

MANAGEMENT REPORT

Date: March 23, 2016
To: Council
From: Market Square Evaluation Committee
Report#: COU16-013
Attachments: None

Title: Market Square – Design Selection Process

Objective: To review the City of Stratford's design selection process for the redevelopment of Market Square.

Background:

A) Project History:

The decision to redevelop Market Square and selecting a design for the redevelopment of Market Square has been carried out according to the following process:

- March 2013 – The City entered into an agreement with Walmart in which Walmart agreed to provide \$1.25 million towards the redevelopment of Market Square. Clause 4 of the Agreement reads as follows:

“The Contribution shall be made for the purposes of an above-ground public space in downtown Stratford at Market Square including all third party fees in connection with such development (the “Project”).”

- January 2014 – Council approved their Strategic Priorities, in which the redevelopment of Market Square was identified as their first unfunded priority.
- April 2014 – Council received a report that recommended that Council decide if they wish to proceed with the PLANT design, issue an RFP for a new design, or call for public input on which options to pursue.

- May 2014 – Council passed a motion to host an open house to hear public feedback on the Market Square PLANT design and to hear public concerns regarding transit and parking.
- July 2014 – The public meeting was held in the City Hall Auditorium that featured presentations from the CAO, PLANT Architect Incorporated, the Market Square Committee, and community stakeholders.
- September 2014 – Council reviewed a report on the public meeting and passed a motion that the City of Stratford use a portion of the Wal-Mart funding to hire a facilitator to determine what the community would like for the redevelopment of Market Square.
- December 2014 – Council considered facilitation proposals from Atfocus and Strategy Corp. Council passed a motion to engage Atfocus to be the facilitator to establish a process and lead Council, staff and the community in articulating a vision for Market Square.
- January-May 2015 – AtFocus led the Market Square design facilitation process, which included stakeholder interviews, four focus groups with 60 participants, and a public survey conducted between 19 March and 16 April for which we received 1060 responses. The feedback from this public consultation process resulted in the formulation of guiding principles and vision scenarios.
- May 2015 – Atfocus presented the draft Vision and Guiding Principles to Council. The draft Vision and Guiding Principles were then posted on the City's website for additional public feedback.
- July 2015 – Council accepted the revised Vision and Guiding Principles presented by Atfocus, passing the following resolution:
 - That City Council,*
 - a) Accept the Report "Market Square Vision – Revised" dated July 21, 2015 and approve the recommended vision and guiding principles for Market Square as presented by AtFocus,*
 - b) Commit to undertaking the development of Market Square,*
 - c) Consider alternate bus locations in the Transit Study currently underway,*

- d) *Develop and issue a Request for Proposals to implement the vision and guiding principles to qualified consultants through a pre-qualification process, and*
- e) *Utilize current excess parking at the Cooper Site during the transition period and undertake a parking study.*

Carried R2015-358

- October 2015 – The City issued RFPO15-08, a Request for Prequalification to shortlist architectural and/or landscape design firms interested in designing the redevelopment of Market Square. The City received twenty responses and shortlisted three firms – GSP Group, MMM Group, and Janet Rosenberg and Studio (JRS).
- December 2015 – The City issued RFP15-09, inviting the three shortlisted firms to submit design proposals for the redevelopment of Market Square according to the Vision and Guiding Principles approved by Council. Council agreed to offer \$5,000 to each short-listed architectural firm for their Market Square design proposal.
- February 2016 – The City received three design proposals from the shortlisted firms and solicited public feedback on these designs at a public open house and online, posting the three designs on the City's website. Design proposals can be viewed as follows:

[GSP Group](#)

[MMM Group](#)

[Janet Rosenberg and Studio](#)

- March 2016 – The Market Square design selection committee met twice to evaluate the three designs according to the criteria specified in RFP15-09 and chose a design to recommend to Council.

B) Design Selection:

- i) Public Feedback

The City of Stratford offered opportunities for citizens to leave written feedback at the Open House on 22 February, and solicited feedback on the City's website from 19 February to 2 March at 8:00am. It is important to note that feedback was requested in an open format – specific questions were not asked regarding the designs. Rather,

residents were able to type in whichever comments they had on any of the designs, and could also voice any concerns they had if they chose to. Therefore, some respondents may not have specifically mentioned things that they want or do not want for Market Square (ie – just because a respondent did not specifically mention that they want a skating rink does not necessarily mean they do not want one either).

