

January 31, 2020

BY EMAIL

Township of Edwardsburgh Cardinal
PO Box 129
18 Centre Street
Spencerville, ON K0E 1X0

Dear Ms. McKinstry:

**Reference: Novatech Fee Proposal
Job Site Challenge Lands Request for Submission**

We understand that the Township intends to submit a proposal to the Province in relation to the “Job Site Challenge Request for Submission (RFS)”, dated October 2019. It is understood that the Township’s proposal will promote the Cedar Grove Site, which lies northwest of the Highway 401/Highway 416 interchange and is comprised of approximately 2863 acres of land owned by the Province as part of the Edwardsburgh Cardinal land bank assembled by the Province in the 1970s. It is noted that a portion of the site is understood to be privately owned. No services exist at the site, although the site does have access to public roads under the jurisdiction of the Township.

It is understood that the Township has requested Novatech to take a lead role in preparing the proposal in response to the RFS. Our review of the RFS reveals that the submission is due no later than March 31, and at a minimum, must include completion of “Appendix A: Indemnity, Release and Acknowledgement”, and “Appendix B: Response Summary Table”. The Response Summary Table includes a list of thirteen (13) site eligibility criteria that will be reviewed by an internationally recognized site selector.

Completion of the Table could be fairly straightforward, however, we note that there are likely to be various other sites in the Province that offer considerable strength in addressing the 13 site eligibility criteria. Indeed, while the location and size of the site presents considerable strength in terms of meeting the site selection criteria, our preliminary review and assessment has identified a number of constraints that would require some level of analysis and mitigation in order to favourably present the site’s overall strength as a candidate for selection by the evaluator. Accordingly, it is our view that in order to develop a strong proposal in response to the RFS, completion of the Summary Table will require considerable effort in fully addressing each of the criteria. It is recommended that the Township’s submission include a Proposal Summary to highlight any additional information to support the Township’s offering. Novatech will work with Township staff in assembling a professional submission.

In completing each response, the proposal would highlight strengths, and where necessary, provide detailed mitigation and/or approaches that would need to be employed to favourably address the stated criteria. Some of these criteria, as outlined below, may involve considerable review and technical assessment, in order to demonstrate a high overall scoring of the criteria. Some of the criteria will require collaboration with Township staff in developing suitable responses.

1. Site Size and Configuration - The land area of the Cedar Grove Site is impressive and far exceeds the minimum desired land area requirements. The proposal will highlight the considerable potential associated with the holdings. While fragmented to some extent by private

ownership and site topography, we will undertake to position the large tract as having significant potential to locate large scale industrial uses.

2. Location and Transportation - It is considered that the Cedar Grove Site is well situated to score highly with respect to locational criteria and access to transportation networks. In particular, the proposal will focus on its highly desirable location in relation to the 400-series highways, the Johnstown Port, CN rail corridor and bridge to the USA. The proposal will also highlight the benefits associated with leveraging an abandoned railway that potentially could provide a spur line access to the site. Novatech traffic and transportation engineering staff may be called upon to assist in reviewing and positioning the strength of the site with respect to transportation-related considerations.
3. Utilities and Servicing - Novatech will review and highlight the proximity and applicability of the available gas, fibre, hydro, water and sewer services in the area. Discussions with the local utility companies will need to be coordinated through the Township in order to facilitate timely discussions.
4. Site Condition and Previous Land Uses - Our preliminary review indicates that while the Cedar Grove Site lands are devoid of provincially significant wetlands, much of the site is constrained by the presence of wetland areas and potentially other natural heritage considerations and constraints. Our analysis will include a desktop screening analysis to highlight areas that present opportunities for development.
5. Surrounding Property Uses - It is recognized that the desired 1,000 metre separation from residential uses will be almost impossible to achieve. Similar to Criteria #4, our analysis will review existing development around the site with a view towards identifying areas that could provide the greatest separation from existing land uses.
6. Automotive and/or Advanced Manufacturing Footprint - Novatech will research and document the site's proximity to other established clusters.
7. Talent and Training - The proposal will provide an overview of relevant demographics and highlight the proximity to post-secondary institutions including Queen's University, University of Ottawa, Carleton University, Algonquin College and St. Lawrence College campuses, all within 2 hours of the site as being an important locational consideration.
8. Ownership and Title - The land area of the Cedar Grove Site is in large part under Provincial ownership, with the exception of a few privately-owned parcels. Novatech will consider development potential over the entire site, with priority given to lands within the Provincial land bank. The constraints analysis will identify areas that could support large-scale uses, and if necessary, opportunities to assemble additional lands to create larger contiguous areas will be outlined.
9. Policy and Regulatory Framework - In the context of the United Counties of Leeds & Grenville Official Plan, the subject lands do not currently have an appropriate land use designation to accommodate the nature and scale of employment use contemplated by the Province under this RFS. Accordingly, Official Plan amendments are required to the UCLG Official Plan and to recently-approved Township Official Plan. A zoning by-law amendment would also be required.

Discussions with the County will be necessary to identify and collaborate on facilitating timely amendment approvals.

10. Government Approvals - The proposal will outline the various government approvals that would be required. On the basis of constraints identified (e.g. environmental, servicing and infrastructure), timelines will be estimated for obtaining all anticipated government approvals.
11. Engagement with Indigenous Communities - As set out in the RFS, consultation with Indigenous communities may be desirable. Novatech could assist with this initiative.
12. Incentives - Novatech will work with the Township and County to identify economic, social and environmental incentives to attract investment.
13. Community Benefits - Novatech will work with the Township and County to identify potential community benefits.

Estimated Fees

On the basis of the foregoing, our estimated time-based fee for taking a lead role in the preparation of the proposal is approximately **\$25,000**, exclusive of minor expenses and the HST.

Current billing rates for select staff are as follows:

• Lee Sheets, CET, Director,	\$194
• Steve Pentz MCIP RPP, Senior Project Manager	\$156
• Jordan Jackson, Planner	\$97
• Ryan Brault, EIT, Engineering Intern	\$96
• Wendy Sloss, Senior Design Technologist	\$124
• Melissa Dumas, Administration	\$68

We look forward to working with the Township on assembling a detailed response to the Province's Job Site Challenge RFS. Please let us know if you have any questions.

Yours truly,

NOVATECH



Steve Pentz MCIP, RPP
Senior Project Manager