



THE CORPORATION OF THE CITY OF STRATFORD

REQUEST FOR PROPOSAL: RFP15 - 09

"DESIGN FOR REDEVELOPMENT OF MARKET SQUARE"

CLOSING DATE: 2:00:00 p.m., Wednesday, February 17, 2016

NOTE: City of Stratford Offices will be closed on Monday February 15, 2016 for Family Day.

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1.0 PURPOSE

- 1.1 The City of Stratford is inviting three short listed firms to submit design proposals for the redevelopment of Market Square.

2.0 OBJECTIVES

- 2.1 Design proposals should be created according to the Guiding Principles and Vision for the redevelopment of Market Square that were established through a community visioning and public consultation process led by AtFocus Consulting, listed below.

2.2 Guiding Principles

All design proposals for the redevelopment of Market Square should:

- Protect the heritage of the site;
- Demonstrate how all mandatory safety requirements are met (e.g. fire, police and highlights added security features);
- Ensure minimum accessibility requirements are met (demonstrate if enhanced accessibility is included);
- Ensure all target audiences addressed (young, elderly, tourists, residents);
- Incorporate/preserve what works well now;
- Incorporate options for business deliveries in “off times;”
- Incorporate a phased-in approach, where each phase can be a stand-alone (e.g. does not require the next phase to be completed to be effective);
- Demonstrate the level of flexibility to allow for future ideas and growth to be incorporated;
- If selected, demonstrate how input from the public, Council and City Staff will be incorporated into the final design;
- Demonstrate how the Plan encourages and creates an environment that “draws” visitors, residents and employees to Market Square;
- Highlight factors that encourage multiple/repeat visits by residents and visitors;
- Demonstrate economic impact;
- Include estimated ongoing operational cost and suggested required management structure options;
- Indicate the degree of modifications required to “convert space” if not permanent space.

2.3 Vision

- Move parking away from Market Square once fully developed. Transition slowly - in interim retain some parking¹;
- Move buses away from Market Square, however, retain bus stops close to City Hall (e.g. allow buses to stop on side streets)²;
- Close streets to cars occasionally for “events” - Make pedestrian only zone temporarily (e.g. only in summer) including re-work transportation system (e.g. bus directly to festivals). Make streets permanently one way and widen pedestrian access;
- Ensure availability of public facilities (e.g. washrooms);
- Showcase the “culture of Stratford” (e.g. theatre, statues, university, innovation, lightshow, art/theatre);
- Incorporate unique use of lighting to welcome and in particular, celebrate evenings;
- Focus on vibrancy, “people gathering” and “participating:”
 - Allow for a mix of permanent and non-permanent outdoor eating and shops;
 - Allow for the “arts” in a non-permanent way (e.g. temporary stages, galleries, “schools”, music performances);
 - Incorporate creative permanent and temporary use for various seasons (e.g. Ice Rink and Winter Sculpture Festival, water/splash pool);
 - Incorporate a water structure to be used “year round;”
 - No other permanent structures;
- Mirror European and Canadian experiences;
- Propose optional future refurbishing of the front of City Hall.

¹ A separate parking study for the City will be undertaken concurrently.

² A separate transit study is reviewing these options.

3.0 PROJECT SCHEDULE

The following is a tentative schedule to assist Bidders:

Release of Proposal	Wednesday, December 23, 2015
Meeting with all short-listed firms	Monday, January 11, 2016
Deadline for Questions/Enquiries, in writing	Friday, January 15, 2016
Response to Questions/Enquiries	Tuesday, January 19, 2016
Closing of Proposal	Wednesday, February 17, 2016
Drop-In Public Open House	Monday, February 22, 2016
Opening of Envelope B	Wednesday, February 24, 2016
Selection of Successful Bidder by Council	Monday, March 7, 2016
Project Initiation	Tuesday, March 8, 2016
Final Design Completed	Thursday, June 30, 2016

Although every attempt will be made to meet all dates, the Corporation reserves the right to modify any or all dates at its sole discretion.

4.0 SUBMISSION INSTRUCTIONS

4.1 General

Submission of a proposal indicates acceptance by the bidders of all the terms, conditions, and specifications contained in the Request for Proposal unless clearly and specifically noted in the proposal submitted and confirmed in the formal contract between the City and the Bidder. Deviations from the RFP must be clearly identified in the written submission.

This Request for Proposal document, the bidder's response to this solicitation and subsequent written contract to the successful bidder shall form the basis of the binding contract to be executed between the parties. Bidders shall enclose in their submission, a form of written contract that they expect to be bound by in performing the work and services called for in this RFP, and which will be reviewed and finalized by both parties.

Proposals will be submitted in two separate sealed envelopes; namely the Proposal as Part A, "Design Proposal," and the fee, including disbursements, to do the work as Part B, "Financial Proposal."

Envelope A: Design Proposal

Bidders are required to submit ten (10) printed copies of their Design Proposal – (nine (9) bound and one (1) original signed unbound) and one (1) camera-ready digital/electronic copy to be distributed to Council via e-mail and posted on the City of Stratford’s website.

Envelope B: Financial Proposal

Bidders are required to submit six (6) printed copies of their Financial Proposal (fee for services), including disbursements, in envelope B.

4.2 Closing date and time

Bidders are to submit their proposals to:

**City of Stratford, City Hall,
ATT: Purchasing Department
BID#: RFP15 - 09,
P. O. Box 818,
1 Wellington Street,
Stratford, Ontario,
N5A 6W1**

Proposals will be received up to: 2:00:00 p.m., Local Time, **Wednesday, February 17, 2016.**

The Corporation is not responsible for submissions which are not properly marked and/or delivered to any other location, than that specified.

4.3 Late Submission

Proposals received by the Purchasing Department later than the specified closing time will be returned, unopened, to the bidder.

4.4 Opening of Submission

There is no public opening for this project. There will be no further information made available at that time.

4.5 Questions/Clarifications

Enquiries regarding the process or format of the response must be directed in writing, to [Stephanie Potter](mailto:Stephanie.Potter@stratfordcanada.ca)³ Policy and Research Associate. No enquiries are to be directed to any other employee or elected Officials. Directing enquiries to other than the Policy and Research Associate, may, in the City’s sole discretion, result in your submission being rejected.

³ spotter@stratfordcanada.ca

All clarification requests are to be sent in writing to the individual mentioned above. No clarification requests will be accepted by phone. Responses to clarification requests will be provided to all bidders in writing in the form of an addendum.

4.6 Addendum

Any changes to the request for proposal, prior to the proposal closing will be issued as an addendum. If addenda are issued, their receipt must be acknowledged by the bidder in the appropriate section of the Bidder Declaration. The City will assume no responsibility for oral instruction or suggestions. Failure to acknowledge all addenda will result in your proposal being rejected.

No addendum(s) will be issued within 48 hours prior to bid closing. All addendum(s) become part of the bid documents and must be acknowledged and/or submitted as instructed with the bid.

All addendum(s) will be emailed to the contact party provided in the Pre-qualification submission. It is the Bidders sole responsibility to check with the individual above for addendum(s) prior to submitting their bid. Any bid received without addendum(s) acknowledged and/or submitted as instructed will be rejected.

4.7 Bidder Expense

Any expenses incurred by the Bidder in the preparation of the proposal submission are entirely the responsibility of the bidder and will not be charged to the Corporation.

4.8 Examination of Request for Proposal Documents

Each bidder must satisfy himself/herself by a personal study of the RFP documents, by calculations, and by personal inspection of the site, respecting the conditions existing or likely to exist in connection with the proposed work. There will be no consideration of any claim, after submission of proposals, that there is a misunderstanding with respect to the conditions imposed by this RFP.

Prices are to be in Canadian funds with all applicable taxes shown separately. Prices must show separately any disbursements and the bidder must be satisfied as to the full requirements of the RFP. No claims for extra work will be entertained any additional works must be authorized in writing prior to commencement. Should the bidder require more information or clarification on any point, it must be obtained prior to Friday, January 15, 2016, as per the timeline in Section 3.0.

4.9 Acceptance or Rejection Rights Reserved by the City

- 4.9.1 The proposal submission is to remain firm for acceptance for a period of ninety (90) days from date of closing.
- 4.9.2 The City reserves the right to accept or reject any or all proposals and/or to reissue the RFP in its original or revised form. The lowest cost proposal will not necessarily be accepted and the City reserves the right to determine in its own mind the bidder best qualified to undertake this project. The City further reserves the right to cancel this RFP at any time, without any penalty or cost to the City.
- 4.9.3 The City is not liable for any costs incurred by interested parties in the preparation of their response to this request or selection of interviews. Furthermore, the City shall not be responsible for any liabilities, costs, express loss or damage incurred, sustained or suffered by any interested party, prior or subsequent to, or by reason of the acceptance, or non-acceptance by the City of any response, or by reason of any delay in the acceptance of the response.
- 4.9.4 The City reserves the right to request interested parties to:
 - 4.9.4.1 Address specific requirements not adequately covered in their initial submission
 - 4.9.4.2 Clarify information in the response
- 4.9.5 In the event of any disagreement between the City and the bidder regarding the interpretation of the provisions of the RFP, the CAO or an individual acting in that capacity, shall make the final determination as to interpretation.
- 4.9.6 Where the proposal documents do not state a definite delivery/work schedule and a submitted proposal is based on an unreasonable delivery/work schedule, the proposal may be rejected.
- 4.9.7 The City reserves the right to modify any and all requirements stated in the RFP at any time prior to the possible awarding of the contract.

5.0 GENERAL TERMS AND CONDITIONS

5.1 Exclusion of Bidders in Litigation

No bid will be accepted from any bidder inclusive of its subcontractor(s), which has a claim or instituted a legal proceeding or has threatened a claim or instituted a legal proceeding against The Corporation or against whom the Corporation has a claim or instituted a legal proceeding with respect to any previous contract, without prior approval by Council.

5.2 Harmonized Sales Tax

All submissions shall indicate separately, Harmonized Sales Tax.

5.3 Workplace Safety & Insurance Board

The successful bidder shall furnish a WSIB Clearance Certificate indicating their WSIB firm number, account number and that their account is in good standing. This certificate must be furnished prior to commencement of work, and shall provide additional certificates prior to the expiry date of the certificate on file during the term of the contract to ensure their WSIB account in good standing throughout the contract period.

5.4 Health and Safety Requirements

All work performed under this Contract must be carried out in accordance with the terms and conditions of the OCCUPATIONAL HEALTH & SAFETY ACT, R.S.O., 1990, C.01 as amended.

The classification of Contractors and Sub-Contractors in the City of Stratford Health and Safety Policies and Procedures Manual is external to the City of Stratford and includes all those individuals or organizations working on a contract for the City of Stratford. The health and safety responsibilities attached to this classification include the following:

- Demonstrate the establishment and maintenance of health and safety program, with objectives and standards and will provide qualified workers and meet all applicable legislation as well as City of Stratford Health and Safety Policies and Procedures.
- Are held accountable for their health and safety performance.
- Ensure the workers in their employ are aware of the hazardous substances that may be in use at the workplace and wear the appropriate personal protective equipment required for the area.

Proof of the above may be required by the City at any time from tendering to project completion.

5.5 Compliance With AODA Accessibility Standards:

The Bidder shall comply with applicable Regulations of the *Accessibility for Ontarians with Disabilities Act, 2005 (the AODA)*, with regard to the provision of the provision of its goods or services contemplated herein, specifically:

- Ontario Regulation 429/07: *Accessibility Standards for Customer Service*,
- Ontario Regulation 191/11: *Integrated Accessibility Standards*

The Bidder shall ensure that any employees, agents, volunteers, or others for whom it is at law responsible and who are involved in providing goods and services to the City of Stratford receive training as required by these regulations.

The Bidder acknowledges that pursuant to the AODA, the City of Stratford must, in deciding to purchase goods or services through its procurement process, consider the accessibility for persons with disabilities to such goods or services. Please review The City's [Accessibility Plan](#)⁴.

The Bidder further acknowledges that any documents it produces for the City of Stratford which may be posted to the City website or otherwise be published shall be prepared in accordance with [City of Stratford Accessible Communications Reference Guide](#)⁵.

5.6 Insurance

The Bidder shall include with this submission proof of ability to obtain insurance as listed below. The [Certificate of Insurance](#)⁶, attached in [Section 9.0](#), shall be completed and submitted by the successful Bidder, within seven (7) days of notification of award of this project. This form is to be completed by the Bidder's insurance provider(s).

This certificate must detail such coverage as provided under the Commercial General Liability policy, Non Owned Automobile Liability policy and Standard Owners Automobile Liability policy, Coverage shall be affected by such Insurer(s) licensed in the Province of Ontario, Canada, and/or acceptable to the City.

4

<https://www.stratfordcanada.ca/en/insidecityhall/resources/accessiblestandardsforcustomerservicepolicymanual.pdf>

5

https://www.stratfordcanada.ca/en/resourcesGeneral/City_of_Stratford_Accessible_Communications_Reference_Guide_Apr_2015.pdf

⁶ https://www.stratfordcanada.ca/en/insidecityhall/resources/certificate_of_insurance.pdf

The Commercial General Liability shall be on an "Occurrence basis". "Claims made" and/or Comprehensive General Liability policies are not acceptable unless approved in writing by the Manager of Financial Services.

The policies will not be altered to the detriment of the City, cancelled or allowed to lapse without giving 30 days written notice to the City and shall remain in force from Contract execution to the end of the Warranty period.

The City must be included as Additional Insureds with respect to the Commercial General Liability policy.

The Bidder shall indemnify and hold harmless the Corporation of the City of Stratford, its officers and employees from and against any and all liabilities, claims, demands, loss, cost, damages, actions, suits or other proceedings by whomsoever made, directly or indirectly arising out of the project attributable to bodily injury, sickness, disease or death or to damage to or destruction of tangible property caused by acts or omissions of the Bidder, its officers, agents, servants, employees, customers, invitees or licensees, or occurring in or on the premises or any part thereof and, as a result of activities under this RFP.

Mandatory Coverage:

(i) Commercial General Liability (IBC 2100 or its Equivalency)

Shall include the Owner, its employees and Consultants as Insureds. The Corporation of the City of Stratford and such other entities as directed shall be added as additional Insureds. Minimum acceptable limits are \$2,000,000 per Occurrence.

The Commercial General Liability policy must include "Blanket Contractual Liability" and "Cross Liability" endorsements.

Maximum Property Damage/Bodily Injury Deductible \$2,500 for which the successful Bidder assumes full responsibility.

(ii) Non Owned Automobile Liability Policy

Minimum Limits of Liability \$2,000,000 and coverage must be extended to include vehicles hired under Contract.

(iii) Standard Owners Automobile Liability Policy

Minimum Limits of Liability \$2,000,000

(iv) Professional Liability Insurance:

Professional liability insurance in the Bidder's name not less than \$2,000,000.

(v) The City may require coverage for other hazards as required on a project basis.

(vi) The City reserves the right to modify the insurance requirements as deemed suitable.

5.7 Infringements and Indemnification

Bidders shall protect, defend and save the City harmless from suits or actions of every nature and description brought against it, for or on account, of any injuries or damages received or sustained by a party or parties, by or from any of the acts of the bidder, and/or the agents, employees, successors, or assigns the bidder.

5.8 Laws, Notices, Permits, Fees

The successful bidder shall obtain the necessary permits, licenses and pay the required fees as they pertain to this assignment, which are in force at the date of the proposal closing.

The successful bidder shall give the required notices and comply with the laws, ordinances, rules, regulations, codes and orders of the authorities having jurisdiction which are, or become, in force during the period for which services are performed in accordance with the schedule of work.

The successful bidder shall comply with all municipal by-laws and provincial and federal legislation relating to the RFP and submission.

5.9 Errors and/or Omissions

The Corporation shall not be held liable for any errors and/or omissions in any part of this RFP. While the Corporation has used considerable efforts to ensure an accurate representation of information in this RFP, the information contained in the RFP is supplied solely as a guideline for Bidders. The information is not guaranteed or warranted to be accurate by the Corporation, nor is it necessarily comprehensive or exhaustive. Nothing in the RFP is intended to relieve the Bidders from their own opinions and conclusions with respect to the matters addressed in the RFP.

5.10 Proposal Award Procedures

Unless stated otherwise, the following procedures will apply;
The Corporation will notify the Successful Bidder of the award within ninety (90) calendar days of the proposal closing.

Notice of acceptance of proposal will be by telephone and by written notice.

Immediately after acceptance of the Proposal by the Corporation, the successful bidder shall provide the Corporation with the certificate of insurance, if required, and any other required documents within seven (7) calendar days of the date of notification of acceptance and award.

Please note: the City reserves the right to not award to any bidder upon completion of this request for proposal process.

5.11 Ability and Experience of Bidder

The award of this shortlisting is based on the information provided in the proponent's response to City of Stratford Request for Prequalification 08-2015. Thus the City of Stratford has shortlisted these firms because they have provided satisfactory evidence of possessing the ability and experience in this class of work and sufficient capital and equipment/manpower to ensure acceptable performance and completion of the Proposal. Any proposal will be considered non-compliant if, in the opinion of the City of Stratford, reference checks or past experience is deemed unsatisfactory, or if changes have been made to the team proposed in the proponent's prequalification proposal.

5.12 Patent, Copyright, Or Other Proprietary Rights

Bidders are reminded to clearly identify in their proposal material, any specific scientific, technical, commercial, proprietary, intellectual or similar confidential information, the disclosure of which could cause them injury or damage. All proposal documents are the property of the City. The proposals will be considered confidential during the evaluation process but are subject to access requests under the *Municipal Freedom of Information and Protection of Privacy Act*. Extracts of proposals and the costs of their solutions may be used as part of a public document, Bidders must indicate in the proposal which parts of their proposal, if any, should not be routinely made public by the City. Notwithstanding the foregoing, Bidders acknowledge that The Corporation of the City of Stratford must comply with all provincial and federal privacy legislation, including the *Municipal Freedom of Information and Protection of Privacy Act* when responding to requests for access to records.

Complete proposal details are not to be identified as "confidential".

5.13 Payment

The normal terms of payment for the Corporation will be net thirty (30) calendar days. Invoices for such services shall be forwarded to the City of Stratford, [Accounts Payable](#)⁷ for processing.

5.14 Performance

Any undue delays in the execution of the work and/or costs incurred by the Corporation due to inefficiencies in performance on behalf of the successful Bidder shall be deemed to be the responsibility of that bidder and as such, any and all cost, as deemed appropriate and reasonable compensation for the Corporation, will be assessed to the successful bidder.

5.15 Assignment of Contract

The successful bidder shall not assign, transfer, convey, sublet or otherwise dispose of this contract or his/her right, title or interest therein, or his power to execute such contract, to any other person, company or corporation, without the previous consent, in writing, of the Corporation's officials, which consent shall not be unreasonably withheld.

5.16 Extra Work

No work shall be regarded as extra work, unless it is ordered in writing by the Corporation and with the agreed price for the same specified in said order, provided said price is not otherwise determined by the Proposal. A statement of the cost of extra work shall be made within thirty (30) calendar days after the completion of the said extra work.

5.17 Cancellation

a) The Corporation reserves the right to immediately terminate the Contract for sufficient cause, including but not limited to such items as non-performance, late deliveries, inferior quality, pricing problems, etc.