A summary of the public feedback received on the three proposed designs is as follows:

Amount of Feedback Received:	
At Open House 22 February 2016	76
Online Via City Website	89
Via E-Mail	8
TOTAL	173

Design Rankings:	
GSP Group	20
MMM Group	31
Janet Rosenberg & Studio	25
Combine All/Any of the Three	14

Development Options:	
Leave As Is	15
Develop the Back of City Hall	108
Develop the Front of City Hall	41
Develop the Back & Front of City Hall	9

Common Concerns:	
Do not want a Splash Pad	16
Want water feature	11
Want skating rink	13
Get rid of busses	25
Keep Busses at City Hall	21
Retain some parking	33
Eliminate Parking	19
Do not close any roads	5
Keep costs/maintenance costs low	8
Allow bike racks	4
Act Now/Make a Decision/No more studies	27

This feedback summary was forwarded to Council and the design selection committee on 2 March 2016.

ii) Evaluation Criteria

As per the evaluation criteria specified in RFP15-09, the Market Square design proposals were submitted in two separate sealed envelopes; Part A, the “Design Proposal,” and Part B, the “Financial Proposal.” Proposals were evaluated based purely on design before the financial proposals were opened.

The design selection committee evaluated the Market Square design proposals according to following criteria:

Part ‘A’ Service Proposal:

CATEGORY	AVAILABLE POINTS
1. <u>Project Design</u>: Quality of project design, feasibility of design execution, and functionality of the design	50
2. <u>Project Understanding</u>: Approach that demonstrates a clear understanding of the project consistent with the project’s Vision and Guiding Principles, and clearly demonstrates a phased approach to the project.	25
Total Available Points-Part A	75

Part ‘B’ Financial Proposal:

The financial component of the Proposal was scored based on a relative pricing scale with respect to the lowest proposed project fee. A maximum score of twenty-five (25) points were awarded to the proposal with the lowest proposed project fee. The other remaining proposals were scored on the following scale, based on the relative pricing differential:

LOWEST PRICED PROPOSAL	25 POINTS (maximum)
Within 5% of the lowest price	20 points
6% to 10.99% of the lowest price	17 points
11% to 20.99% of the lowest price	12 points
21% to 30.99% of the lowest price	8 points
31% to 50% of the lowest price	5 points
Exceeds 50% of the lowest price	0 points

Total Available Points Part A and Part B: 100

iii) Design Selection Committee Rankings

The Market Square Design Selection Committee was comprised of three (3) members of Council (including the Mayor), three (3) staff members, and one (1) representative from the Regional Tourism Organization (RTO4).

Design rankings were awarded as follows:

TOTAL SCORE – Part A and Part B			
	GSP	MMM	JRS
Part A – Design /75	62.57	57.57	57.71
Part B – Fee /25	25	12	8
TOTAL /100	87.57	69.57	65.71
RANK	1	2	3

Analysis:

A) Design Selection Committee Recommendation:

As illustrated above, the City of Stratford has initiated a thorough, lengthy, and transparent process for the selection of a design for the redevelopment of Market Square. The selection process has been carried out according to Council's direction, has fully complied with the City's purchasing policy, and has provided considerable opportunities for public input.

The Market Square Design Selection Committee evaluated each proposal according to the criteria specified in RFP15-09 (listed above), and gave consideration to the feedback received throughout the design selection process. The committee considered the value each design delivered and the functionality of implementing the elements proposed in the designs.

The City was fortunate to receive three excellent design proposals for the redevelopment of Market Square in response to RFP15-09. As per the evaluations above, the Part A Design Proposal evaluations were very closely ranked. However, the GSP design was ranked highest by five of the seven selection committee members. The reasoning for this was discussed by the design selection committee as follows:

- Value and Efficiency:
 - GSP Provided the most development value for Phase I compared to the other proposals (ie – with GSP, a water feature is installed in Phase I, the other two firms propose the water feature in later phases);
 - Provided efficiencies and provided a “Class A” financial estimate for Phase I of the development;
 - Included a rainwater harvesting system and structural soil cell system for the tree watering;
 - Lowest price for both design consulting fees and the lowest estimates for Phase I development (although all three firms provided Phase I cost estimates that were within 10% of each other).

- Flexibility:
 - GSP offered flexibility within the space;
 - Defined the size of the space with strong and active edges;
 - Provided a space that is easy to maintain at low cost;
 - Designed a space that can accommodate large events and function well on a daily basis;
 - Provided the option to retain some parking and keeps the busses at City Hall.

- Knowledge and Functionality:
 - GSP demonstrated clear knowledge of the needs of the City, including the current studies that will impact this development (transit, parking), AODA requirements;
 - Demonstrated knowledge of the community and heritage – took local heritage and community features into account and worked them into the design;
 - GSP considered the changes in grade;
 - Accounted for the need to store furniture and included an equipment room for the water feature.

Therefore, the Market Square design selection committee has ranked the GSP conceptual design the highest based on the evaluation criteria laid out in RFP15-09. The GSP proposal ranked highest in both the Part A, Design Proposal and Part B, Financial Proposal.¹ The design selection committee feels that this design offers the best value for the first phase of the development, provides the most functionality and flexibility, and is the most practical in terms of implementation. Therefore, the

¹ The criteria for the Part B Financial Proposal is outlined above.

committee recommends that the City of Stratford retain GSP Group to create the design for the redevelopment of Market Square.

