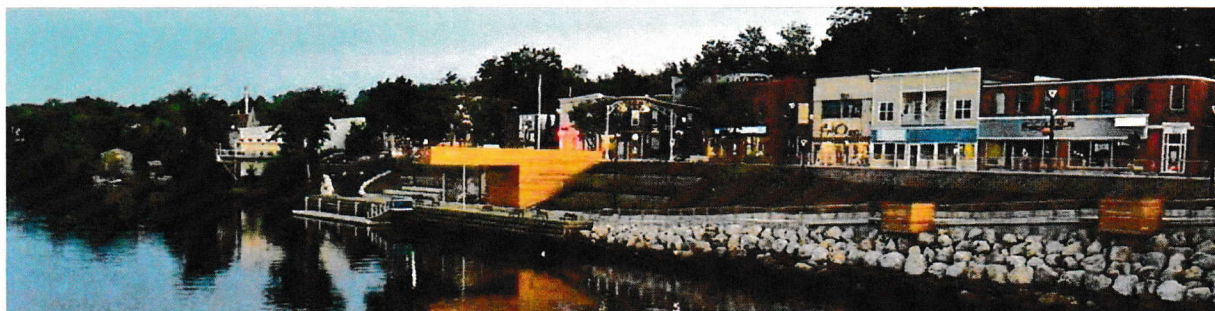
STATISTICS CANADA

Based on 25KM radius (2016)



Past Projects

01 FUTURE GROWTH & MARKET ANALYSIS OF THE TOWN OF BRIDGEWATER



CLIENT: Town of Bridgewater

SERVICES: Demographic Analysis, Market Analysis, Strategic Planning, Future Growth Projections

CONTACT: Matthew S. Davidson, P.Eng., Engineering Services Manager, Engineering Department, Town of Bridgewater
902.541.4370

Matthew.Davidson@bridgewater.ca

This project provided the Town with the analysis and tools necessary to manage future long-term infrastructure investments effectively and efficiently. Among the many lenses through which this needs to be considered, socio-economic and future growth scenarios are critically important. Understanding trends in population growth, settlement patterns, and household formation, among other frames of reference will be important to understanding development needs and pressures including considerations of density, location, separation, and proximity between residential, commercial, and industrial nodes.

Study scope of this project included:

- Assessing current and future socio-economic conditions and illuminating their implications for the overall development plan, and, individually, the Glen Allan Subdivision and the Business Park lands north of Highway 103.
- Analysing population trends and population growth and related demographic characteristics, from trends in household formation to the implications of accommodating an increasing cohort of older residents.
- Examining housing market trends, including the development potential and capacity for new residential construction, and the implications from systems shocks (e.g., sharing economy and COVID) on demand for and availability of housing options.
- Exploring future economic projections for growth, business, expansion, and the targets and success scenarios among current and future recruitment efforts.
- Examining trends and efforts in immigration and efforts to encourage newcomers to migrate to the Town and related projections.

- Developing an understanding of the market catchment as viewed through a commercial lens, including predicting consumer spending by category.
- Undertaking stakeholder interviews, with selected property developers and economic development professionals; and
- Assessing the supply and demand of commercial parks in the region.

02 CAPE BRETON-UNAMA'KI ECONOMIC & POPULATION GROWTH STRATEGY



CLIENT: Cape Breton Partnership

SERVICES: Outreach and Engagement, Survey, SWOT Analysis, Strategic Planning

CONTACT: Carla Arsenault, President and CEO, Cape Breton Partnership

902.562.6059

carla@capebretonpartnership.com

The focus of this project was to develop a strategy to grow the economy and population of Cape Breton Island for the Cape Breton Partnership – a regional economic development agency. This project included extensive and inclusive engagement across the island including working sessions with all municipal councils on the island; interviews with key stakeholders; sessions with Unama'ki leaders, businesses, education and local organizations; public engagement sessions; and a community/business survey. GATN also conducted an extensive economic base analysis and background research to identify key sectors for growth. GATN developed strategic directions for the Island that focused on growing three key clusters of the regional economy and strategies for attracting visitors, newcomers and former residents to the Island.

Our role included:

- A public engagement session to launch the development of the plan, which included a live polling event.
- Working sessions with government, Unama'ki leaders, businesses and Community leaders.
- Focus groups with key community members such as international students.
- Interviews with key stakeholders.
- A community and business survey.

- Extensive background research.
- Economic base analysis.
- SWOT analysis.
- Identification of key clusters for growth.
- Development of strategic directions based on extensive research and engagement; and Development of action plans to implement the strategy. LOCATION: Cape Breton, Nova Scotia

03 OTHER PROJECTS

- Marina business case and feasibility study for Sheshatshiu Innu First Nation
- Economic and fiscal assessment of the Mount Pearl City Centre Plan
- Economic assessment of a Commercial Building development for St. Mary's First Nation
- Business case for a proposed Marine Innovation Center Feasibility Study and Waterfront Plan for the Town of Port Hawkesbury
- Economic Impact of Development Nova Scotia's approach to waterfront development
- Socio-economic impact assessment of Golf in Cape Breton
- Municipal impact assessment of the Argyle & Grafton Streets Shared Streetscapes Concept
- Development of the Victoria County Tourism Strategy



2. Our Vision

The Concept

The 2014 Vision for Sydney's Harbourfront as referenced in your call for EOI, was prepared as an open and collaborative project between residents, businesses, staff/council and was led by Ekistics (now Fathom Studio) whom we have retained as an integral part of our team. The report lays out the foundation for a mixed-use waterfront that includes opportunities for specialty businesses, tourism, recreation (passive and active), and new opportunities for downtown living. As the report notes, "Urban waterfronts around the world are seeing a renaissance as heavy marine industries leave their downtown locations and as people realize the power of the water's edge in place-making. These redeveloped sites are becoming highly desirable places to live, work, and play and quickly become major tourist and event destinations. In most Canadian cities, waterfront land values have increased faster than other parts of the downtown." Sydney's waterfront is its crown gem in place-making and downtown revitalization. Only the best developments that can ignite water-enhanced uses should be reserved for the waterfront.

Students bring vitality and life to

places which is why university towns like Wolfville, Halifax, Antigonish, etc., are such vibrant communities. In 2024, Sydney's urban waterfront will be anchored on the south end with the opening of the new NSCC campus. These students will bring new energy to the waterfront, and as a result, we expect the boardwalk will see much higher use than it does today. At the north end of the waterfront, the new cruise ship berth has the potential to double cruise traffic into Sydney, bringing a steady stream of tourists in the busy 4-5 month tourism window. This site is an essential steppingstone into downtown Sydney and Charlotte Street. It is only one block removed between The Port and Charlotte Street and will provide more tourists with a reason to stay in Sydney rather than jumping on a bus to visit the outskirts. An important part of this allure will be to activate the ground floor of all the new buildings with a dynamic mix of commercial uses. The open spaces that bound this development also need thoughtful consideration with active and passive park use that will encourage people to spend some time, watch a busker, hear a musician, buy some local art or speak to a local.

As a central premise of the plan, we

have maintained focus on preserving the view corridors from the three adjacent anchor streets (Napean, Dorchester and Pitt). These view corridors will maintain meaningful visual connections to the waterfront. No buildings will block these viewsheds. The foot of Dorchester is an essential urban hinge to this development, and a large urban plaza has been reserved to get people from the waterfront up to Charlotte Street. This plaza could be ideally suited for