⁷accounts payable@stratfordcanada.ca

- b) If the successful Bidder should neglect to execute the work properly, or fail to perform any provision of this Award, the Corporation, after three (3) business days written notice to the successful Bidder, may, without prejudice to any other remedy in existence, make good such deficiencies and may deduct the cost thereof from any payment then and thereafter due to the successful Bidder. Continued failure of the successful Bidder to execute the work properly shall result in a termination of Contract. The Corporation shall provide written notice of termination.
- c) The Corporation may elect to terminate the Contract if the original terms and conditions are significantly changed, giving thirty (30) calendar days written notice to the successful Bidder.
- d) Either party may terminate the Contract by giving the other party sixty (60) calendar days written notice, giving reasons acceptable to the other. A period of less than sixty (60) calendar days to terminate the contract may be negotiable if mutually agreeable among parties involved in the Contract.
- e) Failure to maintain the required documentation during the term of this contract may result in suspension of the work activities and/or cancellation of the contract.

6.0 SCOPE OF WORK

6.1 Shortlisted firms permitted to submit design proposals are as follows:

GSP Group
MMM Group
Janet Rosenberg & Studio Inc.

6.2 Background Information

In October 2015, the City of Stratford issued a Request for Prequalification (RFPO) to obtain submissions from qualified architects interested in undertaking the design work for the redevelopment of Market Square.

From the list of qualified proponents, the City has generated a short-list of three (3) proponents and invites only these proponents to respond to this RFP and submit design proposals for the redevelopment of Market Square. Only those proponents short-listed by the City are permitted to bid on the work.

We recommend that bidders review the following documents before creating design proposals:

Report – Market Square, 14 March 2014 (attached)
Public Meeting Presentation, 2 July 2014 (attached)
Public Meeting Minutes, 2 July 2014 (attached)
[At Focus Presentation to Council, 19 May 2015](#)
[At Focus Final Revised Presentation to Council, 27 July 2015](#)
[At Focus Survey Results, Summary Report](#)
City of Stratford Transit Study, 21 December 2015 (to be provided).

6.3 Remuneration

The City is offering a remuneration of \$5,000.00 to each pre-qualified firm for their design proposal. However, the City will not, under any circumstances, reimburse any Proponent for any costs associated with the preparation of the proposal. The \$5000.00 remuneration will be upon submission of the conceptual design.

6.4 Requirements

Proponents are required to submit conceptual design drawings and a summary of their approach to this project consistent with the vision and guiding principles noted above.

Design For Redevelopment of Market Square

Proponents must clearly demonstrate that their proposal meets the vision and guiding principles for this project.

After submitting proposals, proponents will be expected to attend a 2-hour drop-in public open house where they will display their design on presentation boards and address public comments.

As per the Vision and Guiding Principles, this project will be completed in phases. Therefore, proponents are expected to submit conceptual designs for a completed project that can be completed in phases. Each phase of the project should be clearly outlined and should include construction cost estimates for each phase.

The City plans to construct the first phase of the redevelopment of Market Square by 1 July 2017. This first phase must be constructed within the existing budget allocated to this project. 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	\$1,150,000
TOTAL	\$1,797,000

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.

7.0 SUBMISSION REQUIREMENTS

- 7.1 Each bidder must completely satisfy themselves as to the exact nature and existing conditions of the requirements and for the extent and quality of the work to be performed. Failure to do so will not relieve the successful bidder of their obligation to carry out the provisions of the contract.
- 7.2 If a proposal is a joint submission of two (2) or more Bidder firms, a single Proposal is to be coordinated and submitted by the lead firm with the required information. The lead firm shall act as the Bidder in all contractual obligations of any resulting award and agreement.

7.3 Design submissions must include the following information:

- Proposals will be submitted in two separate sealed envelopes; namely the Proposal as Part A, "Design Proposal," and the fee, including disbursements, to do the work as Part B, "Financial Proposal."
- Bidders are required to submit ten (10) printed copies of their Part A, Design Proposal – (nine (9) bound and one (1) original signed unbound) and one (1) camera-ready digital/electronic copy to be distributed to Council via e-mail and posted on the City of Stratford's website.
- Bidders are to submit six (6) copies of Part B, Financial Proposal, their fee for services.
- The Financial Proposal (Separate Envelope clearly marked Part 'B' Financial Proposal) will be no more than two (2) pages in length and will include:
 - i) A detailed chart providing estimated hours, fees and expenses associated with each phase/component of work.
 - ii) An all-inclusive price (excluding taxes which are to be itemized separately) for all services and tasks outlined in the Scope of Work and a per diem rate for any work outside the project period. Any separate billings are to be approved by the City in advance.
- Legal name and address of the company, including legal form of company;
- Conceptual design drawings and a summary of the approach to this project consistent with the vision and guiding principles noted above.

7.4 The above information must be included with the submission. The City may, in its sole discretion, disqualify Proponents who fail, in the opinion of the City, to meet the requirements of the Call for RFP.

7.5 The City reserves the right to revise this RFP prior to the closing date.
Any revisions to the RFP will be issued as an addendum emailed to the contact party provided in the pre-qualification submission.

- 7.6 The City reserves the right to extend the date by which the RFP's are due.
- 7.7 This Request for Proposal document, the bidder's response to this solicitation and subsequent written contract to the successful bidder shall form the basis of the binding contract to be executed between the parties. Bidders shall enclose in their submission, a form of written contract that they expect to be bound by in performing the work and services called for in this RFP, and which will be reviewed and finalized by both parties.
- 7.8 The selected bidder agrees not to release or in any way cause to release any confidential information of the City of Stratford unless authorized in writing by the City. Bidders may declare confidentiality in their proposals. However, the City of Stratford reserves the right to share with any consultant of their choosing the RFP and submitted proposals to secure expert opinion.

8.0 EVALUATION PROCESS AND CRITERIA

8.1 Selection Process

Proposals will be assessed on the basis of information provided by the Bidder at the time of submission as well as any additional information provided during subsequent meetings with the bidder, if required. The City reserves the right to waive irregularities and omissions if, in doing so, the best interest of the Corporation will be served.

8.2 Evaluation Team

Proposal submissions will be evaluated by an evaluation team from the City of Stratford **comprised of three (3) members of Council (including the Mayor) and three (3) staff members**. The City shall not be obliged to disclose the evaluation scores of any individual member of the Evaluation Team, nor to justify any score awarded by that team or any member thereof. All evaluations carried out by the Evaluation Team shall be considered to be fair and accurate for all purposes and shall not be subject to review by any court or other tribunal. The Evaluation Team will make a recommendation to Council.

BY RESPONDING TO THIS RFP, BIDDERS AGREE TO ACCEPT THE RECOMMENDATION OF THE EVALUTION TEAM AS TO THE SUCCESSFUL BIDDER AND ACKNOWLEDGE AND AGREE THAT CITY COUNCIL MAKES THE FINAL DECISION.

8.3 Evaluation Criteria

Proposals will be evaluated according to, but not limited to, the following criteria:

Part 'A' Service Proposal

Category	Available Points
1. Project Design: Quality of project design, feasibility of design execution, and functionality of the design	50
2. Project Understanding: 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 will be scored based on a relative pricing scale with respect to the lowest proposed project fee. Maximum score of twenty-five (25) points will be awarded to the Proposal with the lowest proposed project fee. The other remaining Proposals will be scored on the following scale, based on the relative pricing differential.

1. Scoring Scale:

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

8.5 Reservation of Rights

The Corporation reserves the right to reject any or all proposals. The Corporation also reserves the right not to proceed with the project without stating reason thereof.

Selection of a proposal will be based on all the above criteria and any other relevant information provided by the Bidder(s). Final selection will be based upon the evaluation of the proposals unless it is deemed necessary to conduct interviews with one or more of the consultants. The consultant determined the best qualified to perform this project will be recommended to the City of Stratford Council for contract award.

All proposals are to be submitted with the understanding that the selection of a proposal for discussion by the Evaluation Committee shall not thereby result in the formation of a contract. Nor shall it create any obligation on the Corporation to enter into further discussions.

The project will be awarded to the bidder who, in the sole judgment of the Corporation, provides the best overall value. The Corporation will not be obligated to select the lowest cost or any proposal.

The Corporation reserves the right to conduct reference checks on the Bidders, the results of which may affect the award decision.



9.0 CERTIFICATE OF INSURANCE

THE CORPORATION OF THE CITY OF STRATFORD

This is to certify that the Insured, named below, is insured as described below

This form must be completed and signed by your insurer or insurance broker

CITY FILE NUMBER: RFP15 - 09

Note: 1. Proof of liability insurance will be accepted on this form only (with no amendments)

NAME OF INSURED		TELEPHONE NUMBER	AREA CODE
ADDRESS OF INSURED	STREET NAME	CITY	POSTAL CODE

TYPE OF INSURANCE	INSURER'S NAME	POLICY NUMBER	EFFECTIVE DATE			EXPIRY DATE			LIMITS OF LIABILITY Bodily Injury & Property Damage- Inclusive
			YR.	MO.	DAY	YR.	MO.	DAY	
Commercial General Liability									Per Occurrence \$ Aggregate \$
<input type="checkbox"/> Umbrella <input type="checkbox"/> Excess									\$

Commercial General Liability Occurrence Basis CLAIMS MADE POLICIES ARE NOT ACCEPTABLE

Including Personal Injury, Property Damage, Broad Form Property Damage, Contractual Liability, Non-Owned Automobile liability, Owner's and Contractor's Protective Coverage, Products - Completed Operations, Contingent Employers Liability, Cross Liability Clause and Severability of Interest Clause. The policy also includes:

Tenant's Legal Liability No or Yes (Limit) \$ _____ Liquor Liability No or Yes (Limit) \$ _____

XCU Endorsement (Excavation and Underground Work Contracts) No or Yes (Limit) \$ _____ Deductible \$ _____

Professional Liability or Errors & Omissions Insurance									\$
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Environmental Liability or Contractors Pollution Liability									\$
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Environmental Liability Policy includes coverage for off-site operations Yes or No

Motor Vehicle Liability									\$
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Motor Vehicle Liability - Must cover all vehicles owned or operated by the insured

THE CORPORATION OF THE CITY OF STRATFORD has been added as an additional insured but only with respects to their interest in the operation of the Named Insured.

This is to certify that the Policies of Insurance as described above have been issued by the undersigned, an Insurer licensed in the Province of Ontario, Canada, to the insured named above are in force at this time.

If cancelled or changed in any manner that would affect The Corporation of the City of Stratford as outlined in coverage specified herein for any reason, so as to affect this certificate, thirty (30) days prior written notice by registered mail or facsimile transmission will be given by the insurer(s) to:

The Corporation of the City of Stratford
Attention: Purchasing Department
P. O. Box 818
1 Wellington Street
Stratford Ontario, N5A 6W1
Fax: 519-271-4357

This Certificate is executed and issued to the aforesaid, The Corporation City of Stratford, the day and date herein written below.

Date	YR	MO	DAY	NAME OF INSURANCE COMPANY OR BROKER (COMPLETING FORM)
ADDRESS OF INSURER OR INSURANCE BROKER		TELEPHONE NO.	FAX NO	AUTHORIZED REPRESENTATIVE OR OFFICIAL BY:

THIS FORM MUST BE COMPLETED, SIGNED & STAMPED BY YOUR INSURER OR INSURANCE BROKER

10.0 BIDDER DECLARATION

I/We _____
(name)

(title/position)

of _____
(name of firm)

1. DECLARE that no person, firm or corporation other than the one who's signature or the signature of whose proper officers I attached below, has any interest in this bid or in the Contract proposed to be undertaken.
2. FURTHER DECLARE that this bid is made without any connection, knowledge, comparison of figures or arrangement with any other company, firm or person making a bid for the same requirement (unless performed under a "joint" agreement and so declared in the bid), and in all respects is fair and without collusion or fraud.
3. FURTHER DECLARE that no City of Stratford employee, or Member of Council is, or will become interested directly or indirectly as a contracting party unless disclosed as follows:
4. FURTHER DECLARE that all statements, schedules and other information provided in this bid are true, complete and accurate in all respects to the best knowledge and belief of the Bidder.
5. FURTHER DECLARE that I have carefully examined the bid, response requirements, general conditions, requirements and hereby acknowledge the same to be part and parcel of any contract to be let for this project therein described or defined and do all the work and to provide the services of the project mentioned for the price(s) stated.
6. FURTHER DECLARE that the agent listed below is hereby authorized by the Bidder to submit this bid and is empowered and authorized to negotiate all matters with the City representatives on behalf of the Bidder.

THE CORPORATION OF THE CITY OF STRATFORD

Design For Redevelopment of Market Square

7. AGREE that this bid is to continue open for acceptance until the formal Contract is executed or a Purchase Order is issued to the successful Bidder or for ninety (90) days following the bid closing date, whichever occurs first and that the city may, at any time within that period, without notice, accept this bid whether any other bid has been previously accepted or not.

8. Agrees to have checked with the City of Stratford contact person for this project named in this document and have allowed for Addenda numbered as follows:
_____ through to _____.

Signature of Authorized Officer

Name of Authorized Officer (print)

THIS FORM MUST BE INCLUDED IN YOUR SUBMISSION COMPLETED IN INK, IN FULL.
FAILURE TO DO SO SHALL RESULT IN THE SUBMISSION BEING REJECTED.



Meeting Agenda:
RFP15-09 – Design for Redevelopment of Market Square

Question and Answer Meeting will take place at **1:00pm on Monday 11 January 2016** between City of Stratford Staff and shortlisted bidders invited to respond to RFP15-09.

Location:

Council Chambers
2nd Floor, Stratford City Hall
1 Wellington Street
Stratford ON

AGENDA

1. Introductions – City Staff
2. Process Overview – City Staff
3. Question and Answer – Consultants

MINUTES

I. Introductions:

Consultants:

GSP Group
MMM Group
Janet Rosenberg & Studio Inc. (via Conference Call)

City Staff:

Ron Shaw, CAO
André Morin, Director of Corporate Services
David St. Louis, Director of Community Services
Ed Dujlovic, Director of Infrastructure and Development Services
Jeff Leunissen, Manager of Development Services
Stephanie Potter, Policy and Research Associate

II. Project Overview

- Hope to have the first phase of this project developed by 1 July 2017
- Looking for a master plan for this project and for the first phase of this project to be completed within the allotted budget
- Parking Study will be informed by this design and will accommodate the loss of parking in Market Square. The report is expected in April.
- The Transit Study has been received by council, but they have not taken a position on the terminal location and likely won't until the design is selected.
- We are bringing a report forward to Council at the next planning and heritage subcommittee to illustrate the timing and integration of these projects
- The final decision on the design rests with council; public input will be considered but it will not determine the final design. The evaluation criteria has been outlined in the RFP.

III. Questions & Answers

1. Can you clarify the project limits?

- The parking area behind market Square in the area bound by the road allowances, to the face of the building and the angled parking on the south side, along with the triangular area in front of City Hall
- As per the Visioning exercise, the focus is at the back of City hall
- There are also water lines and water mains under market place and localized sewers and catch basins
- Pedestrian access will be required, along with access to the businesses

2. Will the infrastructure service improvements be included in the design?

- It will be included in the Market Square construction tender, and we have some funding for it
 - The market square
 - The design should include some features (ie – may need water services, sanitary connections, storm water drainage, catch basins) will need to be incorporated into the design work
 - If something like a skating rink or water feature is being proposed, you will need to consider infrastructure needs
 - Details on what infrastructure is under the square should already be included in the CAD drawings you received
3. Are there other capital projects under/included in Market Square that will need to be included in the work?
- There is not much else there – some electrical lighting, could change in your design. The existing lighting may need to come out depending on your design
4. Is there capacity for additional power?
- There is an electric panel in the center island – we will follow up with Festival Hydro for more information.
5. Budget includes storm water as part of this project; can you clarify the budget?
- May require grading, storm water, etc. These were intended to illustrate possible costs for potential infrastructure needs.
 - Note that the money from Walmart is only for design/above-ground work, the City is responsible for the infrastructure upgrade piece – we will forward the Walmart agreement.
6. How will temporary bus service work?
- To be determined by the consultants in the design. You may only develop half the square at this phase. You need to suggest where the busses will go/what Phase I will look like. As per the transit study, it may be possible to locate the busses on the streets surrounding City Hall on a temporary basis. We look for your suggestions.
7. What are your top priorities from the vision and guiding principals?
- Feasibility and Functionality, a phased approach, and to ensure that this phase of development can be completed within the allotted budget, hopefully within the allotted time frame, and that it complies with the principals of the downtown Heritage Conservation District designation.
8. Will the storm project/queen street storm project still be going through Market Square?

- The main trunk will not go through Market Square
9. Can you explain why the PLANT design was not successful or how the City's priorities have changed, or why you decided to initiate this process?
- It was Council's decision to begin a new design process, they wanted to consult with the public regarding the right design principals and give some more consideration to accessibility
10. Do seasonal needs have to be accommodated?
- Yes – consideration to tourism and the need for this to be a public space to congregate; need to provide a flexible space that can be a gathering forum or a place year round for people to have a coffee down town so the community can see this as a place to hold events
11. Has the Sunday slow food market provided any criteria for this project?
- No but they do use power from us, and they do require access to washrooms (ie – inside City hall or the Tourism Office at 47 Downie Street)
12. Are the washrooms inside City Hall sufficient or will this need to be expanded?
- Washrooms are available on Saturdays and during Sunday events; if you propose a skating rink, it will produce a greater need for expanded facilities
 - Demand increases during core functions, this may need to be taken into account because we do not have the capacity for large events
13. Can you explain a what a "year-round water structure" would entail?
- Came from the visioning exercise, could mean a water feature that can be used as a winter skating rink
14. Do you have a specific requirement for public consultation?
- There will be a need for some public feedback or meeting during the design process – the successful proponent will need to do some form of public consultation. This is typically one public meeting to review the design and hear public feedback
15. Is there a program/scope of work for the design phase yet?
- We have not developed the full scope of services at this time
16. Who will lead the tender process?
- The City

17. Are you looking for contract/admin pricing?

- You should provide current rates

18. Are there any construction restrictions (ie – can work be done during the day?)

- The only restriction would be our noise bylaw and the need to maintain traffic flow on two streets, nothing should restrict daily construction
- We are also not adverse to winter construction to make this deadline

19. Are we expected to provide an economic impact study?

- No, we may undertake one separately in the future

20. Do we need to provide annual maintenance/operating costs for this project?

- Yes and that will be a key consideration

21. Do you have traffic signal timings/traffic data available?

- There are no traffic signals in Market Square, we can pass along what data we have and the successful consultant can work with City Staff

22. Vision (section 2.3) mentions making the streets permanently one-way – is this required?

- No, it was only suggested during the visioning process for potential consideration, it is not something that we require/not something that we would advocate
- This was part of a perceived parking issue that will be dealt with separately

23. Are there any subgrade/soil reports?

- The City does not have geotechnical information, boreholes, for the project. The successful consultant will advise the City as to where boreholes are required and the City will arrange to have them done by the consultant we have on retainer. Accordingly, the consultant for the Market Place project does not have to include this cost in their proposal.

24. Do you have any preliminary parking data?

- There is some that will be available on our website in the coming weeks. We will forward the link when it becomes available.