B) Next Steps:

The City is operating under a very tight timeline if this project is to be complete by 1 July 2017. The July 1, 2017 target was requested by Council in order to have the project completed in time for Canada's sesquicentennial – subsequently, the City was approved for a Canada 150 grant for \$250,000 which requires to be expended prior to July 1, 2017. Following the selection of a preferred design, the successful firm must:

- Consult with staff, council, stakeholders, parking/transit consultants, and the public;
- Report to Council with a final design;
- Prepare tender documents.

This process must be complete by 1 July 2016. Thereafter, the City must:

- Release the construction tender;
- Allow at least three weeks for firms to prepare and submit bids;
- Review bids;
- Receive Council approval for the lowest bid;
- Undertake and complete construction by 1 July 2017.

The proposed timeline for the completion of this process is as follows:

Tentative Date	Objective
March 2016	Selection of Successful Bidder
April 2016	Design public consultation process
April 2016	Council approved Market Square Operating Budget
May 2016	Presentation of Parking study
May 2016	Staff and successful bidder study prepare report for Market Square Final Design and operational impacts with input from Public consultation, Parking study, and Transit Study.
Early June 2016	Present Draft Final Design to Council
Early July 2016	Finalize Final Market Square Design
July 2016	Prepare Construction Tender Documents
August 2016	Advertise Construction Tender
Mid-September 2016	Award Construction Tender
October 2016	May 2017 – Construction
July 1, 2017	Opening Ceremonies

C) Market Square Parking

Within Market Square, there are currently 69² metered parking spots available for public parking. In the Downtown core, the City owns and operates a total of 1302 parking spots:

Stratford Core Area Municipal Parking	
3 Hour Metered Lots	Inventory
York Street lot #3	41
Erie Street lot meters	56
Erie Street pay and display	85
Albert Street	44
Total	226
Long term (Metered or Free) Lots	Inventory
Kalbfleisch Lot (Erie & St. Patrick)	35
St. Patrick Street Lot (Police Station)	55
George Street	13
Ontario Street	21
Cobourg Street lot	7
Cooper Lot	262
Downie Lot	194
Total	597
Metered On-Street Parking	Inventory
Market Square	71
Wellington Street	39
Downie Street	62
Cooper Street	10
Brunswick Street	24
Erie Street	44
Ontario Street	65
Albert Street	46
George Street	33
Waterloo Street	16
St. Andrew Street	19
St. Patrick Street	19
Cobourg Street (angled parking)	37
Church Street (by Scotiabank)	4
Total	479
TOTAL CORE AREA PARKING	1302

² There are two additional unmetered parking spaces in Market Square reserved for the Chip Wagon.

The City certainly is committed to ensuring the downtown core has adequate parking to maintain and grow the economic benefits the downtown provides to the community.

As part of this commitment, the City has commissioned a Parking study to review various aspects of parking in Stratford, but as well to make recommendations to efficiently fulfill the supply versus demand in parking.

As well, the City has eliminated its policy of providing City Administration staff with parking passes to the Lower Erie Street lot. This has freed up approximately 20-25 parking spots on the Lower Erie parking lot that were traditionally used for 8 hours per day each day of the week.

While the Market Square project should continue, it is recommended that construction on Market Square does not begin until City Council is confident it can replace and sustain any loss of parking spots due to the redevelopment of Market Square.

Financial Impact:

As per the criteria in RPF15-09, the current capital budget for Market Square is as follows:

Planning/Design/Engineering	\$125,000
Storm	\$260,000
Water	\$121,000
Preparation	\$141,000
Landscaping – Phase I	\$1,205,000 ³
TOTAL	\$1,852,000

These funds will largely be allocated from the \$1.25 million contribution from Walmart, \$55,000 contributed by the Regional Tourism Organization, and \$250,000 grant from the Canada 150 Community Infrastructure Program.

Please note that this amount may vary somewhat if additional funding becomes available for the first phase. The amount will be finalized before the design process begins.

GSP submitted a design consulting fee proposal of \$119,491.85 including HST.

Staff Recommendation:

That the City of Stratford retain GSP Group for a fee of \$119,491.85 to create the design for the redevelopment of Market Square with public consultation;

³ Includes an additional \$55,000 provided by RTO4 that was not specified in the original RFP15-09. All three shortlisted proponents were made aware of the additional funding when it became available.

That City staff is directed to work with the GSP Group and the City's parking consultant to review and bring forward further options in the Final Design that incorporate parking and transit solutions;

That later phases of the Market Square development be referred to a future downtown master planning exercise;

And that the construction of the Final Design of Market Square will not begin until City Council is confident that the City can accommodate the lost parking elsewhere in the downtown core, and Parking and transit solutions will be determined in a timely fashion.



Stephanie Potter, Policy and Research Associate