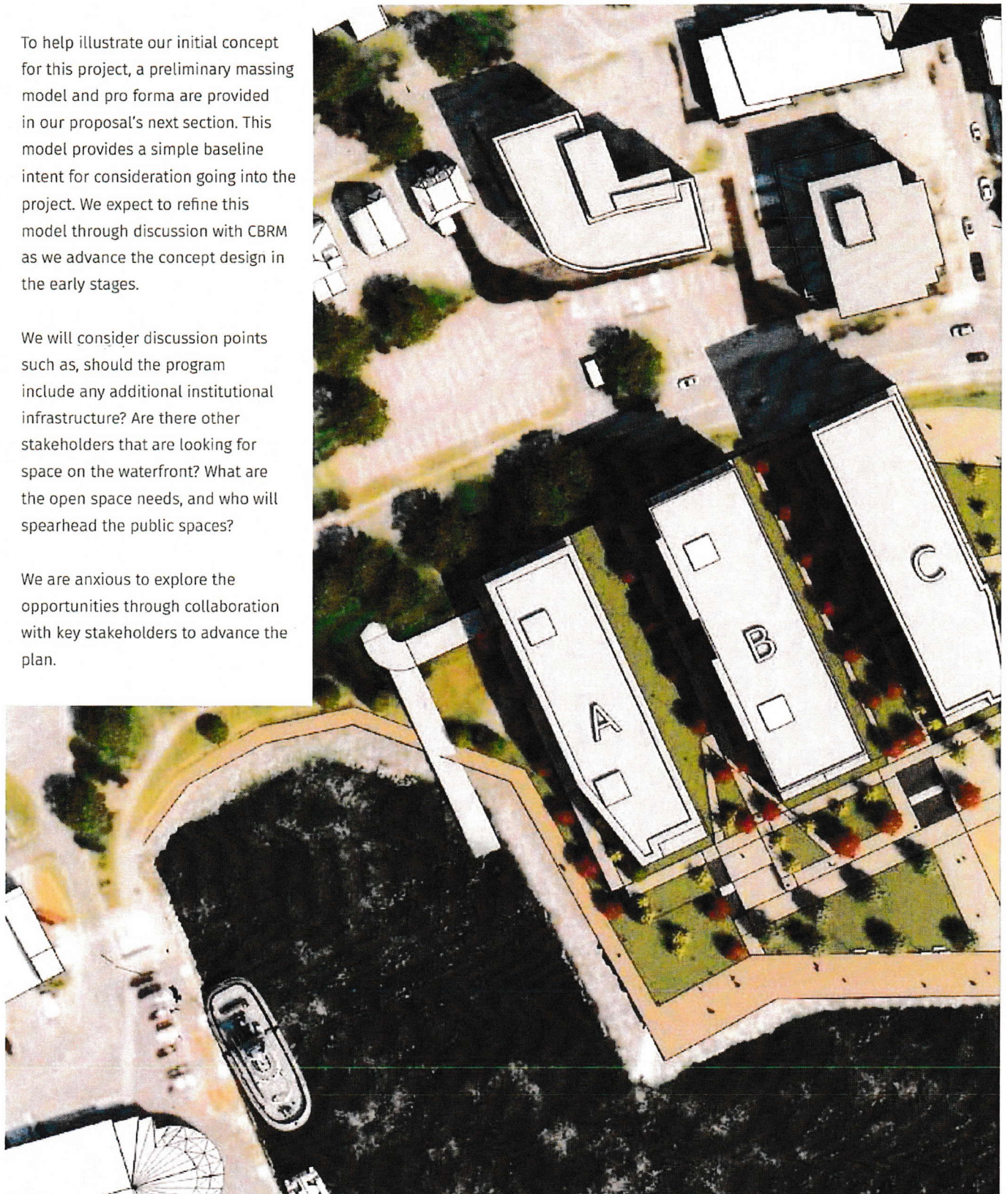
"The stage is set for a true team approach that will connect local and provincial governments, a design team already immersed in creating a vision and a developer motivated to see it through. The time is right to transcend past challenges, re-establish positive momentum and act on a plan designed to realize the incredible potential inherent in this redevelopment project."

Doug Doucet

To help illustrate our initial concept for this project, a preliminary massing model and pro forma are provided in our proposal's next section. This model provides a simple baseline intent for consideration going into the project. We expect to refine this model through discussion with CBRM as we advance the concept design in the early stages.

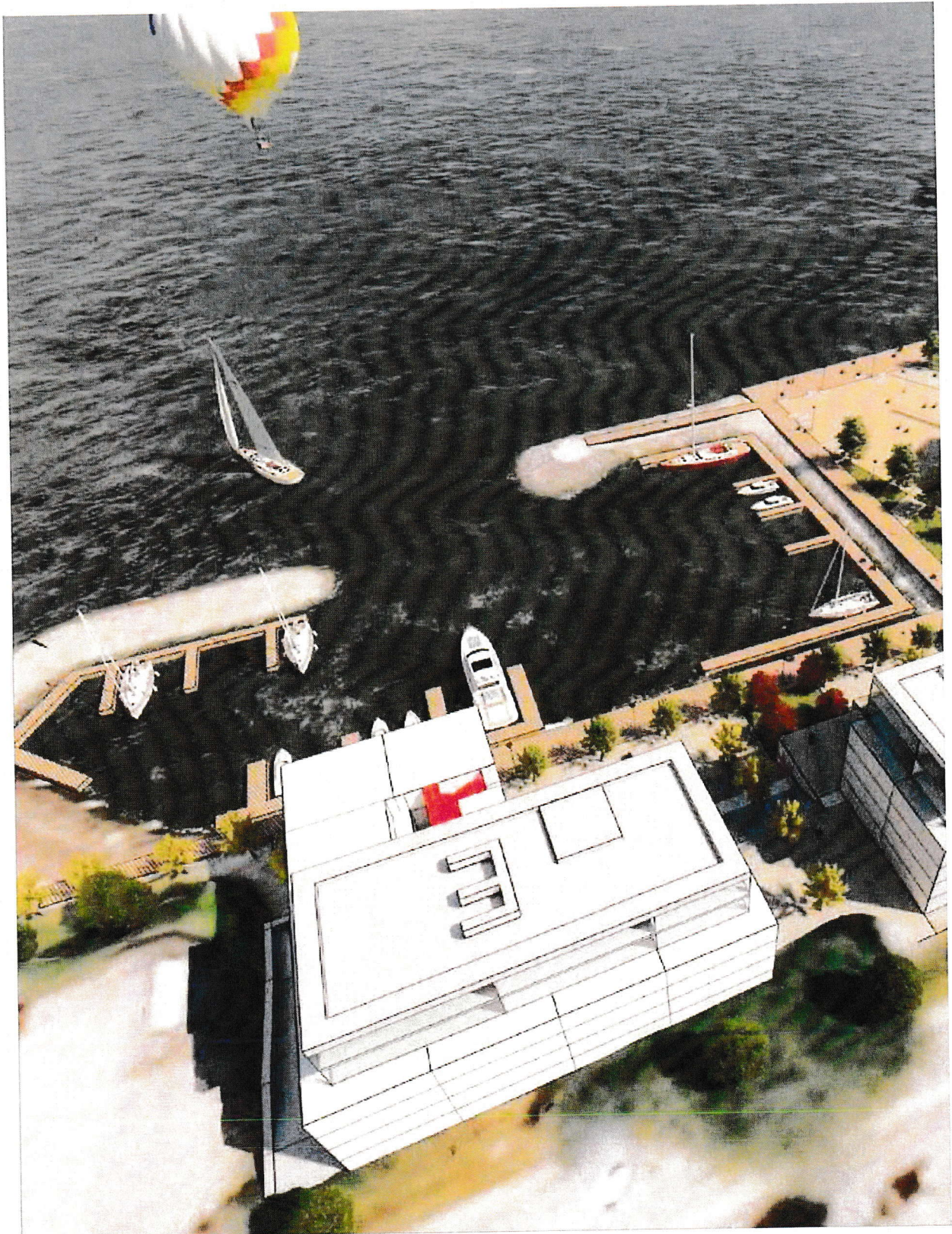
We will consider discussion points such as, should the program include any additional institutional infrastructure? Are there other stakeholders that are looking for space on the waterfront? What are the open space needs, and who will spearhead the public spaces?

We are anxious to explore the opportunities through collaboration with key stakeholders to advance the plan.





Concept Plan



The Massing Study

To advance our initial ideas, the conceptual massing plan was prepared to help us explore the development potential of this site. Our Group will hope to purchase PID (15058712) if we are successful in this RFP/EOI. In the unlikely event that we are unable to include the utilization of this property in planning the development, the Massing study would be updated to eliminate Building C. Please see attached insert on this page. Together, this large ~6-acre assembly of properties could transform the North Sydney waterfront.

The development plan has been phased for implementation from south to the north with 5 mixed-use buildings (with about 428 units, 34,700 sq. ft. of commercial ground floor uses and 14,800 sq. ft. of offices), a 590-car underground parking garage, 1.5 acres of waterfront park uses and another acre of urban courtyards and plazas. This plan doesn't depend on any government anchors for its implementation. We anticipate a 10 to 15-year buildout of this plan with the most significant last phase of the development timed such that it could accommodate a government anchor (such as a library) if there is demand, but if there is no demand, we can move forward with a full mixed-use development.

Notable in this plan, there are no new roads or streets and no surface parking lots. This means that all spaces between buildings will be either landscaped courtyards or urban plazas. Hidden inside this new development, invisible to everyone from the outside, the 590-car parking garage will provide critical access to the buildings above and could be an important anchor for accessibility to the waterfront. The parking garage has two subtle entrance points, while the rest of the structure is outlined with active facades along the waterfront. Most of these spaces are earmarked for ground-floor commercial uses, while a small portion has been set aside for residential walk-ups. On top of the parking podium, there will be a variety of urban courtyards and landscaped spaces accessible to residents of the development

and the visiting public. As part of the Downtown Core Plan for Sydney, Fathom had investigated the feasibility of a municipal parking garage. While the timing wasn't right for such a structure, this parking garage, located at the foot of Dorchester Street, could be portioned to help satisfy downtown parking demand. Incorporating a ratio of about 1:1.4, we have purposefully created more parking than might reasonably be needed for this development.