25. Regarding **Part A – Design Proposal:**

We understand this to include **project understanding** and **design approach including conceptual drawings:**

- i. What are the format requirements for this submission: page size, page limit, portrait or landscape, wire bound?
- Nothing specified, up to your discretion
- ii. Should this include information from our RFPO submission (such as project experience, team, key staff, etc.)?
- No, this was already covered in the RFPO – we are not looking for resumes/experience unless there has been a personnel change
- iii. Regarding the **conceptual design**: what is anticipated in terms of specific deliverables: rendered plan(s), sections, perspectives, and at what size / scale?
- Nothing specified, up to your discretion
- iv. Regarding **presentation boards for the public open house** (February 22):
 - o What are the specific format requirements: Scale? # of boards? Mounted on foamcore? Showing consultant name? Including text description or graphics only?
- Nothing specified, up to your discretion.
- o Are panels to be included in the submission on February 17 or will they be delivered separately in advance of the open house on February 22?
- They are to be brought to the 22 February open house – they do not need to be submitted in advance

26. Regarding **Part B – Financial Proposal**:

We understand this to include a detailed chart providing estimated hours, fees, and expenses for each phase of work, including an all-inclusive price for all services and tasks:

- i. With detailed charts for phasing, we are concerned we will exceed the two page limit?
- We believe two pages should be sufficient
- ii. Can you please provide specific itemized requirements for this submission?
- We are looking for a specified breakdown of costs for Phase I with financial details. We are only looking for general projections/estimates for future phases.
- iii. Can the pages be 11" x 17" in size?

- Yes

27. Regarding the 2006 design competition won by PLANT Architects, can you indicate what aspects of the submission/design were considered not successful?

- Addressed in #9 above

28. Regarding guiding principles – from the RFP: *Section 2.3 Vision - Incorporate/preserve what works well now.* In your opinion, what are the elements that are working well now?

- The flexibility of the space

29. What role will the City play in the design process?

- Provide data where possible, review technical elements, function as a liaison between the design team and the public

30. Anticipated # of meetings?

- Undetermined, it will depend on how the process evolves

31. Anticipated format of public consultation? Including anticipated # of public meeting or sessions?

- Addressed in #14 above

32. Clarification of the approvals process – site plan approval process, street permit process, what should we expect?

- To be provided later in the process

33. Confirming that consultant fees for the project (Phase 1) are included in the 'Planning/Design/Engineering' Fee (\$125,000)?

- This was an estimate included in the construction budget

34. **Permanent structures:** What is expected in regard to permanent structures, e.g. washrooms and change rooms, storage for ice rink, storage for events, can trees be permanently planted in the square or should they be moveable? What is anticipated for Phase 1?

- This is for the consultant to determine in their own design proposal

35. **Parking:** When will the parking study be completed and accessible to proponents?
What is the desired timeline for transitioning away from parking at Market Square?
- The parking study is expected in April 2016. Parking may be moved out of market square all at once or in phases at the discretion of the design team
36. **Scoring:** We are concerned about the percentage-based scoring system, which rewards the lowest cost design and also deducts points from both others; what is the reason for the relative pricing differential?
- Resources are finite; we weighted cost at 25% because it is a consideration, but it is not the only consideration. The final decision is still up to the discretion of council
37. **Phasing:** How many phases are anticipated for this project beyond Phase 1? Has a budget been anticipated for future phases? Is it anticipated that Phase 1 will be implemented in phases? Is the extent of the financial proposal to address up to the end of Phase 1, or future phases beyond Phase 1 (This is difficult if no budget is provided)?
- Phase one should be its own phase, this is what we are looking to implement at this time
 - The number of future phases are at the discretion of the consultant
 - Future phase budgets/timelines have not been anticipated
38. **Jury:** Who is the jury chair, what departments are staff members representing? Why are there no design professionals or experts on the jury (as there were in the 2006 competition)?
- The Selection committee will be comprised of the Mayor, two members of Council (to be determined at the 11 January Council meeting), and three members of staff (Jeff Leunissen, David St. Louis, and Ed Dujlovic)

Question	Answer
<p>Are CAD plans available for the interior of the City Hall building itself – ideally the ground and first floor levels?</p>	<p>CAD drawings of City Hall were forwarded to all proponents on 21 January 2016.</p>
<p>Does the entrance on the south side of City Hall lead to stairs/elevator to the upper levels? Is this the handicap accessible entrance?</p>	<p>Yes and Yes.</p>
<p>Are there public washrooms reachable/useable from the south side entrance to City Hall?</p>	<p>Yes. The washrooms are available to the public when City Hall is open. Currently City Hall is open weekdays 8:00 am to 4:30 pm, and Saturdays 9:00 am to 5:00 pm. The building is also open for special events in the Square i.e. Canada Day.</p>
<p>Are heritage guidelines available that address the allowance/restrictions for new structures located immediately adjacent to the City Hall building? Moreover, is it permissible to build a structure attached to the masonry wall at the street level?</p>	<p>The Heritage Conservation District Standards are available on the City's website: https://www.stratfordcanada.ca/en/insidecityhall/planning.asp</p> <p>New Buildings in the Heritage Conservation District require a Heritage Permit. Prior to issuing a Heritage Permit we consult Heritage Stratford (our Municipal Heritage Committee).</p>
<p>What is the history of the "garden" on the northern side of City Hall, at the intersection of Wellington and Downie? Is there a theme to this garden? Is it dedicated to a historical event? Do City personnel take care of this garden, or is there a volunteer crew?</p>	<p>It is called the Lloyd Robertson Garden. It does not have a theme. It changes from year to year. City crews maintain the garden. We do place an evergreen in the garden every winter to put Christmas lights on. A couple years ago we had a live evergreen put in but ended up removing it. It generated complaints because it blocked the view. We have gone back to our old practice of erecting an evergreen for just the winter season.</p>

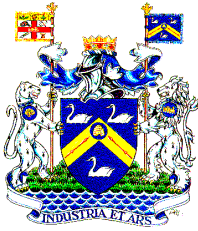
Question	Answer
<p>Does the City of Stratford use or rely on an ice rink program in which a “Zamboni” is circulated between several outdoor rinks – and therefore not dedicated to one site? If so, could an ice rink at Market Square not require storage facilities (a ‘garage’) to store the Zamboni?</p>	<p>The City does not maintain outdoor rinks. If you are proposing a rink you will need to address maintenance.</p>
<p>Is there an existing maintenance crew that would take care of a potential skating rink (real ice, requiring the laying down of several coats of ice, on duty during the winter, and who operate the Zamboni) should we propose one?</p>	<p>We do not currently have a crew to perform maintenance of a skating rink. If you are proposing a skating rink you will need to address maintenance.</p>
<p>Can the .pdf drawings of City Hall be made available to the consultants? If they are large files, we can always provide a link to our sharefile site for upload.</p>	<p>CAD drawings of City Hall were forwarded to all proponents on 21 January 2016.</p>
<p><i>*Please be advised that the City has received two requests for GIS data files.</i></p>	<p><i>*The GIS data package will made available to all proponents who execute a copy of the City of Stratford's data licensing agreement. We require your company address and name of the person signing the agreement. Please Contact Stephanie Potter if you wish to receive the GIS data.</i></p>

10 February 2016

Question	Answer
<p>Within Section 6.0 Scope of Work, it mentions that as part of the vision and guiding principles that this project is to be completed in phases and that each phase of the project should be clearly outlined and include construction cost estimates for each phase. However, in Section 7.0 Submission Requirement there is no mention of cost estimates to be included in our submittal, only conceptual design drawings and a summary of our approach.</p> <p>Are we to submit phasing diagrams and cost estimates as part of our submittal or is that to be a part of the open house presentation boards? Or potentially are the phasing diagrams to be included in both submittals but costing is to be provided only once we are under contract and begin the further development of drawings into a full construction set?</p>	<p>Proponents are expected to submit a two-part proposal for the redevelopment of Market Square – “Part A – Design Proposal,” and “Part B – Financial Proposal.” Proponents must submit cost estimates as part of their financial proposal, to be included as “Part B – Financial Proposal.”</p> <p>Proponents should <u>not</u> include design cost estimates as part of their Part A Design Proposal <u>or</u> their open house presentation board. As per Section 7 of RFP15-09, the proponent’s fee for services, as well as construction cost estimates, are to be submitted only in “Part B – Financial Proposal,” in a separate sealed envelope.</p> <p>This budget for this phase of the Market Square redevelopment cannot exceed the amount specified in the RFP. If proponents wish to include future phases at an additional cost, they may do so at their own discretion. Detailed cost estimates are expected for the first phase of the redevelopment. If future phases are planned, cost estimates are required but the same level of detail is not expected.</p> <p>Please note that conceptual design drawings and a summary of the approach to this project consistent with the vision and guiding principles should be submitted with “Part A – Design Proposal.” Part A should not include any cost estimates. All cost and financial information should be included exclusively in Part B. However, proponents may include phasing diagrams with cost estimates in Part B of their proposal at their discretion.</p>

11 February 2016

Question	Answer
<p>Public Meeting/ Drop-In Public Open House – February 22, 2016, 4:30 – 6:30 PM, City Hall Auditorium: Will proponents be expected to present their designs at the Open House, or simply be available to answer any questions from the public?</p>	<p>Proponents are not expected to make a presentation. They are expected to attend to answer questions about their design proposal. Design proposals should be displayed to the public on poster or presentation boards. Each firm will have their own station to display their designs and interact with the public in a trade-show style setting. This will provide the public with an opportunity to visit, learn about each of the proposals, and provide feedback to the City.</p>
<p>Part A – Technical Proposal: (1) Camera-ready digital electronic copy to be distributed to Council via e-mail and posted to the City of Stratford’s website. Do you require Bidder Declaration Form with signature and Insurance information in this electronic document, or may we omit those items from this version since it will be published on the City’s website?</p>	<p>No – these items can be omitted in the electronic submission.</p>



**CITY of
STRATFORD**
Chief Administrative Officer

14 March 2014

MANAGEMENT REPORT

To: Finance and Labour Relations Sub-Committee

From: Ronald R. Shaw
Chief Administrative Officer

Re: Market Square Report

OBJECTIVE:

To provide members of council with information regarding a number of options for the future of market square.

BACKGROUND:

In 1993, the following was included in the City of Stratford's "Official Plan," Section 6.2.11:

"The City recognizes the particular uniqueness, special role and untapped potential of Market Square the center of the 'Downtown Core.' Efforts will be made to protect and preserve the distinctive architectural character of Market Square and to create a more people friendly environment as well as a public gathering place for civic events and activities."¹

Twenty years later, this goal could be realized on an extraordinary scale.

Interest in Market Square was renewed in December 2002 when a Transit Study recommended this location for a permanent transit terminal. Because of the

¹ "Official Plan, 1993-2013," *City of Stratford*, Section 6.2.11, p.6-6.

potential impact on the City core, the City Centre Committee requested that the recommendation be deferred pending public input and urban planning guidance. Consequently, efforts to revitalize Market Square have been ongoing for the past decade. Surveys have been conducted, along with visioning sessions, public meetings and open houses (see below).

Market Square Planning and Design Process²

DATES	ACTIVITY	PRIMARY REPORTS/DOCUMENTS/NOTES
Dec 2002	recommendations of transit study	IBI (June 2002). <i>City of Stratford Transit Operations Review—5 Year Business Plan</i> .
Early 2003	survey conducted—City Centre Committee	Over 300 surveys received and analyzed
Feb. 2003	visioning session—Urban design Working Group	Hammond, K. (June 2004). "Stratford Visioning Workshop: Can a Triangle Still Be a Square," <i>Ontario Planning Journal</i> .
May 2003	visioning session—Planning Partnership	broad range of community stakeholders participated including youth, seniors, labour, police, Chamber, Festival, downtown businesses, tourism, LACAC et al.
Feb. 2004	formal presentation to city council—K. Sainsbury & J. H. Tidman	Powerpoint (.ppt) presentation available
Sept. 2004	open house—Development Sub Committee, Stratford City Centre Committee	Over 350 people attended the public open house and gave engaged feedback including building their own square with scale model and visual preference surveys. The findings are compiled in the report, <i>Stratford Market Square Open House, Supplemental Report</i> .
March 2005	formal presentation to city council	Dent, L. & Sainsbury, S. (March 2005). <i>Stratford Market Square Open House, Supplemental Report</i> .
Sept. 2006	international design competition—Market Square Advisory Committee	Market Square Advisory Committee (2006). <i>The Revitalization of Stratford's Historic Market Square: Competition Package</i> .
April 2007	Business Improvement Areas National Conference—L.E. Dent	Dent, L. (2007). Public Participation as a Place-Making Process: Re-envisioning Stratford's Market Square; powerpoint (.ppt) presentation available
July 2007	economic impact analysis—Urban metrics	Urban Metrics (July 2007). <i>City of Stratford Market Impact Analysis Study</i> .
Oct. 2007	formal presentation to city council—Market Square Advisory Committee	Market Square Advisory Committee (October 2007). <i>Stratford's Market Square: Overview of Ongoing Public Process and Economic Impact Study</i>
Jan-Mar 2008	project costing—PLANT Architect Inc.	
Fall 2009-Spring 2010	Southern Development Ontario Program funding—Market Square Project Team	Oosterbaan, C., ed. Dent, L. (March 2010) <i>Best Practices of Market Square Revitalization</i> . Oosterbaan, C., ed. Dent, L. (March 2010) <i>Case Studies of Market Square Revitalization</i> . Oosterbaan, C., ed. Dent, L. (March 2010) <i>Success Stories: Conversation with Business Owners in Market Square</i> .
2010-2011	project visioning workshop—Market Square Project Team & community leaders	Oosterbaan, C., ed. Dent, L. (2010). <i>Public Square Revitalization—Case Studies</i> Market Square Project Team (2010). <i>Market Square—Stratford: Creating Stratford's Outdoor Living Room</i> . brochure. Market Square Project Team (Spring 2011). <i>Market Square Stratford Project Update Newsletter</i> .
Apr. 2012	Discovery Session: What Would Stratford's Market Square Look Like in a Smart City?—Market Square Project Team & invited panel participants	approximately 125 people attended
2013		

² Graph created by *Market Square Project Team*, 15 April 2013. For a more detailed history of Market Square, see "Stratford's Market Square: Overview of Ongoing Public Process and Economic Impact Study," *Market Square Advisory Committee*, 2007.

Design:

On 29 September 2004, an Open House was held to facilitate public input on possible designs for Market Square. Over 350 people attended, and favoured the creation of a multi-purpose space with trees, seating, water features, and had the potential to integrate market activities.³ The Market Square Advisory Committee was formed in the spring of 2005 to organize a design competition for Market Square. Based on public input and municipal goals, the design objectives for the competition were described as follows:

- To stimulate imaginative architectural and urban design proposals that respond to the site's context, constraints and potential, to achieve excellence in the chosen design, and to improve the downtown core of the City of Stratford.
- To understand, acknowledge and celebrate the site's cultural heritage, and create new relationships between past and future through design solutions of high quality.
- To design an active, people-oriented space that will accommodate civic events, public activities, shopping, eating/dining, gathering and meeting.
- To integrate an important transfer point for the City transit system into the design.
- To retain on-street perimeter parking for Wellington, Downie and Market Square retailers, in addition to maximizing parking on the square, where possible.
- To provide opportunities for seating at both benches and tables, and a landscape design that includes shade trees and gardens, street lighting and a potential site for a café.
- To give priority to pedestrian safety and barrier-free accessibility, with no ambiguity between pedestrian and traffic realms.
- To create a clear focus on the square, perhaps through a water feature or some other element.
- To deal with the realm between the public and surrounding commercial spaces and their interface.

Thirty one submissions were received from around the world. A jury comprised of the following esteemed experts and local community members was assembled to judge the competition:

George Baird –Dean of the Faculty of Architecture, Landscape and Design at the University of Toronto;

³ See Laura Dent and Kristen Sainsbury, "Stratford Market Square Open House – September 2004," *Development Sub-Committee; Stratford City Centre Committee*, March 2005.

Dan Leeming – Principal, “The Urban Planning Partnership,” Toronto; Adjunct Professor, University of Guelph School of Landscape Architecture;

Eleanor Kane – Co-Owner, “The Old Prune” Restaurant, Stratford; former chair of the Gallery of Stratford Board; former member of the Stratford Festival Board of Governors;

Tom Orr – Broker, “Orr Insurance;” former chair of the Stratford Historical Society, Stratford Perth Historical Archives, and Stratford Festival Board of Governors;

Karen Hammond – Landscape Architect, Lecturer, and Admissions Officer, University of Waterloo School of Planning.

The judging process took place over the course of two days, as the jury had to ensure that the winning submission met the criteria listed above, and would also be feasible and cost effective. Furthermore, the judging process included a public viewing of the submitted designs, and considered input from over 350 citizens.

After this lengthy and meticulous process, the jury unanimously selected Toronto’s PLANT Architect Incorporated design as the winner on 27 September 2006. The PLANT design incorporated the desired features and offered the flexibility of a multi-use space. As the winners of the competition, PLANT’s design was designated as the recommended development for Market Square (see Appendix I for PLANT design). Although seven years have passed since design competition, PLANT has stayed involved in the project. For example, in May 2012, PLANT founding partner Lisa Rapoport presented at the “Market Square Discovery Session” held at Knox Presbyterian Church.⁴

The design process was both lengthy and intensive. Many people gave considerable time and effort to this process, and have produced a design for Market Square that was unanimously selected by a jury, the criteria for which was laid out with public input and chosen with public consultation. As per the competition guidelines established for the 2006 competition, the Copyright for each submission was to remain under the ownership of the original designer, thus the City of Stratford could not hire another firm to implement PLANT’s design. The work that has already been done and the financial contribution from Wal Mart puts the City of Stratford in an ideal position to begin the first phase of Market Square’s revitalization, should financing for the project be obtained.

⁴ Tori Sutton, “Reimagining Stratford’s Market Square,” *Stratford Gazette*, 23 May 2012, <http://www.southwesternontario.ca/news/reimagining-stratfords-market-square/>

In 2013, City Council undertook a strategic priorities exercise to outline what could be accomplished in the next five years with existing financial resources and without incurring further long term debt. Given the scope of this project, it could not be accommodated in the five year plan; however, Council did designate it as a priority project and that it should be considered first if additional capacity becomes available.⁵

ANALYSIS:

The recent contribution of \$1.25 million from Wal-Mart is a significant step to help the City of Stratford to realize a project many years in the making. Given the municipality's current financial situation, the revitalization of Market Square will have to be completed in phases. There is a 2018 deadline for the use of the funds provided by Wal-Mart and with the looming 2017 Sesquicentennial, it is for the City to be ready to proceed with the first phase of the Market Square project should funds become available. However, several issues need to be addressed before this will be possible:

A) Design:

There are three options open to the City of Stratford with regard to the design of Market Square:

1. Implement PLANT Architect's winning 2006 design by identifying and implementing the first phase and creating manageable phases for the remainder of the project.
2. Issue an RFP asking for a new design for Council to review
 - a) Must determine the principals for the basis of the design.
 - b) Should solicit public input if a new design is to be chosen.
3. Hold a public participation meeting to determine how best to proceed

B) Infrastructure:

Before the new design can be constructed, water, sanitary, storm, road and sidewalk infrastructure must be installed and/or upgraded at Downie Street, Wellington Street, and Market Place. These are outlined under "Financial Impact."

Furthermore, the Market Square Project must take into account the recommendations of the City Wide Storm System Master Plan and South Side

⁵ At Focus, "City of Stratford Strategic Priorities," *City of Stratford*, January 2014.