A reasonable target for this development would be a 1:1 ratio considering continued transit and active transportation improvements in the downtown area. Meaning there is extra capacity for commercial uses and increased downtown activity, and any future civic anchor that might become part of the plan at some point.

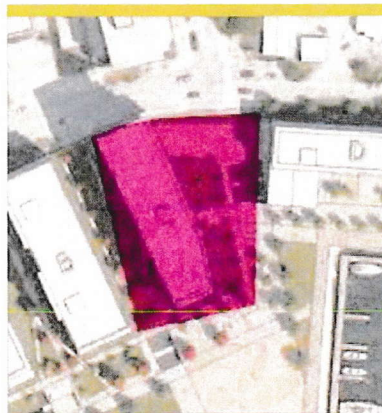


Figure 1 - Bldg C - Dependent on Agreement for Central PID (15058712)

Along the waterfront, space for a 1.5-acre urban park has been reserved, which will be close enough to the boardwalk to activate the ground floor commercial uses but wide enough to accommodate sports courts, a raised urban beach, splash pads that convert to skating surfaces in winter, commercial kiosks, Celtic gardens and/or stage areas for performances. There would be enough space to accommodate a 4,500-person outdoor



Phasing Overview

Phase 1 1 - 3 Years out

Includes a proposed six-storey, 64 unit residential building with underground parking and commercial space on the ground floor. We expect the Yacht Club to return to the site in this or subsequent Phase 2.

Phase 2 3 - 5 Years out

Includes construction of a second six-storey building, proposed as a 98 unit residential facility with underground parking and commercial space on the ground floor. With the construction of this building, a central staircase will connect Esplanade to the Waterfront.

Phase 3 5 - 12 Years out

Having gathered momentum with Phases 1 and 2, this phase will boast a 450 car parking garage, The Dorchester Plaza beneath a three building cluster, stepping from 5-10 storeys, offering 270 residential units. A mix of commercial office and residential uses will hide the parking structure.

concert venue. We are anxious to spend time with CBRM to find the best uses for this important park space. We would also like to discuss whether the intent might be to have us build and lease back the space or simply turn it over to CBRM for development.

PHASE 1 & 2

While five buildings make up the massing of this development, the south end will accommodate two 6-storey buildings (8-storeys from the waterfront side; buildings D&E) as likely candidates for the first phases of the development. This includes a 64-unit and a 98-unit residential building with 5,100 sq.ft. and 9,600 sq.ft. of commercial space and 140 underground parking stalls.

We feel that the construction of these buildings, progressing from south to north, will be critical in gathering momentum for the project by illustrating the drawing power inherent in carefully planned, high-quality architectural design and landscape architecture.

A southern parking garage entrance will connect to Esplanade bordering the Holiday Inn. A central staircase has been reserved between the two buildings to provide views down to the marina and connect Esplanade to the waterfront. We anticipate the potential for the Yacht Club's return to the site to utilize space in one of the two

buildings at either the boardwalk level or second storey.

PHASE 3

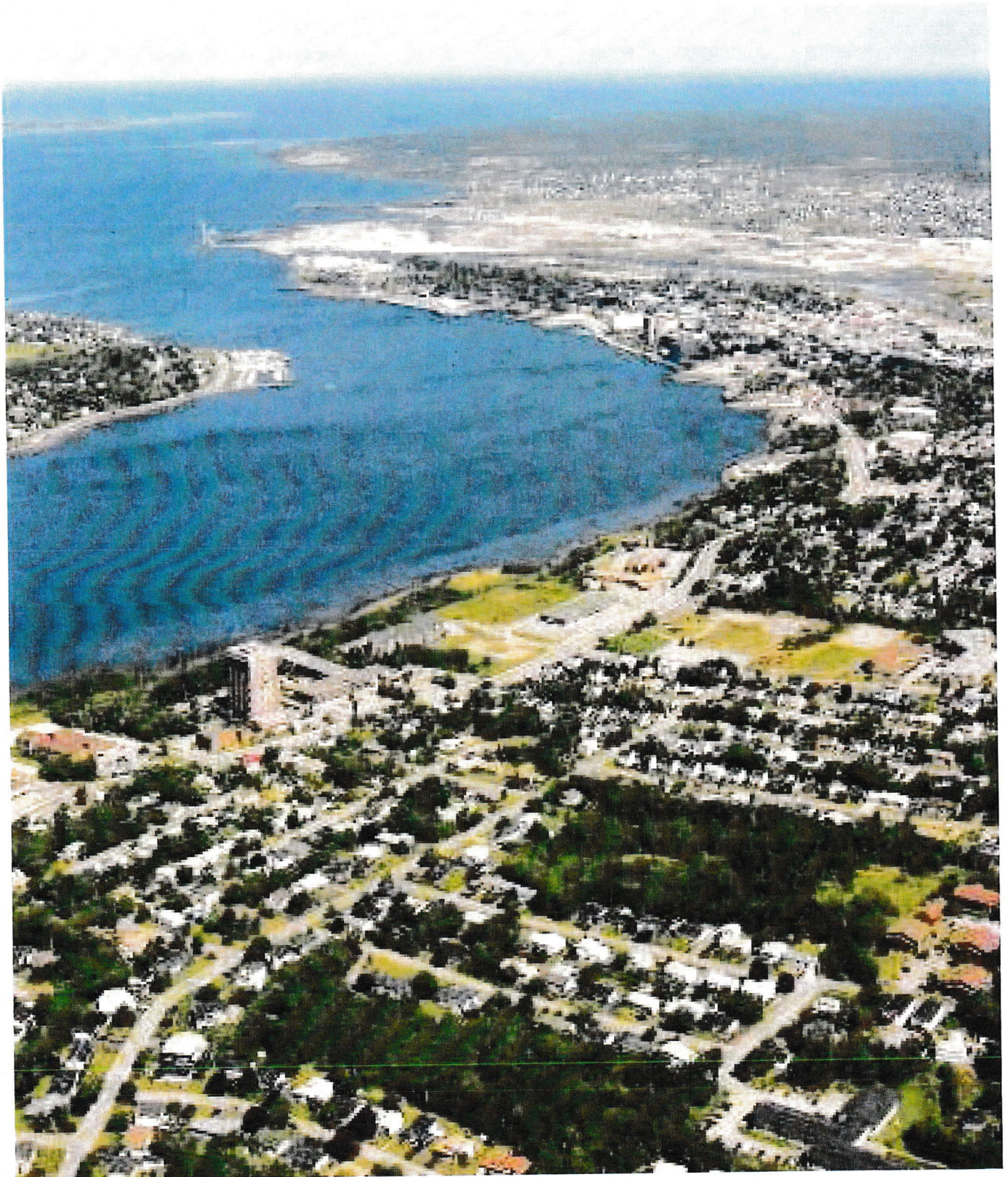
Phase 3 of the project will include a 3-building cluster providing residential 270 units sitting atop a 450-car parking garage, incorporating the Dorchester Plaza, boardwalk, and stairs. Buildings will recede in height from 10 storeys to 8 and then 5 stepping down to the Cruise Terminal, thus maximizing views from the top storeys looking northward onto the ocean.

Between buildings, each unit will have a view to the west across the harbour front. Buildings have been spaced 60' apart or the width of a traditional urban street to prevent crowding. Urban plazas will be located between each building cluster. Surrounding the 2-storey parking garage, a mix of commercial, office and residential uses will hide the parking structure in the interior.

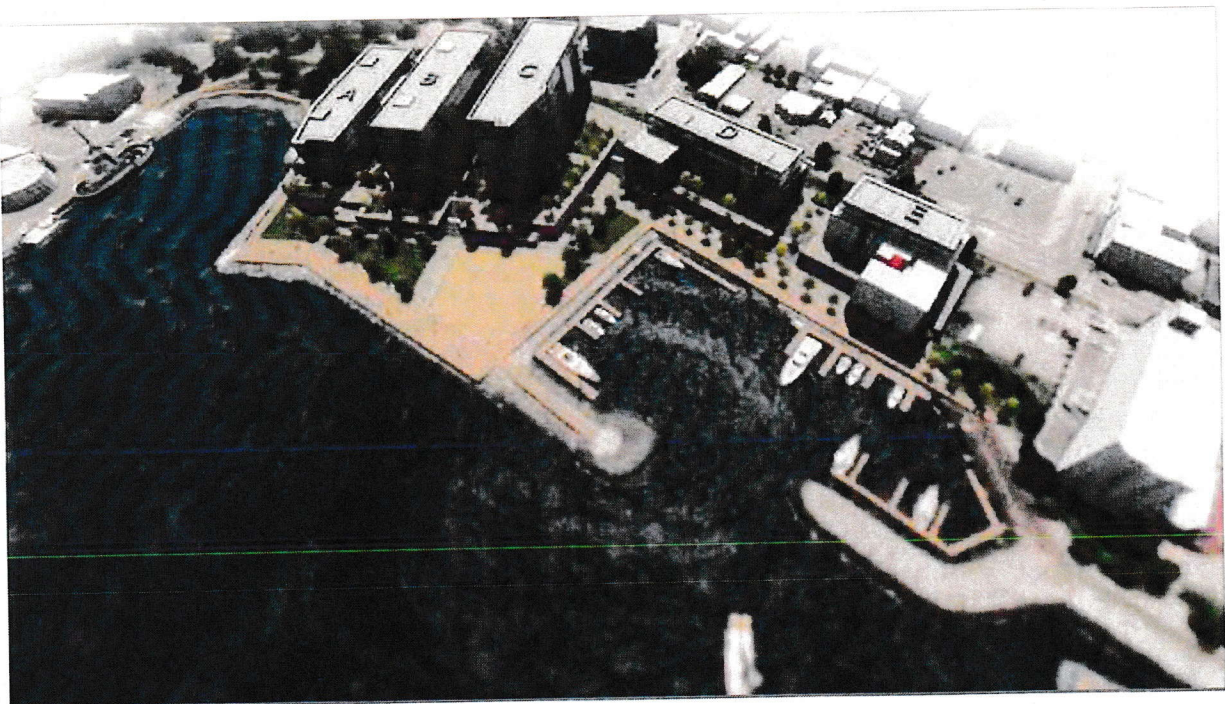
Anticipating the start of this phase being 5-12 years out allows some time to dream about the possibilities. The option of incorporating Conference Facilities, an Arts and Cultural Centre, Library, UCB Satellite or some other significant community anchor is inherent within our plan.

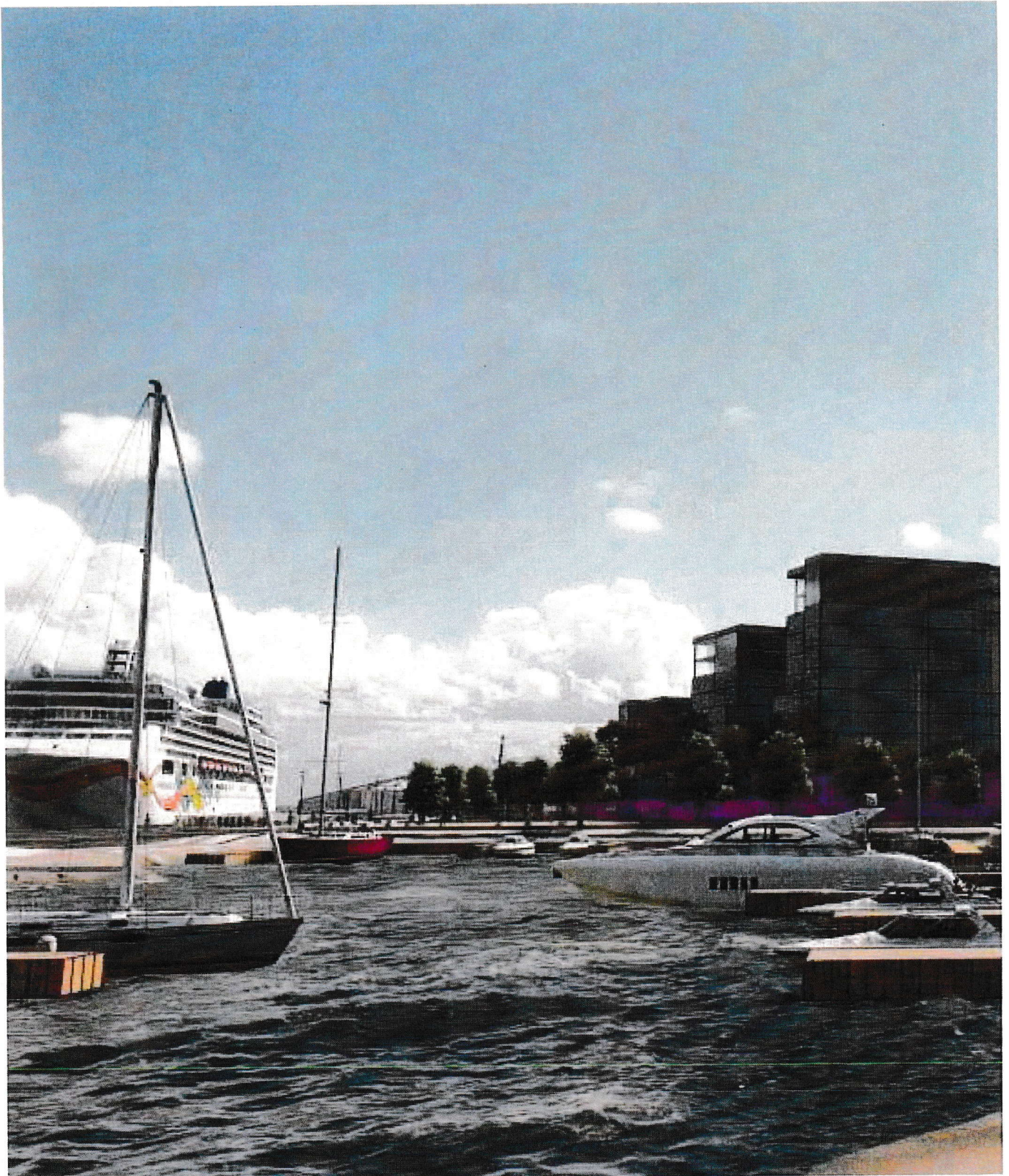
We are committed in our support of what's best for the region. To that end, should we be selected to move into, we

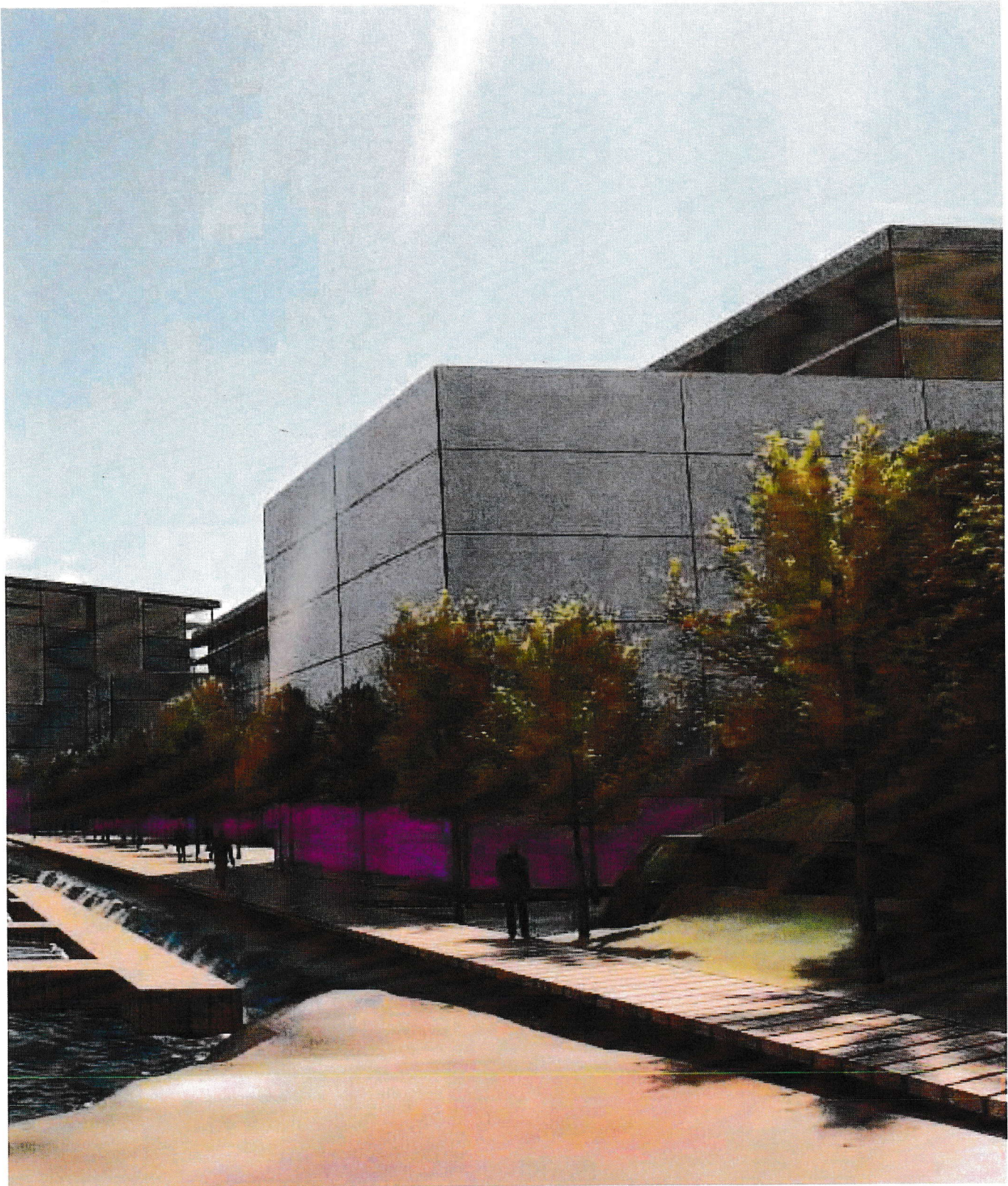
will engage with CBRM, the community, and other key stakeholders to ensure open communication and sharing of ideas. Should this collaboration lead to a conclusion that incorporating a significant municipal or provincial facility might not be feasible, the proposed mixed use residential development retains merit as a viable business venture.