Storm System Class EA. These reports identified the portion of the Collegiate Arch system between Waterloo Street and Downie Street (under the Avon Theatre) as being severely under capacity and subject to significant surcharging. The reports recommended that this trunk sewer be realigned to George Street or other adjacent right-of-way. This work is identified as 'strategic', meaning it is to be completed in conjunction with other works, as opportunity permits.

The SS Storm Class EA also proposed, as a 'priority' project, the construction of the Queen Street Diversion sewer. The construction of this sewer will redirect much of the flow that currently contributes to the Collegiate Arch system, thereby eliminating the surcharging of the existing arch under the Avon Theatre. The Queen Street diversion will eliminate the risk of flooding to the Avon Theatre from the arch sewer under the building. The design of the Queen Street Diversion sewer is proposed for the 2014 budget with construction not included in the funded strategic priorities pending an internal review this year of where the Storm Sewer EA implementation.⁶

The relocation of the storm arch to George Street would involve the construction of a large diameter concrete sewer and road reconstruction of George Street from Waterloo Street to St. Patrick Street, and St. Patrick Street to the existing Collegiate arch sewer in the St. Patrick /Wellington Street intersection. In 2010, the City reconstructed part of St. Patrick Street, from Wellington Street to College Street, in order to provide storm sewer capacity for the development of the Cooper Site, and most particularly to service the University of Waterloo campus. The design of the new storm sewer did not take into account the future relocation of the storm arch recommended in the Master Plan and did not follow the sizing recommendation included in the South Side Storm Class EA. As a result, this storm sewer is undersized, and will surcharge significantly if the storm arch is relocated to George Street. The intersection of St. Patrick Street and Wellington Street is an extremely congested area with difficult working conditions due to the abundance of underground utilities, trunk storm and sanitary sewers, local storm and sanitary sewers and multiple watermains. It would be cost prohibitive to open up this intersection again to remove the new storm sewer installed in 2010 to replace it with a properly sized storm sewer. Therefore, staff investigated alternative alignments for the relocation of the storm arch.

Option 1 (See red on map below)

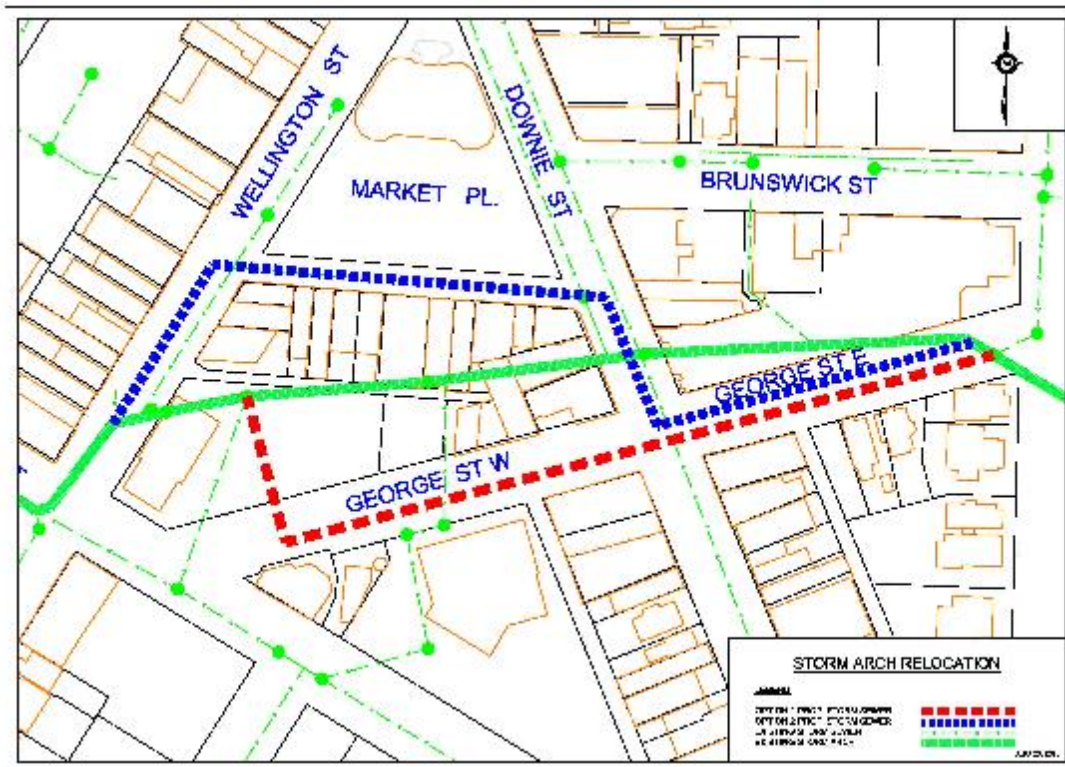
Construct a new trunk storm sewer from the intersection of George Street and Waterloo Street along George Street to a point approximately 40.0m from the George/St. Patrick intersection (in front of the LCBO parking lot). At this point

⁶ Construction will take place in full consultation with the Stratford Festival to minimize disruption to their operations.

the sewer would be directed through the parking lot to connect to the existing storm arch on the LCBO property.

Option 2 (See blue on map below)

Construct a new trunk storm sewer from the intersection of George Street and Waterloo Street along George Street to Downie Street, along Downie north to Market Square, along Market Square to Wellington, and south on Wellington to connect to the existing arch.



C) Transit:

The transit terminal will have to be re-located if the Market Square project is to proceed. Locations will need to be suggested and evaluated. For example, in 2011, the following plan was suggested for moving the terminal to George Street (See Appendix II for design diagrams of each option):

1. Double-Sided Loading:

- three loading zones/bays on either side of George Street from Downie to directly across from the Justice building
- two-way bus travel – three enter/exit east to west; three enter/exit west to east

- area would have to be designated as “busses only” to ensure safety and traffic control
2. Centre Platform:
 - Platform to be constructed in the center of George Street to allow three busses on the platform and three against the south sidewalk
 - Buses would have to travel one way only
 - area would have to be designated as “busses only” to ensure safety and traffic control
 3. Single-Sided Loading:
 - Buses would line up along the south sidewalk
 - no designated individual loading areas for each route (would line up in order of arrival)
 - possible to leave George street open to one-way traffic
 4. Sawtooth:
 - Provides each bus with its own bay on one side of the street
 - Proposed in the 2002 transit study
 - Possible to leave George street open to one-way traffic

Other suggestions were made for locating the bus terminal to the following locations in the 2008 Transit Operations Review as part of the 5 Year Business Plan (See Appendix III for diagrams of options two to four and table of evaluation for all five options):

1. Market Square Municipal Parking Lot:
 - Would permanently stop the revitalization of Market Square.
2. Erie Street Municipal Parking Lot:
 - New Bus terminal would incorporate the existing median between the parking lot and Erie Street, with 8 sawtooth bays.
 - The high volume of traffic on Erie and Ontario Streets would cause complications; 72 parking spaces would be lost.
3. St. Patrick Street Municipal Parking Lot (Cooper Lot):
 - Provides more space than required for a bus terminal, thus allowing a number of design options and for a portion of the space to continue to be used for parking.
 - 86 parking spaces would be lost but could be replaced by expanding the existing parking lot.

4. Wellington/Downie Streets beside City Hall:
 - Utilizes curb space on both Wellington and Downie Streets beside City Hall, but would detract from the revitalization of Market Square,
 - 24 parking spaces on Wellington Street and 10 on Downie Street would be lost.
5. VIA Rail Station:
 - Would require rerouting of all Stratford busses and does not provide adequate space in the existing parking lot.

A location will need to be determined and a design completed and implemented for the relocation of the bus terminal. However, it is important to note that it may not be necessary to move the bus terminal when initiating the first phase of the Market Square revitalization project.

FINANCIAL IMPACT:

\$100,000 of Walmart's \$1.25 million will be released to the City to cover the cost of consulting and design once Council decides how to proceed with the Market Square project.

a) Economic

According to research undertaken by Urban Metrics Inc in 2007, every \$1,000,000 invested in Market Square should produce a total GDP of \$585,000 and a labour income of \$383,000. By investing in the revitalization of Market Square, the City of Stratford should attract new businesses and tourism to the downtown core.

b) Cost

In 2011, it was estimated that costs for the Market Square project would be as follows:

i) Infrastructure (cost estimated in 2011):

Service	Downie St	Wellington St	Market Place	TOTAL
Water	\$106,000	\$180,000	\$85,000	\$371,000
Sanitary	\$103,000	\$125,000	0	\$228,000
Storm	\$81,000	\$45,000	0	\$126,000
Road/Misc.	\$260,000	\$325,000	\$515,000	\$1,100,000
TOTAL	\$550,000	\$675,000	\$600,000	<u>\$1,825,000</u>

- Additional costs estimated in 2013 as per the City Wide Storm System Master Plan and South Side Storm System Class EA:

Option 1

The estimated cost for this option is \$1,500,000.00. It would require the purchase of the LCBO property or an easement over the lands (this cost is not part of the estimate). In addition, we are aware that there may be contaminated soil on the LCBO property. It is difficult to estimate the amount of environmental clean-up and associated costs that would be involved in construction in this area, but we have allowed \$100,000 in our estimate. This project would be completed in one stage.

Option 2

The estimated cost for this option is \$1,600,000.00. The cost would be reduced to \$1,400,000.00 if done in conjunction with the Market Square development, as we would not be required to replace the asphalt roadway along the sewer alignment through Market Square. In addition, the City would have the ability to construct this option in phases, installing the trunk storm sewer in Market Square when it is redeveloped, and completing the remainder of the storm relocation at a later date. The cost of installing the section of trunk storm sewer in Market Square prior to the relocation of the arch is estimated to be \$500,000.00

Option 3

The existing storm arch, after the Queen Street Diversion project is constructed, will have sufficient capacity to ensure that no surcharging will occur during any storm event. Its relocation is recommended because it is located on private property and not on a road allowance or in a City easement. The City may choose to accept this situation. Estimated cost - \$0

ii) Bus Terminal Relocation

Approximately \$1,000,000. Note that Options 1 through 4 for the George Street terminal (above under "C" in the "Analysis" section) are listed in ascending order of expense. While Option 4 is the most expensive, it would be operationally superior to the others. Below is a table of estimates for the options presented in the 2008 Transit Operations Review as part of the 5 Year Business Plan:

Table 8.1 Comparison of Transit Terminal Costs

Cost Item	Terminal Location			
	Market Square	Eric Street	St. Patrick Street	Wellington/ Downie
Site Preparation	\$10,000	\$8,300	\$19,400	\$7,400
Sanitary, water, storm	\$7,000	\$7,500	\$20,700	\$10,800
Roadworks	\$76,000	\$91,300	\$148,400	\$35,600
Landscaping	\$25,000	\$33,800	\$103,100	\$15,000
Electrical	\$30,000	\$15,000	\$25,000	\$25,000
Misc.	\$2,500	\$2,400	\$3,100	\$3,100
Shelters & Building	\$24,000	\$124,000	\$224,000	\$24,000
Contingency	\$30,000	\$42,345	\$81,555	\$12,000
Engineering	\$15,000	\$32,464	\$62,525	\$13,000
TOTAL	\$219,500	\$357,109	\$687,780	\$145,000

iii) Replacement Parking

\$500,000.

iv) Market Square Development

\$4,000,000 to \$6,000,000

v) Total Estimated Cost for the entire project in 2014:

Item	Total Estimated Cost
Infrastructure – 2014 Water, Sanitary, Storm, Road (etc) ⁷	\$2,098,750
Infrastructure – 2013 City Storm System Master Plan	\$1,500,000
Bus Terminal Relocation	\$1,000,000
Replacement Parking	\$500,000
Market Square Development	\$4-6,000,000
TOTAL	\$9,098,750-\$11,098,750

vi) Total Estimated Cost for first phase for the project in 2014:

It is possible to initiate the first phase of the Market Square project without relocating the bus terminal and only integrating the design features that can be covered by the \$1.25 million from Wal-Mart. The costs for this option with or without the Queen Street Sewer Trunk are outlined below:

⁷ Note that the 2011 costs outlined for infrastructure in section b) i) above have been adjusted for 2014 to reflect an annual inflation rate of 5% per year.

Without Queen Street Storm:

Service	Gross Cost	Other Revenue	Tax Base
Water	\$426,650	\$426,650	
Sanitary	\$262,200	\$262,200	
Basic Storm	\$144,900	0	\$144,900
New Trunk	\$525,000	0	\$525,000
Road/Misc.	\$1,265,000	0	\$1,265,000
Bus Terminal	0	0	0
Parking (loss of 44 spaces)	\$204,000	\$204,000	0
Market Square Development	\$1,250,000	\$1,250,000	0
Total	\$4,077,750	\$2,142,850	\$1,934,900

With Queen Street Storm:

Service	Gross Cost	Other Revenue	Tax Base
Water	\$426,650	\$426,650	
Sanitary	\$262,200	\$262,200	
Basic Storm	\$144,900	0	\$144,900
New Trunk	0	0	0
Road/Misc.	\$1,265,000	0	\$1,265,000
Bus Terminal	0	0	0
Parking (loss of 44 spaces)	\$204,000	\$204,000	0
Market Square Development	\$1,250,000	\$1,250,000	0
Total	\$3,552,750	\$2,142,850	\$1,409,900

c) Funding

i) Municipal

Wal-Mart has donated \$1,250,000 to the project.

ii) Grant Applications

Additional funding may be applied for through The Ontario Ministry of Agriculture Food and Rural Affairs (OMAFRA), the Rural Economic Development program (RED) and the Ontario Trillium Foundation Small Capital Grants program. We would certainly pursue these funds but we could not count on them.

Given the direction of the City's Strategic Priorities, this report is provided to Council to update you on the project and to obtain direction on how you wish to proceed with regard to the design should funding become available. It is important to be ready.

RECOMMENDATION:

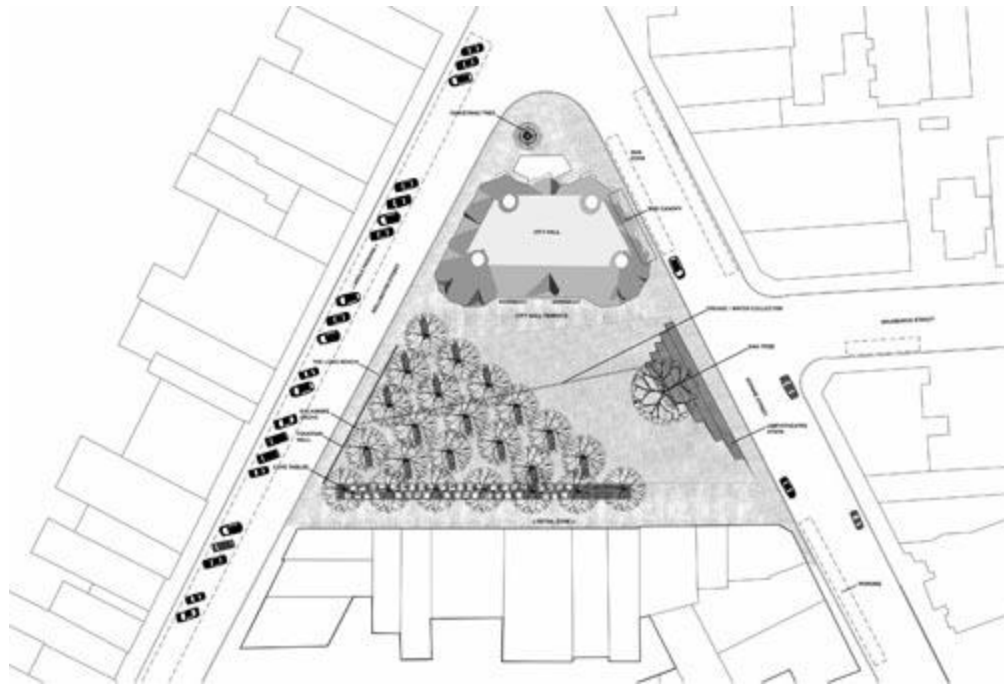
That Council decide if they wish to proceed with the PLANT design, issue and RFP for a new design, or call for public input on which options to pursue.

Respectfully submitted,

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

Ronald R. Shaw
Chief Administrative Officer

APPENDIX I: PLANT Design for Market Square



Site Plan



FACING EAST

North-South Site Section

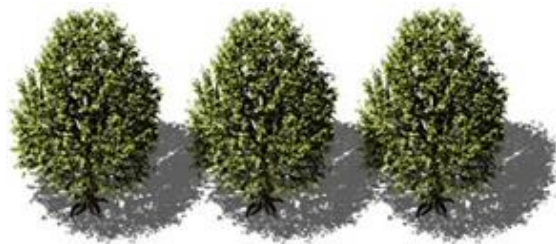


FACING WEST

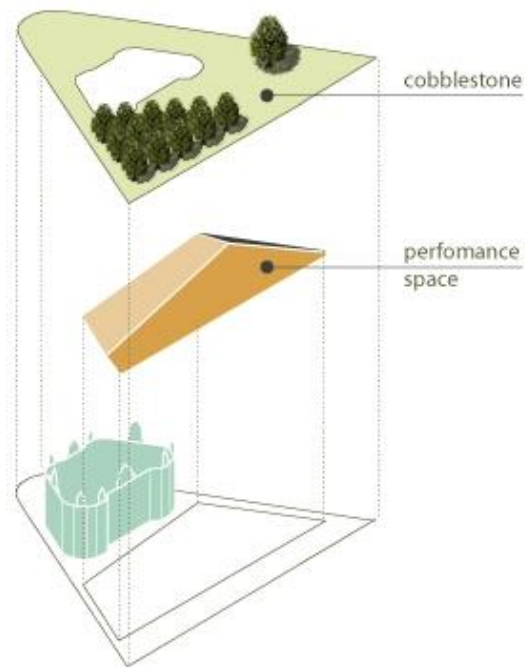
South-North Site Section



3D Representation

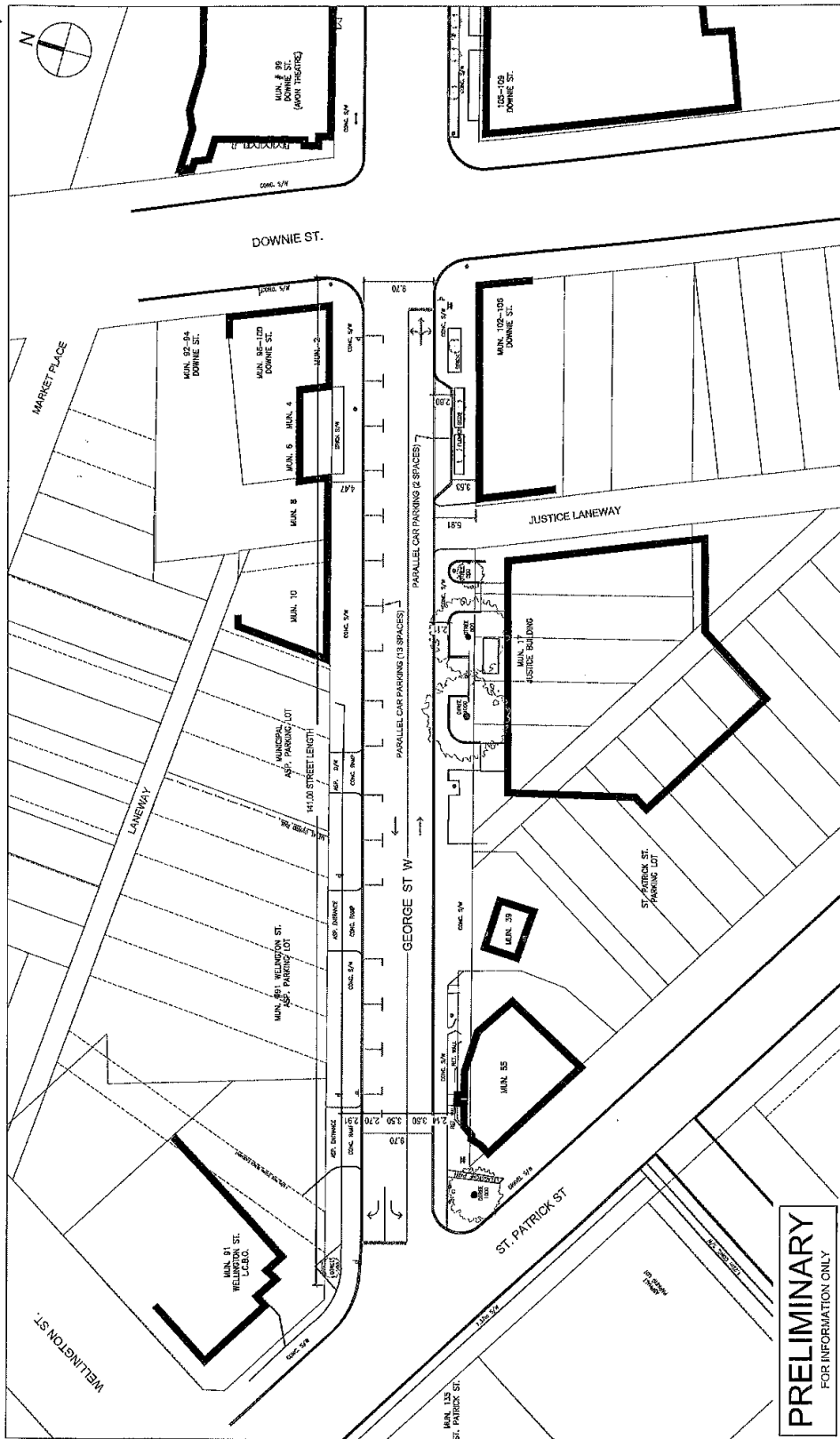


Tree Well Detail Section



Detail

APPENDIX II: 2011 George Street Bust Terminal Options

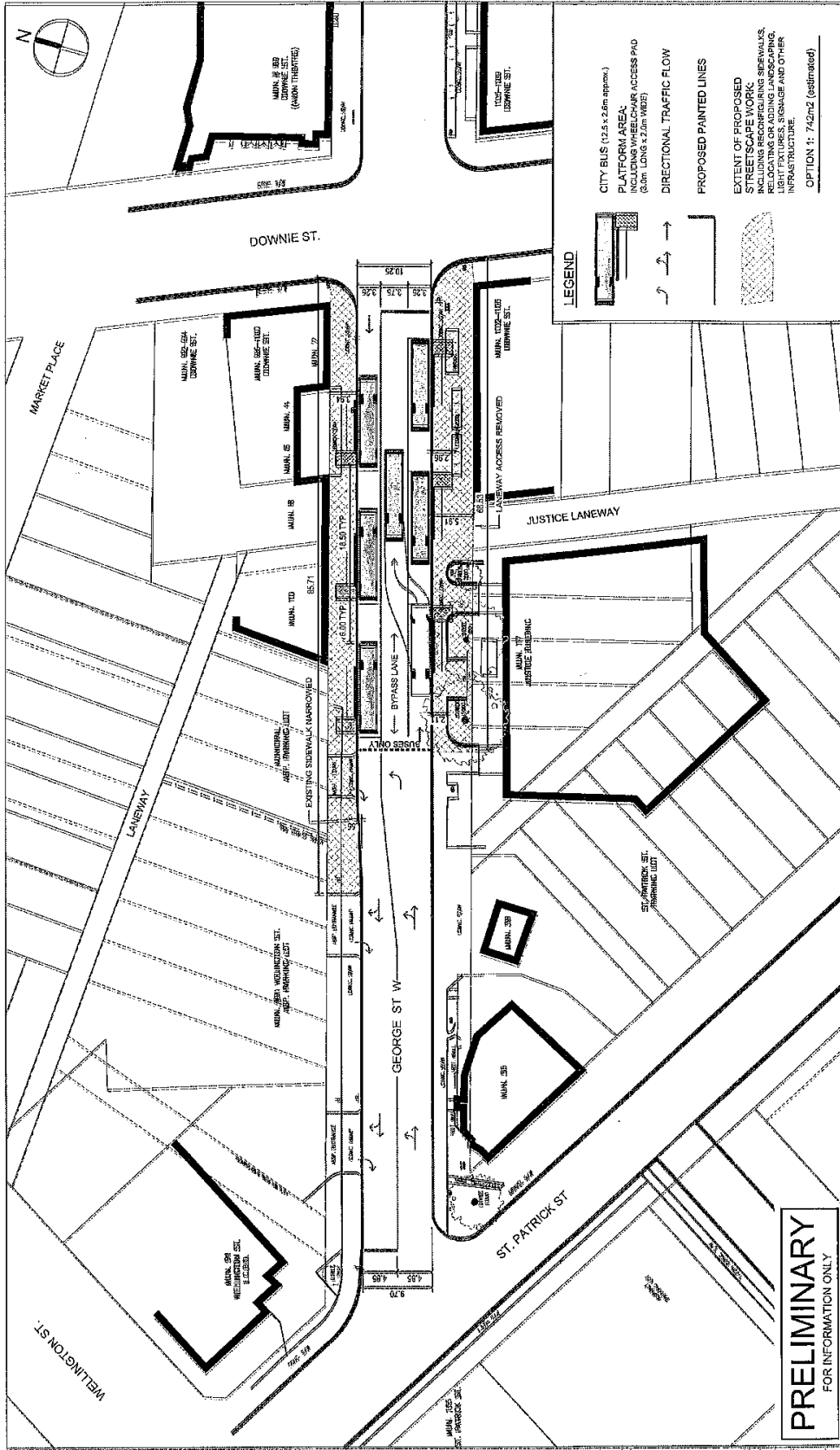


PROJECT No. 28106
 DATE: 2011-08-08
 SCALE: 1:200
 DWG No. SK00

Drawing Title
**GEORGE STREET WEST
 EXISTING CONDITIONS**

Project Title
**City of Stratford
 Stratford Transit**



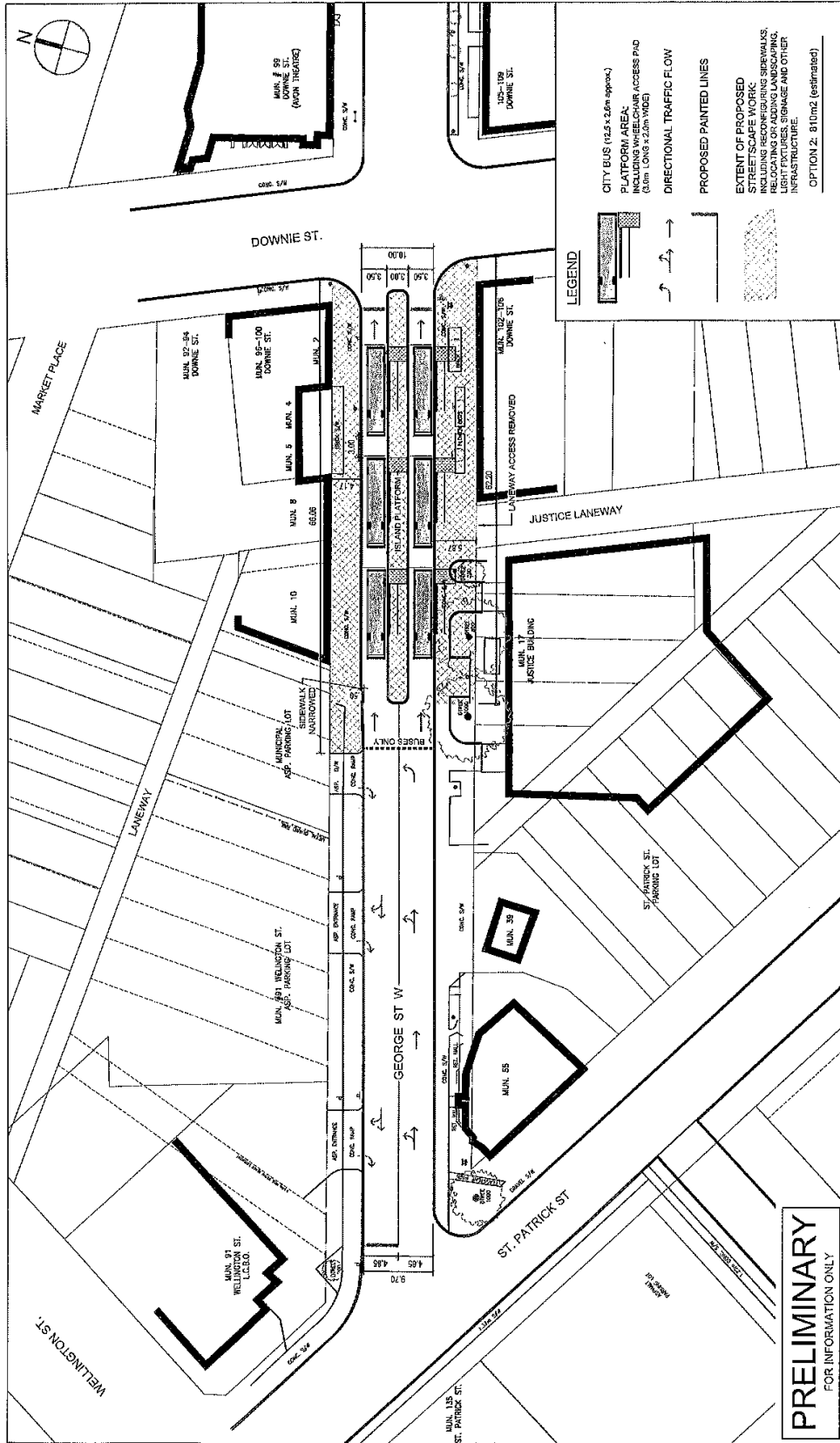


PROJECT No. 28106
DATE: 2011-09-06
SCALE: 1:500
DWG No. SK01

Showing Title
GEORGE STREET WEST BUS LOADING
OPTION 1 - DOUBLE-SIDED LOADING

Project Title
City of Stratford
Stratford Transit



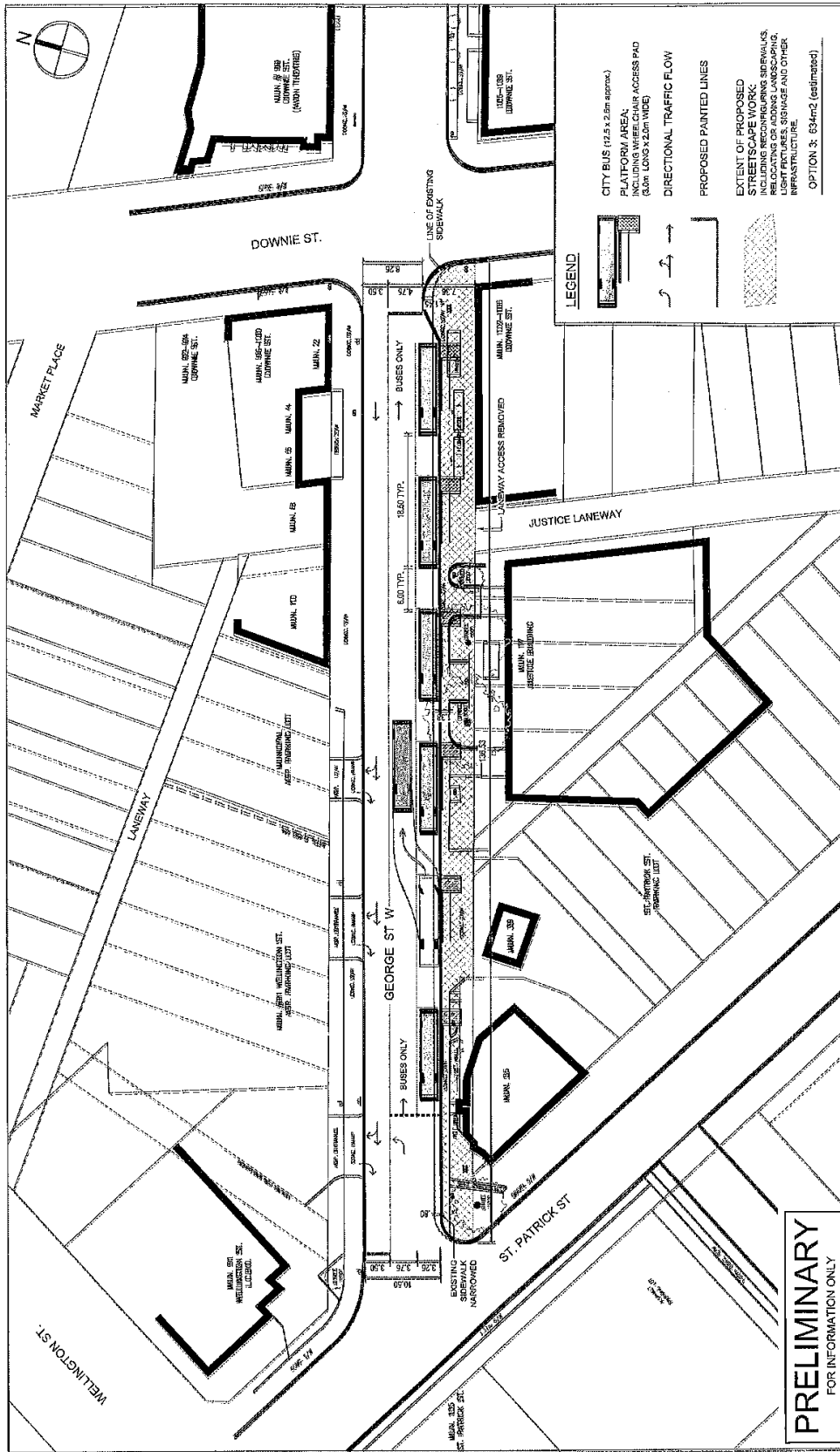


PROJECT No. 28106
DATE: 2011-08-08
SCALE: 1:500
DWG No. SK02

Drawing Title
GEORGE STREET WEST BUS LOADING
OPTION 2 - CENTRE PLATFORM

Project Title
City of Stratford
Stratford Transit





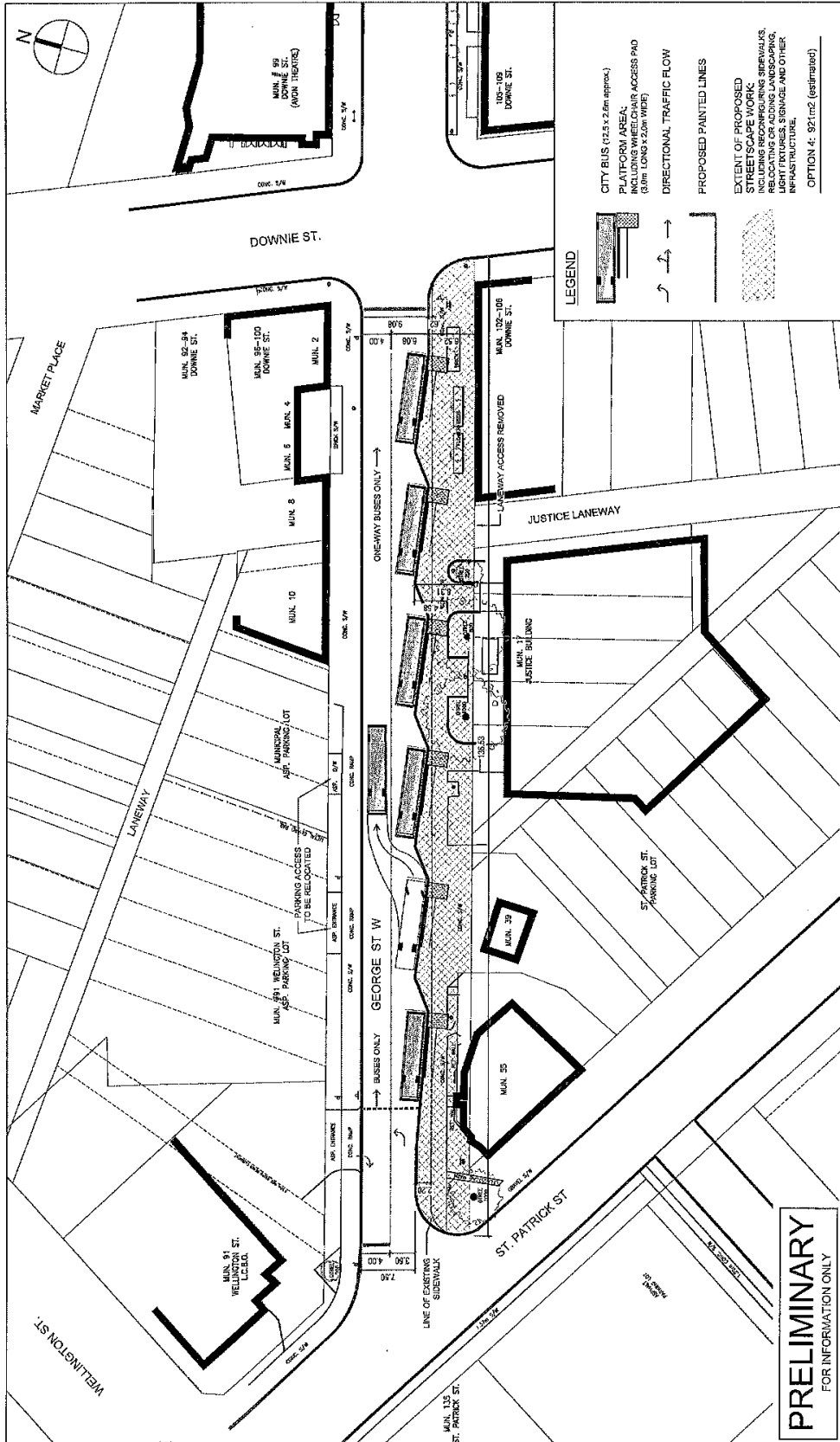
PROJECT No. 28106
 DATE: 2014-08-08
 SCALE: 1:500
 DWG No. SK03