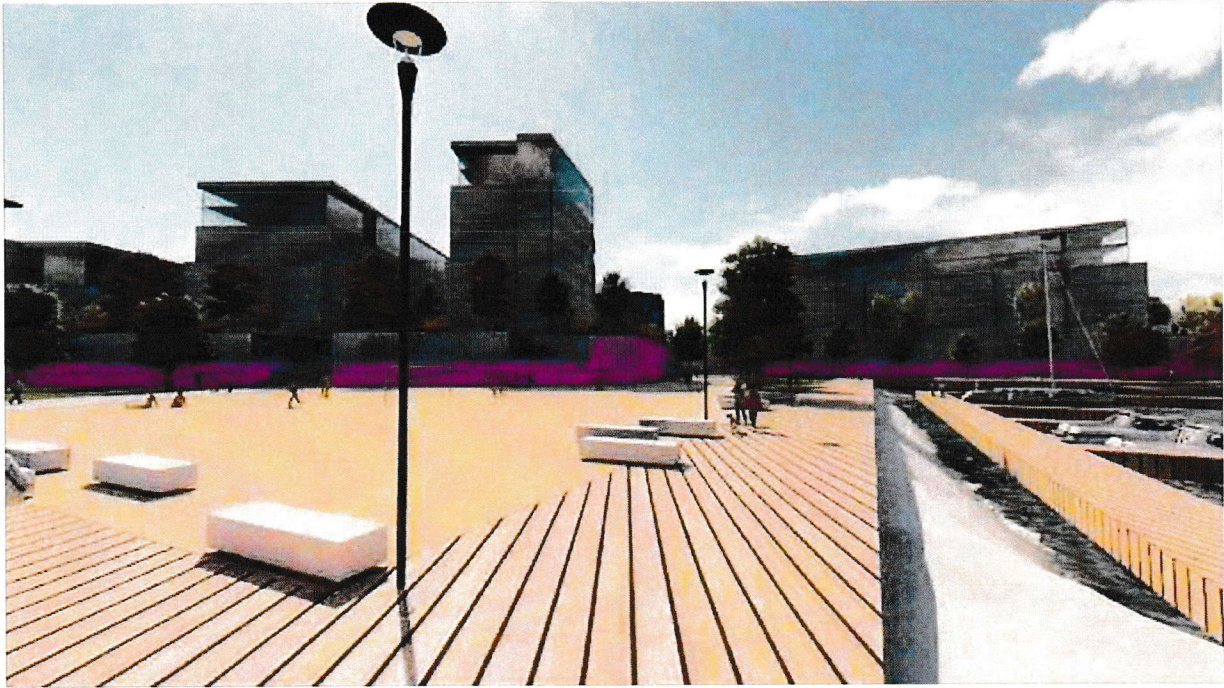


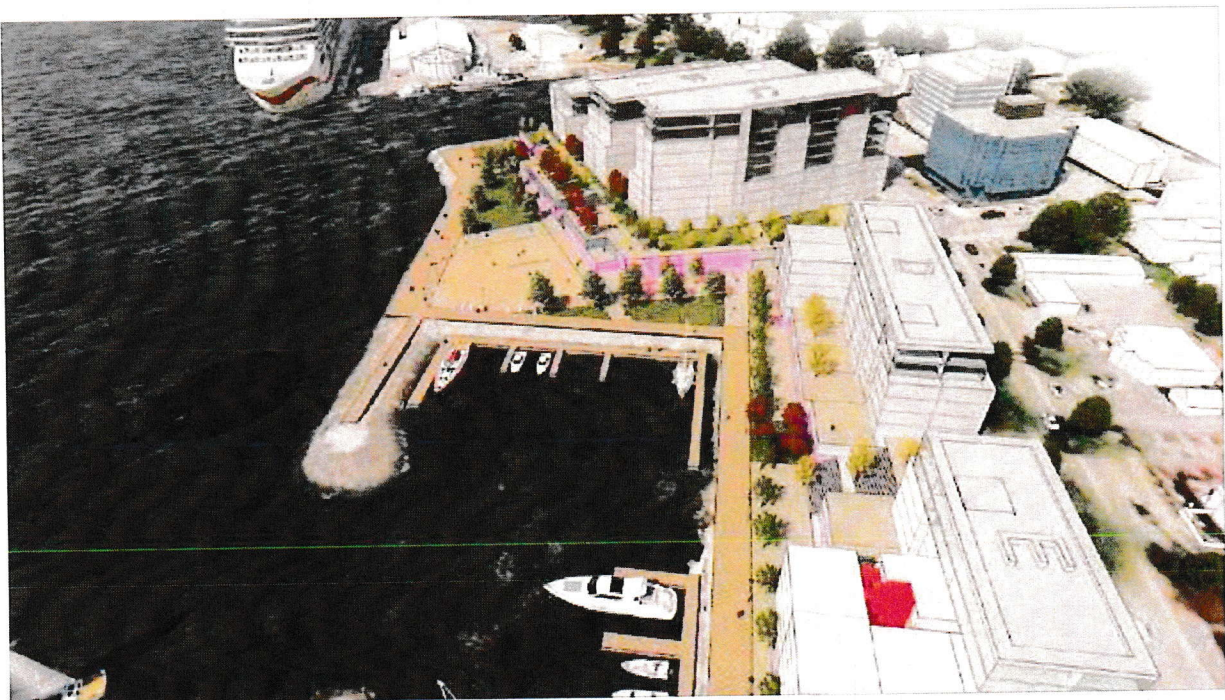
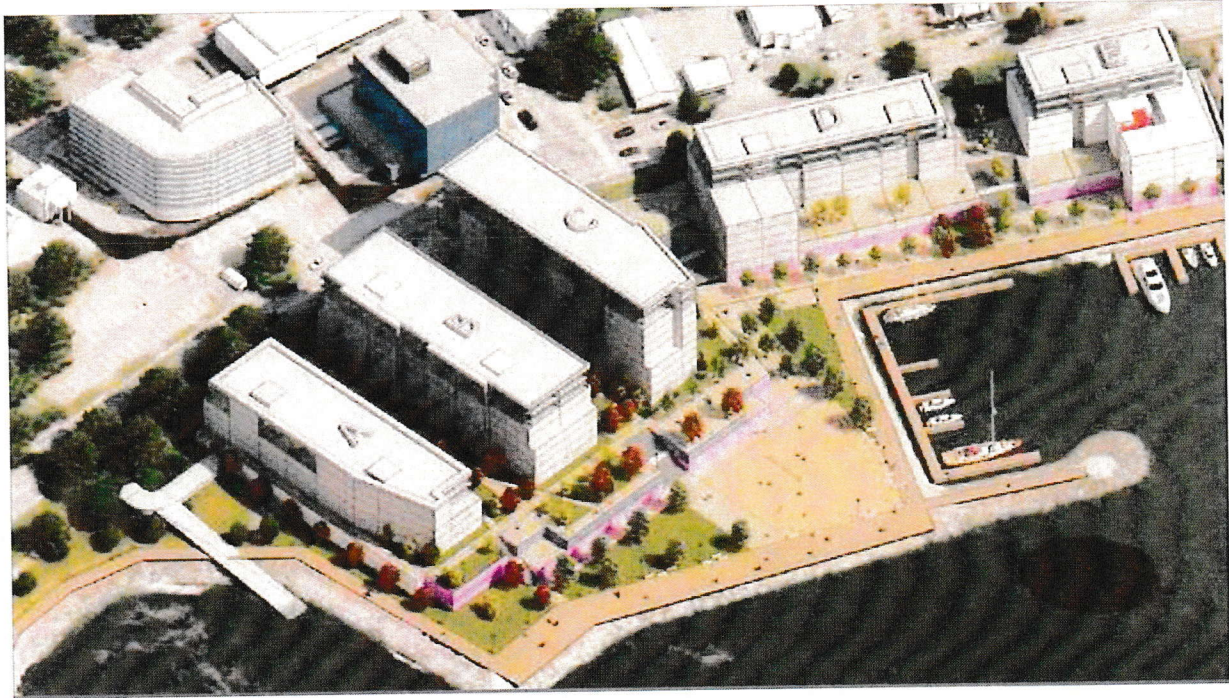
Existing Sydney waterfront landscape