Drawing Title
GEORGE STREET WEST BUS LOADING
OPTION 3 - SINGLE-SIDED LOADING

Project Title
 City of Stratford
 Stratford Transit

PRELIMINARY
 FOR INFORMATION ONLY





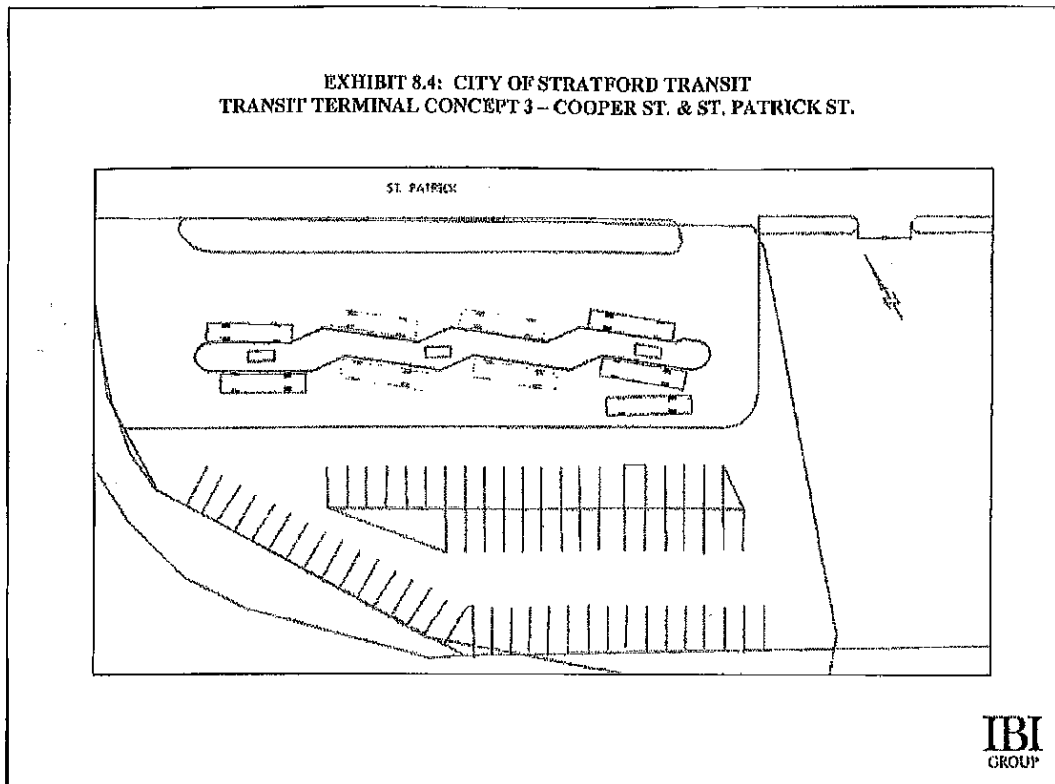
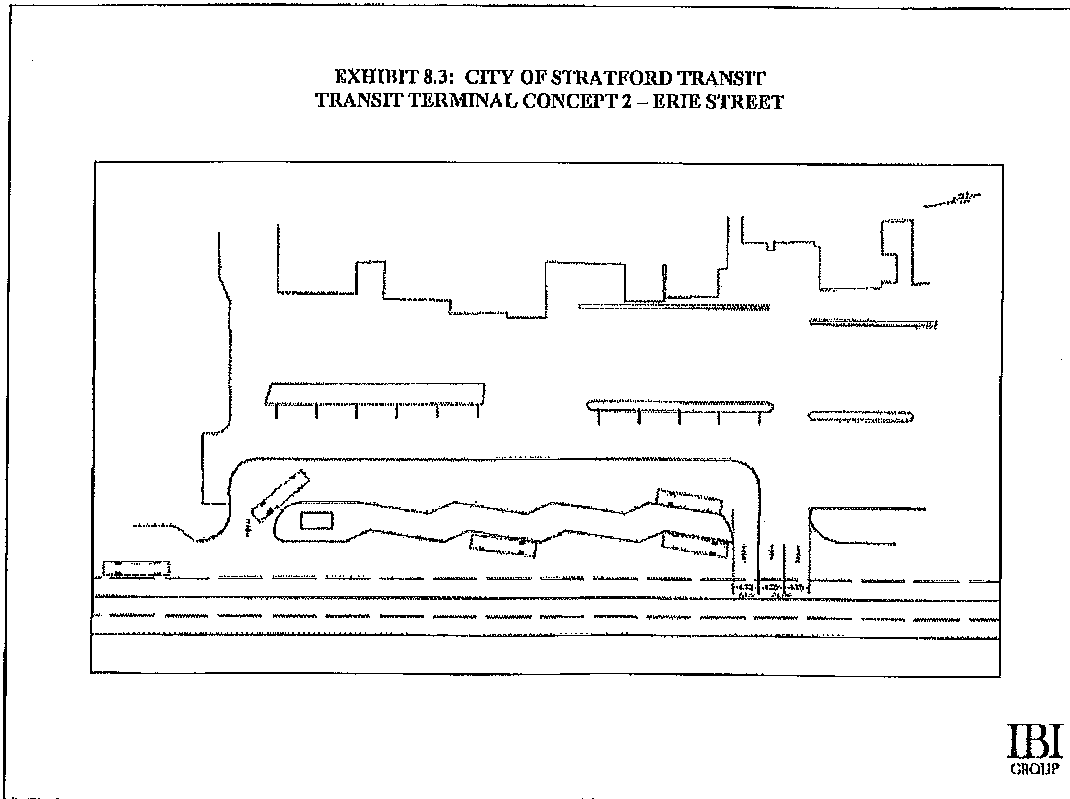
Project Title
 Drawing Title
 PROJECT No. 28106
 DATE 2011-06-08
 SCALE: 1:500
 DWG No. SK04

Project Title
 Drawing Title
 GEORGE STREET WEST BUS LOADING
 OPTION 4 - SAWTOOTH

Project Title
 City of Stratford
 Stratford Transit



APPENDIX III: 2008 Transit Operations Review Bus Terminal Options



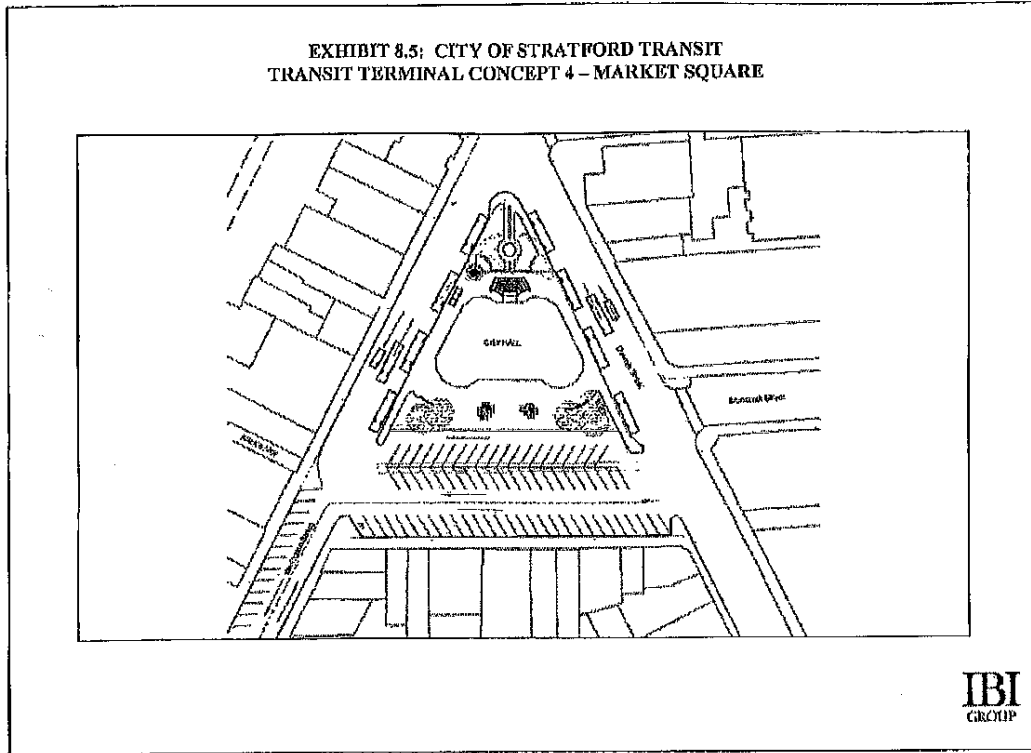


Table 8.2 Evaluation of Transit Terminal Sites

Evaluation Criteria	Points Allotment	Terminal Site Options				
		1 Market Sq.	2 Erie Street	3 St. Patrick St.	4 Wellington/ Downie St	Existing
1. Customer Safety and Security	15	12	7	5	10	3
2. Customer Convenience	5	4	3	2	2	5
3. Accessibility	5	5	5	5	4	2
4. Transit Employee Amenities	10	10	10	10	10	10
5. Operational Efficiency and Safe Bus Operation	15	15	3	12	3	5
6. Service Control/Management	10	8	8	8	5	5
7. Access to Downtown	10	10	10	6	10	10
8. Visibility and Profile	10	8	10	6	8	3
9. Cost (low)	15	10	7	7	7	15
10. Ease of Implementation	5	3	3	5	3	5
TOTAL	100	85	66	66	62	63



CITY OF STRATFORD PUBLIC MEETING MINUTES

A **PUBLIC MEETING** was held on July 2, 2014 at 7:00 p.m. in the City Hall, Auditorium. The meeting was held to give the public an opportunity to hear presentations regarding the future of Market Square.

COUNCIL PRESENT: Deputy Mayor Mark - Chair presiding, Councillors Beatty, Brown, Clifford, Culliton, Famme, Henderson, McManus, Ritsma, and Smythe.

REGRETS: Mayor Mathieson

STAFF PRESENT: Ron Shaw – C.A.O., Cindy McNair – Deputy CAO/Director of Human Resources, Andre Morin – Director of Corporate Services, Ed Dujlovic – Director of Infrastructure and Development Services, Michael Gornyczki – Deputy Fire Chief, Joan Thomson – City Clerk, Barb Smith – Recording Secretary.

ALSO PRESENT: Lisa Rapoport - PLANT Architect Inc., and members of the press and public.

Deputy Mayor Mark called the meeting to order at 7:00 p.m. and stated that the purpose of the meeting is to hear from the public on the future of Market Square.

Deputy Mayor Mark asked if there were any declarations of Pecuniary Interest – none declared.

Deputy Mayor Mark explained the order of procedure for the public meeting.

GENERAL OVERVIEW:

Ron Shaw, C.A.O., brought forth the back ground information and explained what has happened to date with those developments. He stated a group of citizens started with the idea of developing Market Square and it is not a new concept which is used in different cities in the area. He showed examples from the City of Guelph, Kingston, Kitchener and Boston Square from the citizens committee that has come forward. He showed the overview from PLANT Architect. Thirty one submissions were received, a public viewing was held and after input was received from 350 citizens, the PLANT design was selected. This was a citizen initiative and not a city initiative. Market Square was identified as Council's top unfunded priority. The total estimated cost of the project for 2014 would be between \$9 - \$11 million, which would include infrastructure – 2014 water, sanitary, storm, road etc., infrastructure – 2013 city storm system master plan, bus terminal relocation, replacement parking, market square development. It is possible to initiate the first phase of the Market Square project without relocating the bus terminal and only integrating the design features that can be covered by the \$1.25 million contribution from Wal-Mart.

QUESTIONS FROM PUBLIC: Cathy Riggall asked if the storm sewer would need to be done anyway without the development of Market Square. The CAO responded that this could proceed without the need for the upgrade.

Ian Middleton asked what would be included with the 1 million re-location of the bus terminal. The CAO responded that it would provide an allowance for where the buses would be located and that would come at the next phase of the study.

Councillor McManus asked if the report on the buses not stopping every ½ hour was still coming. The CAO responded that a report will be coming from the Director of Community Services.

Councillor Brown asked if the bus times can be rotated. The CAO responded that if the times are rotated it would mean longer wait time for transfers.

Councillor Culliton inquired about the loss of 44 parking spaces. The CAO responded that if the area is developed the estimated cost to replace and relocate those spaces would be \$204,000.

Marcia Matsui asked for a breakdown of all the costs.

The CAO responded that the monies from Wal-Mart is for the development of Market Square and does not include infrastructure, and that all figures are estimates only. The City has looked at what would need to be completed on infrastructure before the money from Wal-Mart could be used.

Anne Champion asked why it would cost 1 million dollars to re-locate the buses.

The CAO responded that it is a rough estimate only.

Cliff Morgan asked what would be done with the area in the 6 months of non-theatre.

The CAO responded that these are areas that they would like to hear from the public. No recommendation has been made at this time and there have not been resources for a detailed study, if Council decides to proceed with Market Square these are questions that they can address and answer at that time.

PRESENTATION OF CONSULTANT: Lisa Rapoport from PLANT Architect Inc. gave her presentation. She stated that since they have won the competition their company has been developing similar spaces in both larger and smaller municipalities. Their focus is to develop a space to support structure for public events that will shape and encourage use and events that will build local community. The first idea is to create a space that is now filled with cars and buses to a space that is filled with people.

There would be a new terrace at the back of City Hall, on the west side there would be a group of sycamore trees to provide shade and seating as well as a wall with a fountain. On the east side there would be an oak tree and a small amphitheater. Parking would be re-located and at the time of this study buses would circulate on the east side of City Hall. There have since been a number of studies done with other options in the past 7 years. Paving would be brick which would relate to the heritage context. The sycamore trees were chosen as they are very beautiful in all four seasons. A short wall would be along Wellington Street going northbound, with a fountain coming out of it. The water fall is to reduce the traffic noise.

On the approach from Downie Street would be a large oak tree and the amphitheater with stairs which people would also be able to sit on. Café tables would be placed along the south side.

Lisa Rapoport showed drawings of what their company has developed in other cities. There had been a lot of individual changes from the stakeholders and user groups as each project developed. She welcomed feedback for the development of the square and make it into the robust community space that it should be.

QUESTIONS FROM COUNCIL: Councillor Brown asked if ice skating could be incorporated into the area. Lisa Rapoport stated that with a fountain it could be used as a source of flooding in the winter time to allow skating.

Councillor Clifford asked how the project could be done in two phases. Lisa Rapoport stated that she doesn't have an idea right now, but what is important to stress is that it's a concept that has all the parts and the first thing to be done would be to sit down with the committee, staff and Council to talk about which things are the priority.

Councillor Henderson expressed concerns with accessibility where there would be stairs. Lisa Rapoport replied that because there is a drop from the street there could be an allowance in the change of elevation. There would also be places that would be open and accessible if needed and would accommodate people in wheelchairs, and that the entire space would be reviewed from that point of view.

Councillor Culliton commented that the downtown that we have now is second to none and is happy to see people here to-night to see what we can do to make it better. He would like to know where the parking will be. Lisa Rapoport replied that when this project first started 7 years ago the parking lots in the downtown were not being used to capacity and that the parking would need to be moved in order to make this square a square, and is something that needs to be explored.

The CAO stated that in the report there is an allowance for the cost for providing parking elsewhere in the downtown.

Councillor McManus questioned the proximity of the amphitheater in relation to the street. Lisa Rapoport stated that this would be an area where input would be needed.

PRESENTATIONS, QUESTIONS, COMMENTS FROM THE PUBLIC: Susan Murar stated that there is no reflection of the fine arts and strong history of the City in this proposal. Lisa Rapoport responded by saying that it has been designed to accommodate festivals and activities that were originally discussed including fairs, concerts and spaces for people to gather. Brick and stone were chosen to reflect the physical environment that surrounds City Hall. They are open to working with heritage groups and input from individuals where all of these things could be developed.

A suggestion was made by a resident to make Wellington and Downie Streets a one way which could then be used for other purposes and there would be fewer cars, and hopefully the City could look into that option.

Will Cawston asked how this proposal would affect the reliability and efficiency of the transit system. Lisa Rapoport responded that no traffic study was done as part of this competition.

The CAO responded by saying that if they were going to proceed with the Square, proposals would be brought forward to Council.

Councillor McManus inquired as to how many parking spaces would be lost with the re-construction of the Erie Street parking lot. The Director of Corporate Services responded that 10-15 spaces would be lost depending on the circumstances. Councillor McManus then asked how many spaces would be lost with the buses parking on Downie Street. The CAO responded that a number of different options would be looked at.

Trish Brooks commented that she would be looking for something that is world class that is above average with lots of charm and heritage.

Councillor Brown commented that with the suggestion of one way streets maybe angle parking would be an option.

Steve Stacey Co-chair of Slow Food Perth County gave a presentation on the history of Market Square dating back to the 1800's. He would like to see Market Square remain as a market as that is what it was intended for in those early years. A slow food market has been held there every Sunday from May – October since 2011. He recommended that it remain as a market.

Allan Watts is a vendor at the Slow Food Market and would like to invite everyone to the Market which is a success and is also a testament to what the space can be. He is also the past chair of the Civic Beautification Committee and stated that it is important that the space be as versatile as possible and that parking should be allowed when nothing else is happening.

Eleanor Kane is one of eight people on the Market Square Committee. Their vision is to work together with PLANT Architect Inc. and keep the public engaged in the future. They see the square as a central gathering place for the arts, families, children and citizens. They see a re-development that speaks to Stratford's heritage roots and they do not support half measures. She stated that the process needs to be transparent and that everyone needs to work together. She recommended that a Community based advisory committee to City Council be established to ensure public process and design stay true to their vision. They would also like Council to make the renewal of Market Square a top project and that they need to be ready when government funds become available.

Will Cawston wanted to remind Council that while this is a wonderful plan, transit and parking still need to be a consideration.

Robert Ritz commented that the bigger picture should be looked at all times. Special consideration should be given to the design of the slopped surface, the paving stones or brick as well as buses and traffic. He stated that this plan has eliminated buses but has done nothing about traffic. He stated that all the same type of trees should not be used in case of a disease that may affect all of them. He suggested that if Market Square is the spot for activity space maybe it should be used for parking space and the activity space be in front of City Hall and down each side.

Jan Greenwood commented that Market Square is an eye sore and that the parking problem is greatly exaggerated and would love to see the project go ahead with some speed.

Anne Campion thanked Council for holding the public meeting and that the more that is heard from the public the better. She also feels that there is not a problem with parking in Market Square and that instead of thinking of an "either or" situation there is something in the middle for the good of the

community. She is also in favor of the idea of an advisory committee that would work to-gether with City Council to move the project forward.

Thor Dingman felt that there were a lot of good questions raised and questioned if it is possible to complete this project in two phases and suggested to keep the process going and give the designers a chance to respond.

Lisa Rapoport stated that there is definitely ways to do this in a phased in approach and it is not unusual to do it in that way and that bigger and more detailed discussions should be held with staff and stakeholders.

WRITTEN SUBMISSIONS AND COMMENTS RECEIVED: A written submission was received from Dave Gaffney, Chair of Stratford Sesquicentennial Ad-hoc Committee. A written submission from Charlene Gordon was also received.

NEXT STEPS: The CAO responded that the next steps will be to assemble the minutes of this meeting which will be attached to a report that will be presented to the City's Finance and Labour Relations Sub-committee to help Council to decide if they want to proceed with this project and the PLANT design or if they want to open it up to a brand new competition.