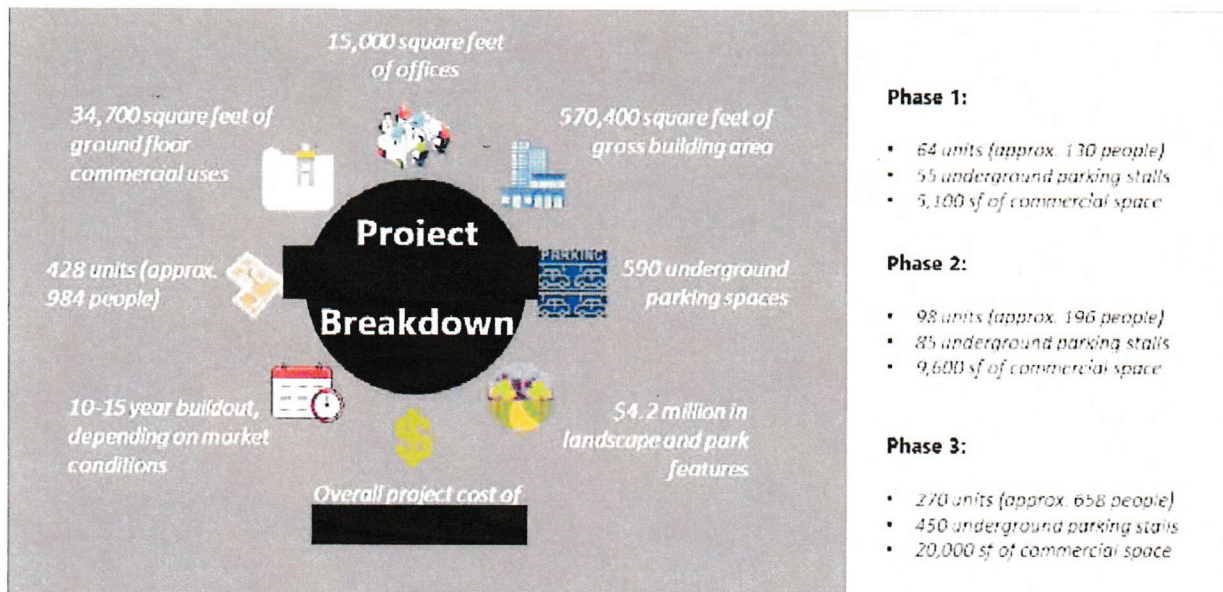
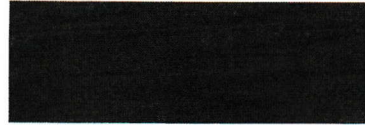






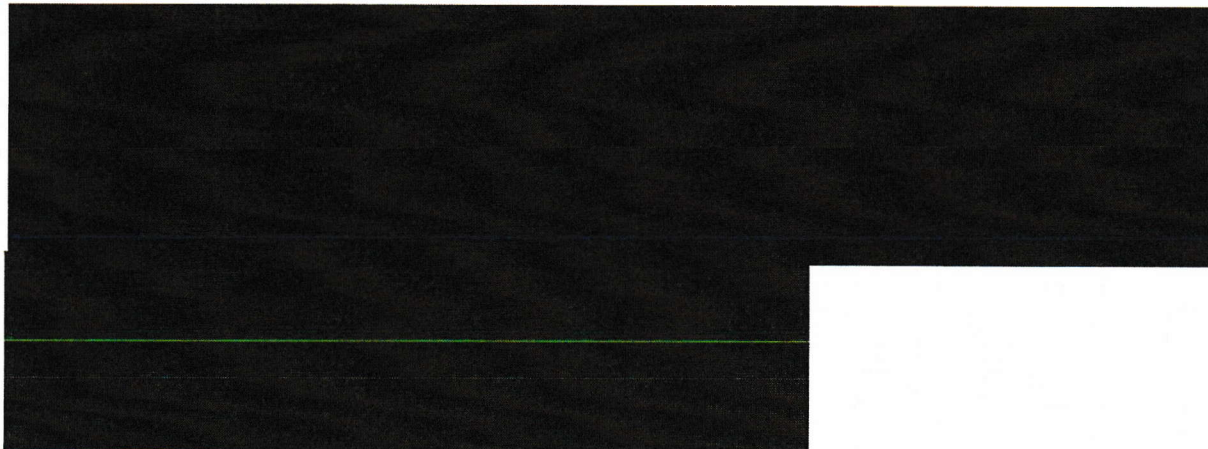






Redactions 481(1) of MGA

Sydney Waterfront [REDACTED]



3. Engagement Plan

We see this as a shared plan for CBRM residents and businesses and as such we hope to explore the needs of the various stakeholders as part of the process. We would start by collaborating with staff and council to hear their ideas and needs, and then we would expand to other stakeholders in the community.

Our process will commence with a discovery week in Cape Breton which would include a series of workshops, meetings and in-person and on-line events. Below are our initial ideas of how the week could roll out but we welcome feedback.

Staff and Council

We will start with meetings with key staff who understand the background and importance of this parcel including staff from planning, engineering, economic development and recreation/parks. Later we will expand to council with a presentation and possibly a visioning workshop hosted by Rob LeBlanc at fathom. We will return to council later in the week to provide feedback on what we heard from the other stakeholder sessions

The Community at Large

We will host an online survey which will go live the week we are in town. The survey will explore with the community what the future of this parcel should contain to ensure we can include the elements that

they deem important. We will host a community visioning workshop one evening in Sydney hosted by Rob at Fathom to tease out the guiding principles, vision and public space program for the development.

Adjacent Land Owners

We will meet with the Downtown Sydney BID and with the local business community through a visioning workshop to hear what local downtown businesses think about the site. We may learn of demand for new commercial uses that would ignite other businesses in the downtown. We will also meet with the Port of Sydney and with any other adjacent land owners to hear their thoughts and vision.

Other Government and NGO Partners

The province or federal governments may have needs for additional space that should be accommodated in the development. The CBU may want a satellite campus downtown to keep up with NSCC. We need to talk to other relevant government and non-

government stakeholders to see if we have overlooked any ideas for this development.

Back to Council

Once we have heard from everyone at the end of the week we will provide a summary overview of what we heard to senior staff and council on a Friday afternoon or morning. This will conclude our initial fact finding engagement.

Online Survey Summary

After 3-4 weeks, we will close the survey and summarize it for council.



"There is no power for change greater than a community discovering what it cares about."

- Margaret J. Wheatley

4. Impact Assessment

Impact to existing municipal infrastructure including a preliminary proposal to reinstate municipal infrastructure and public services to a similar or improved state upon the development's completion.

AREAS OF ECONOMIC BENEFIT

We understand there are three main areas where CBRM would like to highlight the benefits of the proposed waterfront development:

1. **Construction Impacts:** The economic benefits from the "one-time only" construction impacts results from the spending on goods and services in relation to the development. This activity spans from site preparation through to the commissioning of the facilities.
2. **Municipal Impacts:** The municipal impacts associated with the changes in the tax base and, consequently, the taxes paid to the municipality as a result of the new development.

Operating Impacts: The impacts associated with the fully occupied development, with its commercial,

residential and retail tenants and their associated economic footprint within the regional and provincial economy.

Optionally, we can also provide an assessment of the demographic impacts and absorption rates based on our scenario-based population forecasting.

Our proprietary Input-Output (I-O) economic impact model addresses construction impacts as they pertain to jurisdictions defined by the provincial economy (i.e., impacts are reported for the entire Province).

Our assessment of municipal tax impacts is defined based on project expectations and assumptions concerning property market values (once built and over time). These calculations will be based on property taxation indices within Stratford. Accordingly, the property tax impacts are expressed as accruing to the Town.

Our assessment of the operating impacts leverages a number of

data sources and models a range of scenarios for occupancy over the phases of the development.