Deputy Mayor Mark stated that Council will take under advisement the comments made at this public meeting at a future meeting where members of Council will have an opportunity for full discussion of the matter after reviewing comments received from the public. If anyone would like to receive further notice of this application please leave your name and address on the form on the table. This public meeting is adjourned.

bs

Requests to receive further information, as indicated on the sign up forms at the Open House and Public Meeting on July 2, 2014 were received from the following:

Marcia Matsui
Ray Harsant
Steve Stacey
Trish Brooks
Sandra Watkins
Jennifer Lewington
Cathy Riggall
Larry McCabe
Paula Thomson
Eleanor Kane
Cindy Hubert
Will Cawston
Susan Murar
Thor Dingman

David Gaffney
Robert Ritz
Anne Champion

MARKET SQUARE: Public Meeting

2 July 2014





Market Square est. 2012

- \$8 million design
- \$1 million in Provincial Funding
- \$1.1 million in Fundraising
- \$5.9 million City investment in underground infrastructure



Springer Market Square

est. 2008



- Former parking lot now revitalized BIA
- Public Market
- Skating
- Special events





Civic Square

- Oktoberfest
- Bluesfest
- Public Skating



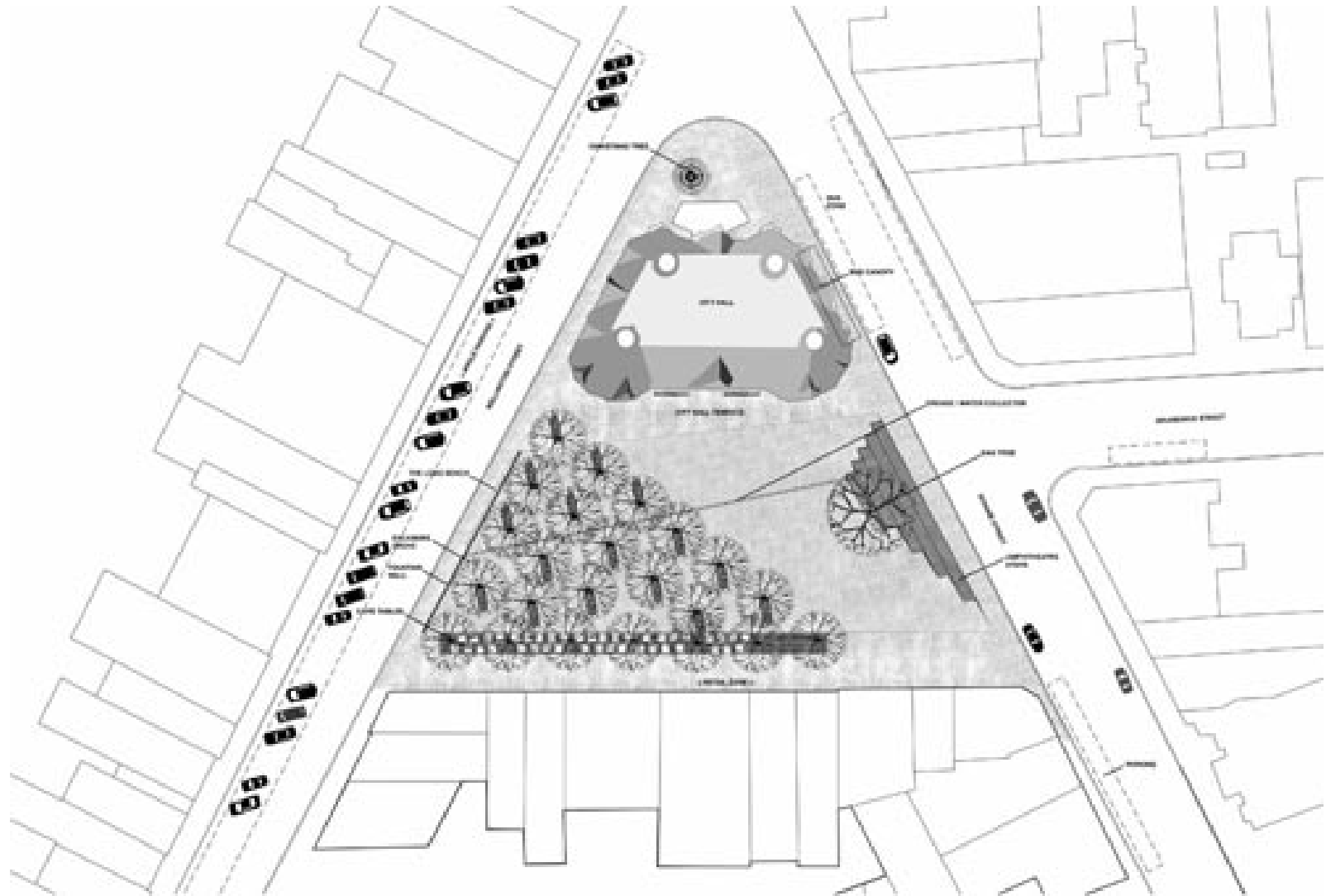


Post Office Square boston

- Former parking garage
- Revitalized business in area and surrounding neighbourhood



PLANT DESIGN



Market Square Design: Background

- **2004** – Market Square Open House for input on potential design
- **2005** – Market Square Advisory Committee was established
- **2006** – Market Square design competition took place:
 - Received 31 submissions from around the world;
 - Public viewings took place and input was received from 350 citizens;
 - A Jury of 3 experts and 2 local community members deliberated over the designs for 2 days;
 - The Jury unanimously selected the design by PLANT Architecture because it incorporated all the desired features for a flexible multi-use space

Strategic Priorities:

Market Square is our Top Unfunded Priority

In 2013, Council undertook a Strategic Priorities exercise. Priorities were set as follows:

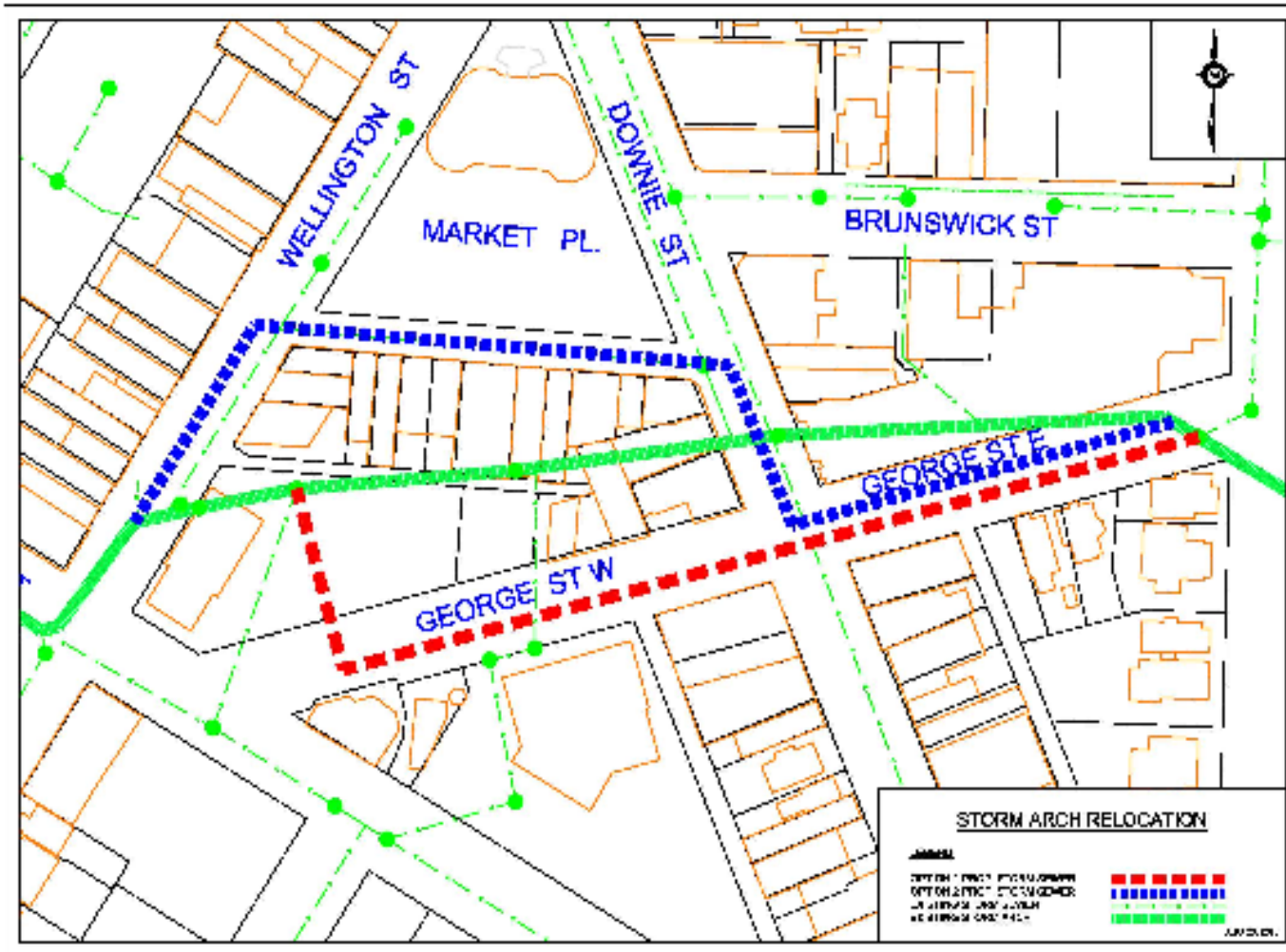
- No additional increase in taxes
- No reduction of services
- No new user fees
- No additional debt impacting tax rate
- Do not use Working Capital Fund for priorities
- Spend \$200,000 annual debt capacity on CLT recommended priorities

It was determined that the Market Square project could not be accommodated within this plan. However, **Market Square was identified as Council's Top Unfunded Priority** and would be the first project taken on if funding became available. Therefore, a future design must be finalized in case funding becomes available.

Infrastructure:

Option 1

Option 2



Total Estimated Cost:

Item	Total Estimated Cost
Infrastructure – 2014 Water, Sanitary, Storm, Road (etc)	\$2,098,750
Infrastructure – 2013 City Storm System Master Plan	\$1,500,000
Bus Terminal Relocation	\$1,000,000
Replacement Parking	\$500,000
Market Square Development	\$4-6,000,000
TOTAL	<u>\$9,098,750</u>-<u>\$11,098,750</u>

Phase I Estimated Cost Without Queen Street Storm:

Service	Gross Cost	Other Revenue	Tax Base
Water	\$426,650	\$426,650	
Sanitary	\$262,200	\$262,200	
Basic Storm	\$144,900	0	\$144,900
New Trunk	\$525,000	0	\$525,000
Road/Misc.	\$1,265,000	0	\$1,265,000
Bus Terminal	0	0	0
Parking (loss of 44 spaces)	\$204,000	\$204,000	0
Market Square Development	\$1,250,000	\$1,250,000	0
Total	\$4,077,750	\$2,142,850	\$1,934,900

Phase I Estimated Cost With Queen Street Storm:

Service	Gross Cost	Other Revenue	Tax Base
Water	\$426,650	\$426,650	
Sanitary	\$262,200	\$262,200	
Basic Storm	\$144,900	0	\$144,900
New Trunk	0	0	0
Road/Misc.	\$1,265,000	0	\$1,265,000
Bus Terminal	0	0	0
Parking (loss of 44 spaces)	\$204,000	\$204,000	0
Market Square Development	\$1,250,000	\$1,250,000	0
Total	\$3,552,750	\$2,142,850	\$1,409,900



Final Report

Transit Service And Downtown Terminal Needs Review



Prepared for City of Stratford
by IBI Group
December 16, 2015

Document Control Page

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1 Background and Purpose

The City of Stratford provides conventional and specialized transit services. The conventional transit service consists of six fixed routes operating every 30 minutes Monday to Saturday while the specialized transit service, Stratford Parallel Transit, is a demand-response service operating seven days a week.

As a result of feedback received from the public by members of Council during the last municipal election as well as a desire to re-develop Market Square adjacent to City Hall where the main transit transfer point is located, the City retained IBI Group to review the conventional transit service issues and the downtown transit terminal location options. The purpose of this review and the following report is to provide information and analysis on each of the issues identified by members of City Council and the public and direction for consideration by City Council.

The key issues being addressed in this report specifically include:

1. Review the transit route network including a “continuous loop concept” and identify recommended route network changes and concepts suitable for application in Stratford. The route network alternatives should improve performance, serve newly developing areas within the city, and increase transit use;
2. Consider Sunday service including routes, service levels, cost, potential ridership and funding options;
3. Review site options for relocating the downtown transit terminal and provide terminal design concepts;
4. Review the suitability of equipping the transit bus fleet with bike racks; and
5. Consider the suitability of changing the conventional transit route schedule departure times to quarter to and quarter after the hour.

In the process of addressing the above issues, the consultant team met with City staff, several members of Council and the Environment and Transportation Task Force to confirm and review the issues. City staff also met with the transit bus operators to review the route network alternatives. A public information centre (PIC) was held on November 19th to provide information to the public and as an opportunity for the public to provide comment about the study and study conclusions with specific emphasis on route network changes, Sunday service and the downtown transit terminal location options.

The following sections summarize the results of the study.

2 Peer Review

As background to the study and to provide useful information about the performance of the city's conventional transit service, a peer review of transit services in other municipalities of similar size to Stratford was conducted. The peer municipalities are: Belleville, Brockville, Orangeville, Orillia, Owen Sound, St. Thomas and Woodstock. Although larger than Stratford, Brantford was included as it is located close to Stratford and is therefore a good comparator.

Exhibit 1 summarizes the key statistics for Stratford's peers together with those for Stratford based on data for 2013 (the most recent available) from the Ministry of Transportation. Stratford's statistics are for 2014. The Exhibit includes key background data such as population, vehicles, routes, ridership, revenue kilometres, expenses, revenue and net cost followed by "Performance Indicators".

The purpose of the peer review is to provide context for understanding how Stratford Transit is performing. Because of a wide range of variables between communities, it is not intended that the peer review be a comparison, per se, but rather, a context. The "Performance Indicators" provide a common basis for interpreting the performance of a transit system.

Comments about the performance of Stratford Transit are discussed below for each of the primary Performance Indicators.

2.1 Routes and Buses

Stratford has 6 routes serving the city which is similar or comparable to the peer group. The number of routes reflects the geographic layout of the city, the road network and also development patterns.

Stratford has 15 buses in the fleet which is higher than its peer group. However, 4 of the buses are utilized for brief periods in peak weekday hours for both school trips and service to the industrial area. Other cities may not provide these services.

2.2 Financial

ST achieved a 37% cost recovery (revenue divided by expenses) in 2014, compared to an average of 35% for the peer group. This rate is higher than Brockville, Orangeville, Owen Sound, St. Thomas and Woodstock but is lower than Belleville and Orillia.

ST's cost per revenue hour (expenditures divided by revenue hours) is \$80.84 which is the same as the average for the peer group. It is lower than Belleville, Brantford, Owen Sound and Woodstock. Local labour rates or the cost of materials can influence this cost as well as labour productivity.

Stratford's operating cost per passenger is lower than its peers which reflects the high ridership level in Stratford.

Stratford's 2014 municipal operating contribution per capita (expense minus revenues and provincial gas tax) was \$47.42.

2.3 Average Fare

ST's average fare at \$1.42 (revenue divided by ridership) is moderately lower than the peer average and significantly lower than some of the peers (Belleville, Brantford, Brockville) which reflects the fare levels. This reflects the difference in fare structure and higher fare levels amongst the peers. On a comparative year basis, the average fare for some of the peers may be higher than shown due to more recent fare increases.

Exhibit 1: Peer Review Summary

	Stratford	Belleville	Brantford	Brockville	Orangeville	Orillia	Owen Sound	St. Thomas	Woodstock	Average (w/o Stratford)	Average (w/ Stratford)
Service Characteristics											
Municipal Population	32,000	49,454	94,586	21,870	28,300	31,564	22,000	36,000	38,000	40,222	39,308
Service Area Population	32,000	37,000	94,586	21,870	28,300	31,564	22,000	36,000	38,000	38,665	37,924
Service Area Size (Sq.Km.)	27.0	247.2	75.1	20.3	14.0	28.8	23.7	35.7	39.0	60	56.8
Number of Fixed Routes	6	9	15	3	3	5	4	5	6	6	6
Routes per 1,000 capita	0.19	0.24	0.16	0.14	0.11	0.16	0.18	0.14	0.16	0.16	0.16
Routes per Active Veh.	0.40	0.60	0.48	0.75	0.75	0.63	0.80	0.45	0.67	0.64	0.62
Vehicles											
Active Vehicles:											
Light Rail Vehicles	-	-	-	-	-	-	-	-	-	-	-
Standard Buses	15	15	31	4	1	8	5	11	9	11	11
Articulated/Double Decker Buses	-	-	-	-	-	-	-	-	-	-	-
Small Community Buses	-	-	-	-	3	-	-	-	-	0	0
Total Active Vehicles	15	15	31	4	4	8	5	11	9	11	11
Percentage of Accessible Transit Fleet	100%	100%	100%	100%	100%	100%	100%	100%	78%	97%	98%
Ridership											
Ridership (Revenue Passengers)	615,745	917,459	1,571,812	102,764	112,100	750,000	266,640	213,300	306,297	530,047	539,569
Revenue Vehicle Kilometres	621,554	808,134	1,731,532	199,140	236,220	518,550	317,675	385,000	467,376	582,953	587,242
Revenue Vehicle Hours	29,836	40,536	76,149	10,496	9,999	25,379	13,926	17,017	18,430	26,492	26,863
Operating Revenue											
Regular Service Passenger Revenue	\$ 872,591	\$ 1,691,800	\$ 2,916,822	\$ 186,024	\$ 142,641	\$ 891,251	\$ 328,010	\$ 333,408	\$ 424,970	\$ 864,366	\$ 865,280
Total Operating Revenue	\$ 894,380	\$ 1,766,469	\$ 3,080,067	\$ 197,206	\$ 160,590	\$ 911,408	\$ 368,184	\$ 338,924	\$ 487,825	\$ 913,834	\$ 911,673
Total Revenue	\$ 894,380	\$ 1,766,469	\$ 3,177,650	\$ 197,206	\$ 160,590	\$ 911,408	\$ 368,184	\$ 351,105	\$ 487,825	\$ 927,555	\$ 923,869
Operating Expenses											
Transportation Operations	\$ 1,511,254	\$ 2,101,083	\$ 4,681,957	\$ 372,247	\$ 459,528	\$ 1,646,975	\$ 895,642	\$ 869,850	\$ 1,116,529	\$ 1,517,976	\$ 1,517,229
Fuel/Energy Exp. For Vehicles	\$ 391,000	\$ 581,674	\$ 1,129,447	\$ 84,636	\$ -	\$ -	\$ 170,217	\$ -	\$ 340,766	\$ 288,343	\$ 299,749
Vehicle Maintenance	\$ 420,062	\$ 569,810	\$ 1,479,220	\$ 60,745	\$ 127,250	\$ 1,140	\$ -	\$ 187,175	\$ 189,306	\$ 326,831	\$ 337,190
Plant Maintenance	\$ 24,424	\$ 128,096	\$ 1,446,917	\$ 65,373	\$ -	\$ 30,456	\$ 120,008	\$ 2,082	\$ 112,948	\$ 238,235	\$ 214,478
Genera/Administration	\$ 65,106	\$ 345,699	\$ 94,560	\$ 32,258	\$ 47,098	\$ 81,452	\$ 17,434	\$ 6,298	\$ 20,882	\$ 80,710	\$ 78,976
Total Direct Operating Expenses	\$ 2,411,846	\$ 3,726,362	\$ 8,832,101	\$ 615,259	\$ 633,876	\$ 1,760,023	\$ 1,203,301	\$ 1,065,405	\$ 1,780,431	\$ 2,452,095	\$ 2,447,623
Net Cost/Capita	\$ 47.42	\$ 52.97	\$ 59.78	\$ 19.12	\$ 16.72	\$ 26.89	\$ 37.96	\$ 19.84	\$ 34.02	\$ 33.41	\$ 34.97
Performance Indicators											
Financial											
Total Oper. Rev. / Total Dir. Oper. Exp (R/C Ratio)	37%	47%	35%	32%	25%	52%	31%	32%	27%	35%	35%
Municipal Operating Contribution / Capita	\$ 47.42	\$ 57.24	\$ 48.63	\$ 10.92	\$ 9.66	\$ 14.05	\$ 25.62	\$ 15.43	\$ 23.39	\$ 25.62	\$ 28.04
Net Dir. Oper. Cost / Reg. Serv. Pass.	\$ 2.46	\$ 2.14	\$ 3.60	\$ 4.07	\$ 4.22	\$ 1.13	\$ 3.13	\$ 3.35	\$ 4.22	\$ 3.23	\$ 3.15
Average Fare											
Reg. Serv. Pass. Rev. / Reg. Serv. Pass.	\$ 1.42	\$ 1.84	\$ 1.86	\$ 1.81	\$ 1.27	\$ 1.19	\$ 1.23	\$ 1.56	\$ 1.39	\$ 1.52	\$ 1.51
Cost Effectiveness											
Tot. Dir. Oper. Exp. / Reg. Serv. Pass.	\$ 3.92	\$ 4.06	\$ 5.62	\$ 5.99	\$ 5.65	\$ 2.35	\$ 4.51	\$ 4.99	\$ 5.81	\$ 4.87	\$ 4.77
Service Utilization											
Reg. Serv. Pass. / Capita	19.24	24.80	16.62	4.70	3.96	23.76	12.12	5.93	8.06	12.49	13.24
Reg. Serv. Pass. / Rev. Veh. Hr.	20.64	22.63	20.64	9.79	11.21	29.55	19.15	12.53	16.62	17.77	18.09
Amount of Service											
Rev. Veh. Hrs. / Capita	0.93	1.10	0.81	0.48	0.35	0.80	0.63	0.47	0.49	0.64	0.67
Average Speed											
Rev. Veh. Kms. / Rev. Veh. Hr.	20.83	19.94	22.74	18.97	23.62	20.43	22.81	22.62	25.36	22.06	21.93
Labour Productivity											
Rev. & Aux. Rev. Veh. Hrs. / Oper. Paid Hr.		0.69	0.70	0.63					0.98	0.75	0.75
Top Wage Rates											
Operators	\$ 26.94	\$ 23.92	\$ 24.47	\$ 25.95			\$ 16.50		\$ 28.54	\$ 23.88	\$ 24.39
Cost per Rev. Vehicle Hour											
Tot. Dir. Oper. Exp. / Rev. Hrs.	\$ 80.84	\$ 91.93	\$ 115.98	\$ 58.62	\$ 63.39	\$ 69.35	\$ 86.41	\$ 62.61	\$ 96.61	\$ 80.61	\$ 80.64