OUR APPROACH

Our approach to socio-economic impact is to consider the proposed development through a placemaking lens and in consideration of the social determinants of community success for residents, newcomers, and visitors alike. This means assessing how the proposed development addresses the human need to feel welcome / safe / free to participate. For residents and newcomers, this also includes the need for economic determination, opportunity, and recreation for themselves and their families.

We begin this with a situational analysis and CBRM has a solid library of resources to support this, as noted in the call for expressions of interest. The focus is a deeper understanding of future planning / uses and marketing efforts. The Marconi

Campus relocation, proposed housing developments, and Destination Cape Breton's ongoing work to promote the Island, for example, are all examples of game changers for downtown activity throughout the year. Destination Cape Breton's focus on winter tourism, for example, seeks to extend the benefits. Indeed, the 2019 Scotties Tournament of Hearts, for which GATN conducted the economic impact assessment, was successfully hosted largely in the downtown core. Looking forward, there are many festivals and events that could be staged on the resulting development.

The primary advantage of conducting a socio-economic analysis this way is the value this holds in supporting communications with a range of project stakeholders and, indeed, optimizing the plan so that it is complementary to the existing assets and planned assets.

An analysis of economic impact helps to establish a clear understanding of the wider economic benefits that are associated with the proposed development – support for existing operations; a new surge to renew the old – and a business case for new enterprises that can converge and add critical mass to the cluster of activity, making it a richer destination.

I-O modelling requires accurate information on expenditures related to the proposed development. Details on expenditure data (and timing of the

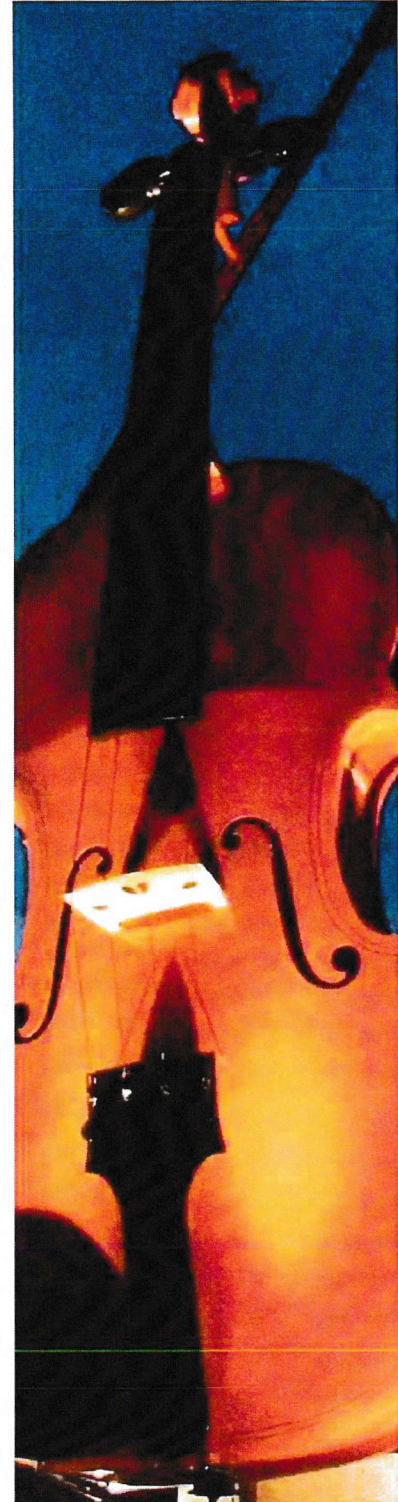
spending) will be developed by project team members.

Where information is limited or lacking, we will present options to estimate this based on other data sources with which we are familiar.

Measurable benefits arising from our analysis will be expressed as:

- One-time only construction impacts
- Any available operational impacts (programming and the like)

A significant portion of the analysis must be based on front-end assumptions concerning the capacity of and availability of various resources that will support the construction. For example, the availability of local labour, as well as products, materials, and various services necessary to support the construction within the assumed time period. We are very familiar with the local labour construction market having worked closely on a variety of assignments with the Nova Scotia Construction Sector Council and will be able to advise with respect to any project constraints (such as the availability of materials/labour based on projected construction timing) so that our team can assess the implications of these constraints on the economic analysis.



Information on project expenditures will (ideally) include the geographic origin of input goods and services. More qualitative, we would address:

- The important ongoing benefits of a fully programmed development that will be an aggregator of consumers for the surrounding business community, as well as generate property tax impacts accruing to the downtown and income tax accruing to the province and the federal government (through increased property values, etc.): admittedly, this aspect is a bit more esoteric and may be difficult to disambiguate from the Covid surge we already see.
- To the extent the waterfront development may spur nearby development investment (and to the extent massing may become available) we would estimate the value of housing stock in terms of property taxes
- Related: the impacts on consumer spending, household formation, and the broader benefits of accessible housing, boosting the tax base, supporting employer recruitment of workers, among other benefits.
- Tourism impacts – related to traffic, new / expanded programming and the like.

Much of the above depends on the specifics of the resulting plan and what it seeks to accommodate; however the essence of the focus is the traffic that is generated and the role of the development effort as a leverageable asset for other landowners, residents and businesses.

DELIVERABLES

**Relevant to the Impact Assessment*

CBRM will be provided with a written report in draft form at the conclusion of the assessment. This will be finalized after a review and discussion for inclusion with the team's larger project report.

The economic impact analysis will be supported by detailed tables and charts designed to summarize the statistical analysis.

The final statement of benefits will be succinctly framed in a one to two-page summary. This report will address the following direct and spin-off construction impacts of the project's contribution to:

- Employment (expressed in full-time equivalent positions)
- Household income
- Gross domestic product (GDP at market prices)
- Federal and provincial taxation;

- Stratford's tax base and property tax revenues projected for up to five years from project completion.

SCHEDULE

**Relevant to the Impact Assessment*

The scope of work would take approximately 5 weeks to complete, from the time the concept plan is available and ROM costs are developed.



5. Closing Statement

The initial concept plan aims to bring the Sydney Waterfront to the main stage creating a wealth of things to do, places to see and energy at every corner. We see this plan as a starting point to begin the dialogue and to convey our initial ideas, but our process will be collaborative to ensure that other ideas from other local stakeholders will be incorporated into the eventual plan.

We've assembled a team whose deep rooted individual connections to Cape Breton unite us in a shared passion to see the revitalization of the Sydney Waterfront and surrounding area becoming a reality

Considering all other perspectives, influences and collective hopes for the future will help us refine the vision, develop the plan and reach the goal of sustainable growth and prosperity for the people of Sydney and the Cape Breton Regional Municipality

As outlined in our Engagement Plan, the collaborative process will commence with a period of discovery involving a series of workshops, meetings, and events. It will be during this time that our initial ideas and concepts will be presented to various stakeholders, and in turn, we will open the discussion and listen to their ideas. Our goal throughout this process will be to ensure a mutual understanding of needs, opportunities, and potential sticking points. We will enter this process with an open-minded approach and a commitment to finding common ground. This is an essential first step toward fostering trust as we set the stage for ongoing communication and cooperation toward a common goal.

During this time, brainstorming

sessions might be utilized as a method of information gathering and an opportunity to validate new ideas and preconceptions as carry forward discussion points or issues requiring diplomacy. We will explore pre-proposed opportunities to further support growth in the areas of, Ocean Economy, Tech and Knowledge, Post-Secondary Education and Tourism. We will deep dive into opportunities surrounding manufacturing in support of aquaculture and bio-tech start-ups, options to further tap into the growing need for Tech and knowledge-based exports and synergistic relationships with educational institutions through creation of amenities and infrastructure.

Recognizing the Sydney waterfront as arguably the most promising

"THERE IS IMMENSE POWER WHEN A GROUP OF PEOPLE WITH SIMILAR INTERESTS GET TOGETHER TO WORK TOWARDS THE SAME GOALS." - IDOWU KOYENIKAN

development opportunity available Atlantic Canada available right now, we will want to make sure no stone is unturned as we examine the potential. We have engaged experts who will help guide us through a dynamic socio-economic world climate and hone in on the inherent opportunities for this region. We will focus on tourism as an undeniable golden opportunity as the world opens back up and looks to escape the mundane. With any eye to ensuring the region can take the full advantage of the already well-established reputation Cape Breton has as a vacation destination, we will encourage investment in infrastructure that will take this to a whole new level.

Creation of a second Cruise Ship Berth and creating opportunities for waterfront pop-up retail, live outdoor music venues, craft

brewery facilities, waterfront dining experiences, water sport rentals and services, outdoor exercise areas and options for high end condominiums within the residential component are just some of the components that could bolster this development to capture the attention of an international market.

Our enthusiasm in responding to this EOI prompted the assembly of a team who's deep rooted individual connections to Cape Breton unite us in a shared passion to see the revitalization of the Sydney Waterfront and surrounding area becoming reality. Inspired by a common goal and collective insight gained from decades of personal and professional interaction with the community, we submit what we trust will be received as a purposeful vision

for a synergistic development process. We recognize that progressing through next steps will require an adaptive approach aimed at addressing the needs of all key stakeholders. Bound by sincere personal investment in the process to this point, our team offers the commitment to harmonious collaboration with an expanded team. Considering all other perspectives, influences and collective hopes for the future will help us refine the vision, develop the plan and reach the goal of sustainable growth and prosperity for the for the people of Sydney and the Cape Breton Regional Municipality.

We are excited about the prospect of igniting Sydney's waterfront with this catalytic development.

Engage & Listen:

- Staff & Council -
- Community at Large -
- Adjacent Land Owners -
- Other Gov. & NGO Partners -

Collaboration:

- Local Suppliers -
- Local Consultants -
- Local Trades People -
- Local Stakeholders -

Execution:

- Discover -
- Design -
- Document -
- Deliver -

Holistic Benefits:

- Community Transformation -
- Sustainable Development -
- Job Creation -
- International Tourism -





DOUCETDEVELOPMENTS

PROJECT CONTACT

DOUG DOUCET
PRESIDENT/FOUNDER

Sec. 480(1) MGA



Team Resumes

All resumes available upon request

Doucet Developments

Doug Doucet, President & CEO

Chris Baldwin, Partner & Chief Financial Officer

Andrew Doucet, Partner & Director

Craig Duininck, Director of Operations

Dena Hueston, Director of Human Resources

Brendan Nobes, Director of Major Projects

Mike Greek, Pre-Construction & Business Development Manager

Dave Wallace, VP Real Estate

Darla Gaudett, Operations Specialist

Fathom Studio

Rob Leblanc, Partner and Director of Planning

Chris Crawford, Partner and Director of Architecture & Interiors

Derek Hart, Civil Engineering Technologist

Julien Boudreau, Design & Technical Leader, Associate

Group ATN

Thomas McGuire, Principal and Co-Founder

Stephen Coyle, Vice President of Research and Strategy



Cape Breton Regional Municipality

PROCUREMENT SECTION, FINANCIAL SERVICES
320 ESPLANADE, SUITE 102
SYDNEY, NS B1P 7B9
PHONE: 902-563-5015 EMAIL: purchase@cbm.ns.ca

MANDATORY REQUIREMENT CHECK LIST

PRIOR TO SUBMISSION PLEASE CHECK THAT YOU HAVE SUBMITTED A COPY OF THE FOLLOWING DOCUMENTS

- ☒ SCHEDULE "A" – MUNICIPAL BY-LAW COMPLIANCE CERTIFICATE
- ☒ SCHEDULE "B" – TRADE AGREEMENTS ACKNOWLEDGEMENT
- ☒ DUE TO COVID-19 PRECAUTIONS, SUBMISSIONS FOR THIS TENDER WILL ONLY BE ACCEPTED BY EMAIL TO [PURCHASE@CBRM.NS.CA](mailto:purchase@cbm.ns.ca) & MUST INCLUDE ALL ITEMS LISTED UNDER THIS CHECK LIST
- ☒ RECEIVED ADDENDA NO. 1 TO NO. 2 INCLUSIVE WERE CAREFULLY EXAMINED

DATED THIS 18th DAY OF February, 2022.
 COMPANY NAME: Doucet Developments
 ADDRESS: 26 Topsail Court
 CITY/ PROVINCE: Bedford POSTAL CODE: B4B 1K5
 PHONE NO.: [REDACTED] FAX NO.: 902-468-7807
 EMAIL ADDRESS: [REDACTED]
 WEBSITE: doucetdevelopments.ca
 CONTACT NAME (please print): Doug Doucet
 TITLE (please print): President PHONE NO.: [REDACTED]

Redactions 480(1) of the MGA

THE FOLLOWING INFORMATION MUST BE COMPLETED TO ENSURE ACCEPTANCE.
FAILURE TO COMPLY WITH ABOVE WILL RESULT IN DISQUALIFICATION OF YOUR BID.

CBRM_EOI02-2021



Cape Breton Regional Municipality

PROCUREMENT SECTION, FINANCIAL SERVICES
 320 ESPLANADE, SUITE 102
 SYDNEY, NS B1P 7B9
 PHONE: 902-563-5015 EMAIL: purchase@cbm.ns.ca

SCHEDULE "A"

MUNICIPAL BY-LAW COMPLIANCE CERTIFICATE

This document forms part of and is incorporated in to the Tender. Bidders convicted of violations of any Cape Breton Regional Municipal By-Laws or found in contravention of the Dangerous and Unsightly Provision of the *Municipal Government Act*, S.N.S. 1998, c. 18 shall be precluded from bidding on the tender. Successful bidders who subsequently are found guilty of violation of any Cape Breton Regional Municipal By-Laws or are found to have contravened the Dangerous and Unsightly Provision of the *Municipal Government Act* S.N.S. 1998, c. 18 shall have the tenders revoked and shall be precluded from bidding on subsequent tenders for a period of thirty-six months.

Doug Doucet (hereinafter referred to as "The Bidder") does hereby certify that the Bidder has not been found guilty of violation of any Cape Breton Regional Municipal By-Laws and has not been found to have contravened the Dangerous and Unsightly Provision of the *Municipal Government Act* S.N.S. 1998, c. 18 and furthermore hereby agrees to comply with all Cape Breton Regional Municipal By-Laws and the Dangerous and Unsightly provision of the *Municipal Government Act*, S.N.S. 1998, c. 18. The Bidder understands and agrees that any finding of guilt or contravention of any Cape Breton Regional Municipal By-Laws and provisions will result in the Tender being revoked and the Bidder being precluded from bidding on any subsequent Tender for a period of thirty-six months.



Witness Chris Baldwin



Bidder Doug Doucet
 Doucet Developments

Redactions 480(1) of the MGA

CBRM INTERNAL USE ONLY

Approved by: _____

Title: _____

Date: _____



Cape Breton Regional Municipality

PROCUREMENT SECTION, FINANCIAL SERVICES

320 ESPLANADE, SUITE 102

SYDNEY, NS B1P 7B9

PHONE: 902-563-5015 EMAIL: purchase@cbm.ns.ca

SCHEDULE "B"

TRADE AGREEMENTS ACKNOWLEDGEMENT

All Public Sector Entities in Nova Scotia have trade agreement obligations under the Public Procurement Act. Trade agreements play a vital role in our economy. They create market access for our goods and services by reducing barriers to, among other things, labour mobility, investments, energy, agriculture, and government procurement. Agreements can be comprehensive, covering a number of different issues, or more concentrated, covering individual issues. Each agreement has unique language, exemptions, rules, and requirements.

Municipalities, Academic Institutions, School Boards, Health Authorities (MASH) and Crown Corporations that have their own procurement groups and policies must ensure they are consistent with the principles of the Province of Nova Scotia Procurement Policy, and the obligations of the Public Procurement Act.

Trade Agreements that impact government procurement in Nova Scotia include the Canadian Free Trade Agreement (CFTA) and the Comprehensive Economic Trade Agreement with the European Union (CETA). The CFTA and CETA includes all provinces, Northwest Territories, Yukon, and the Federal Government as well as their respective MASH sectors and Crown Corporations.

The key to being compliant with multiple trade agreements is to ensure you are meeting the obligations of the one with the lowest thresholds, which in this case is the CFTA. Table A outlines the thresholds for these two agreements.

TABLE A – Domestic Agreement

Agreement	Coverage	MASH
Canadian Free Trade Agreement	Equal access to Canadian suppliers. Includes all CDN Provinces, NWT, YUK, their respective MASH and Crowns, and the Federal Government	Goods: \$105,700+ Services: \$105,700+ Construction: 264,200+
Comprehensive Economic Trade Agreement with the European Union	Equal access to EU suppliers – includes: Federal Government, Provinces, Territories, MASH, Provincial/Federal Crowns & Public Utilities (many exceptions)	Goods: \$365,700+ Services: \$365,700+ Construction: \$9.1M+

Doug Doucet _____ (hereinafter referred to as "The Bidder") does hereby acknowledge the understanding that this tender falls under the Domestic Trade Agreements. As part of these agreements and under the Nova Scotia Public Procurement Act, CBRM is included as part of the MASH Sector. This document forms part of and is incorporated into the Tender.

Witness

Chris Baldwin

Bidder

Doug Doucet
Doucet Developments

Redactions 480(1) of the MGA