2.4 Cost Effectiveness

ST's cost per revenue service passenger (excluding transfers) is lower than all of its peers except for Orillia. Ridership levels have a significant influence on this indicator.

2.5 Service Utilization

Stratford's level of transit use (ridership and rides per capita) is significantly higher than the peer group average and higher than all of the peers except Belleville and Orillia. Both Belleville and Orillia benefit from having community colleges and universities within their service area which contribute to good ridership levels. Nevertheless, Stratford attracts a good level of transit ridership on the strength of high school students.

In terms of productivity (passengers per revenue hour), Stratford is higher than the peer average and higher than most of its peers except again for Belleville and Orillia, for the same reason as noted above. This indicates that ST is providing a level of service consistent with the ridership level.

2.6 Amount of Service

The amount of transit service or level of transit service provided, 0.93 revenue hours per capita (revenue hours divided by population served), is significantly higher than the peer average including Brantford and Orillia but lower than Belleville. Overall, Stratford is providing a good level of service both in terms of frequency and span of hours.

2.7 Summary of Peer Review

Overall, the City's transit system performs well, either comparable to or above the average of its peer group, in all performance categories. In particular, it performs well financially, has high ridership and good productivity.

However, changing development patterns in the city will be a challenge to maintaining this level of performance. The level of transit ridership, the cost to deliver the service and productivity (rides per capita and ridership per revenue-hour) generally reflects the compactness of the community, strength of a downtown core and location of various trip generators. With continuing expansion of the City in the northwest, to the west along O'Loane Avenue and northeast, this will expand Stratford Transit's service area, complicate travel patterns and therefore make it more difficult and less efficient to serve the City overall compared to today.

3 Review of Route Network and Improvement Options

In this section, options for improving the conventional transit route network is presented.

3.1 Route Network

Alternatives for realigning the existing Stratford Transit route network to address a number of service and customer-related issues associated with the existing route network are presented. These alternatives were developed as a result of a critical review of the route network by the consulting team and feedback received from stakeholders including members of Council.

The critical analysis of the route network identified the following deficiencies:

- A circuitous, indirect route network particularly for routes 2, 4 and 6 which involve large one-way configurations.
- Limited service to the important shopping area at Ontario Street and C.H.Meier
- Indirect service to the hospital and the commercial area at Erie and Lorne streets.
- A need to serve newly developing areas of the city along O'Loane south of Huron Street and McCarthy west of Greenwood Drive and the Rotary Recreation Centre.

The overall objective of the route network alternatives presented herein is to increase transit use by improving the attractiveness and **usefulness** of the transit system for more people.

3.1.1 Route Network Alternatives

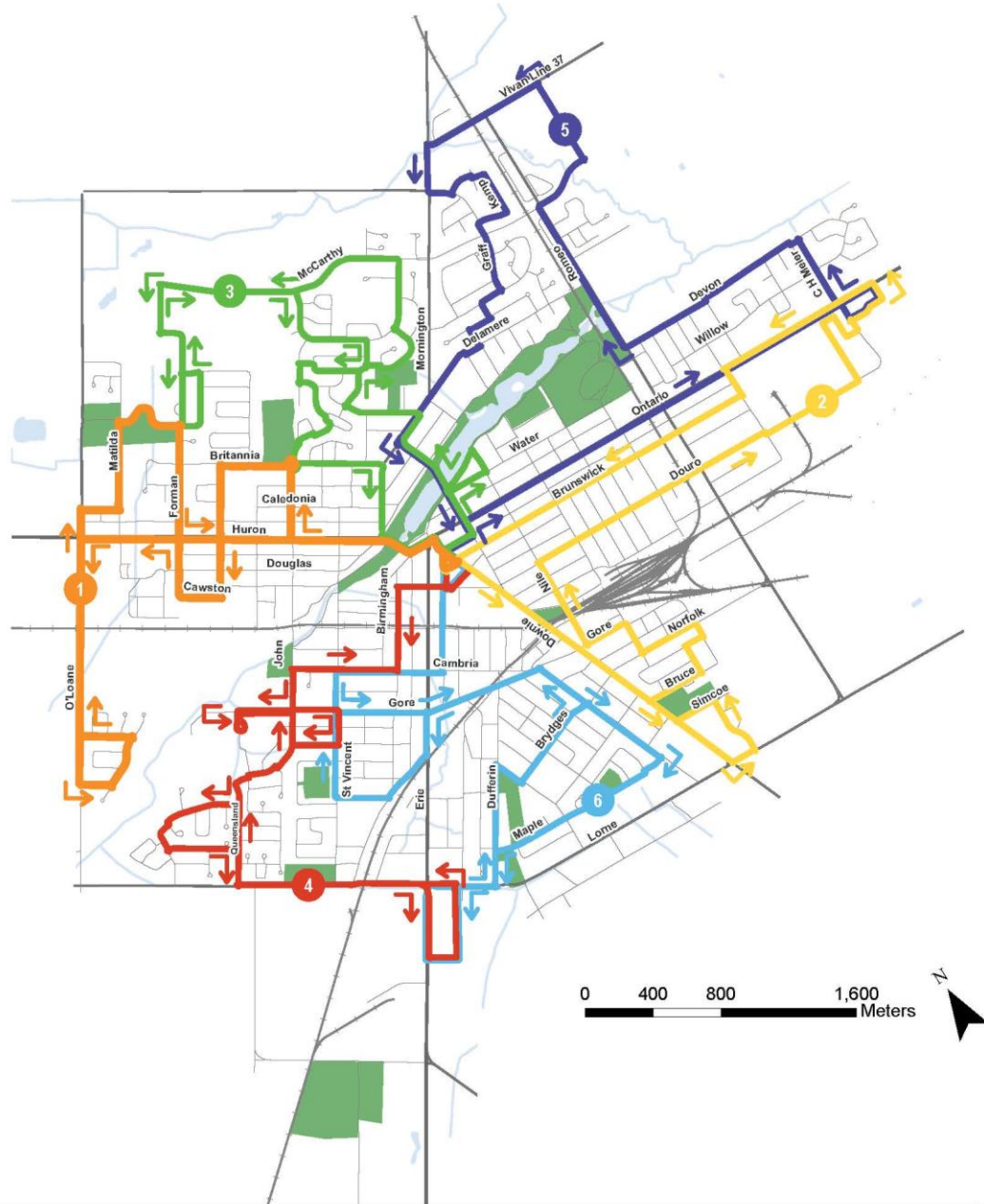
Three route network alternatives have been developed, each designed to address the network design deficiencies, and are illustrated in Exhibits 2, 3 and 4. The key features of each alternative are as follows.

- Route Network Alternative #1:
 - Based largely on the existing route network.
 - Adds service to new developments along O'Loane and McCarthy.
 - Minor trade-offs in coverage within existing neighbourhoods, particularly in south Stratford, with areas receive added coverage, some areas lose coverage.
 - Direct two-way service from the commercial district at O'Loane and Huron, to the Festival Mall (Ontario and C.H. Meier streets), the hospital and the high schools.
 - Moderately increased route lengths compared to the existing routes which will increase vehicle utilization and ensure greater on-time performance.
- Route Network Alternative #2:
 - Retains the basic structure of the existing route network while simplifying routes to provide more direct and more reliable service.
 - Introduces concept of two-way loops for the north/east and south areas of the city.
 - Adds service to new developments along O'Loane and McCarthy west.

- More direct two-way service from the commercial district at O’Loane and Huron, Festival Mall, the hospital, high schools and the commercial district at Erie and Lorne.
- Moderately increased route lengths compared to the present routes which increases productivity.
- Routes 1 and 3 largely follow a one-way loop routing but provide two-way service between O’Loane/Huron, the high schools and downtown
- Routes 2 and 5 operate on a primarily overlapping one-way loops to provide two-way service along most their routes. This provides a direct link from the residential area along Devon and Romeo north as well as Mornington/Graff to the important shopping area at Ontario Street and C. H. Meier.
- With routes 2 and 5, the existing service along Ontario, Brunswick and Douro is rationalized to one way service each way on Ontario and Douro.
- Routes 4 and 6 similarly operate on primarily overlapping one-way loops to provide two-way service along most of the routes with links to the commercial area at Erie and Lorne and direct service to the hospital.
- Route Network Alternative #3:
 - Blends features of Alternatives 1 and 2, particularly the concept of two-way loops.
 - Adds service to new development areas long O’Loane and McCarthy west.
 - Direct two-way service from the commercial district at O’Loane and Huron, Festival Mall, the hospital, high schools and the commercial district at Erie and Lorne.
 - Regular all-day/weekday service to the industrial area south of Lorne Avenue.
 - An alternative evening and Saturday service with one route (#4) covering the south end and extended east of Downie to serve a portion of route 6.

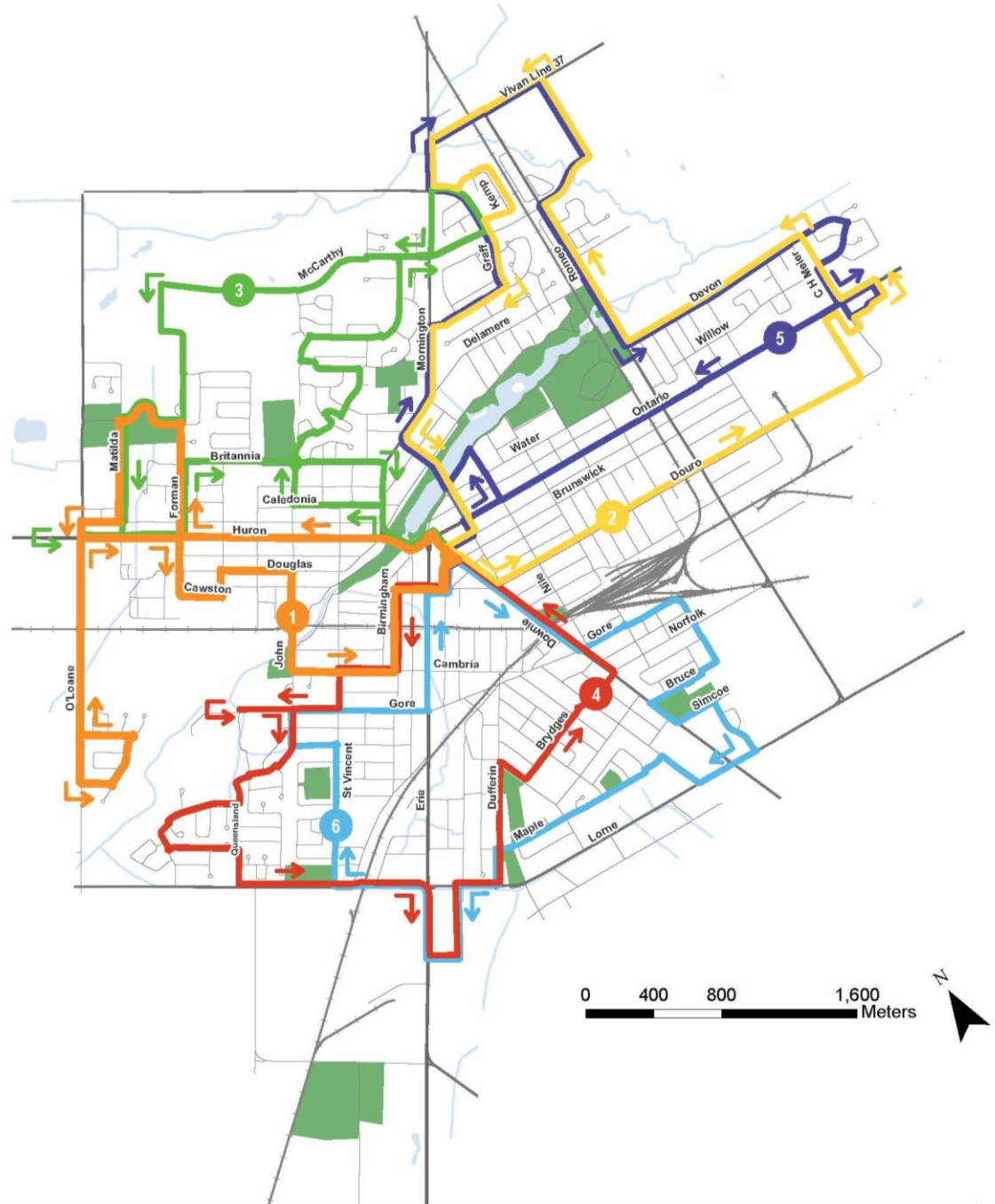
The evening and Saturday route network alternative, presented in Exhibit 5, would reduce the number of buses in service from 6 to 5 with resulting operating cost savings.

Exhibit 2: Route Network Alternative #1



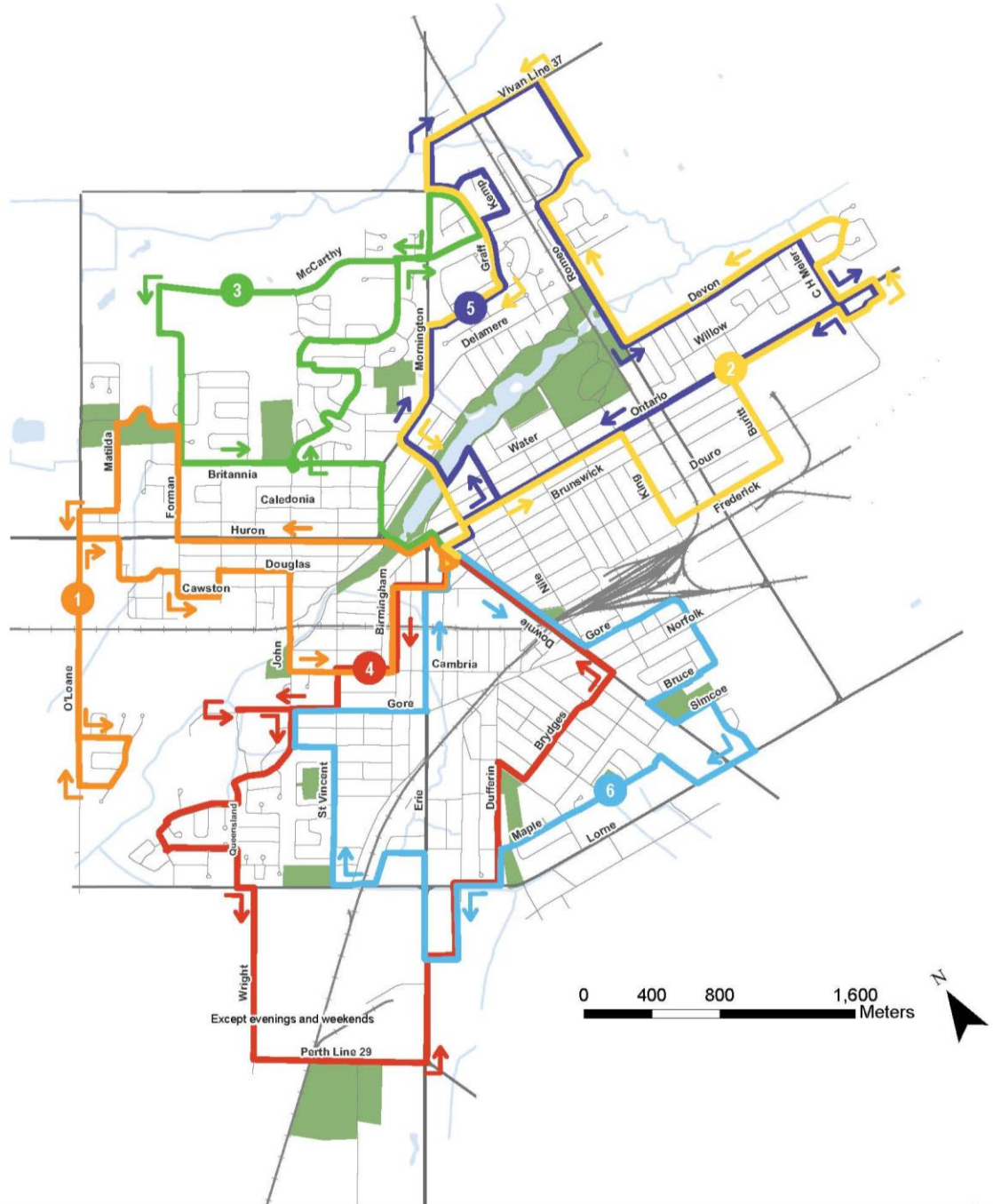
 Stratford Transit
Exhibit 1: Route Network Alternative #1 - Incremental

Exhibit 3: Route Network Alternative #2



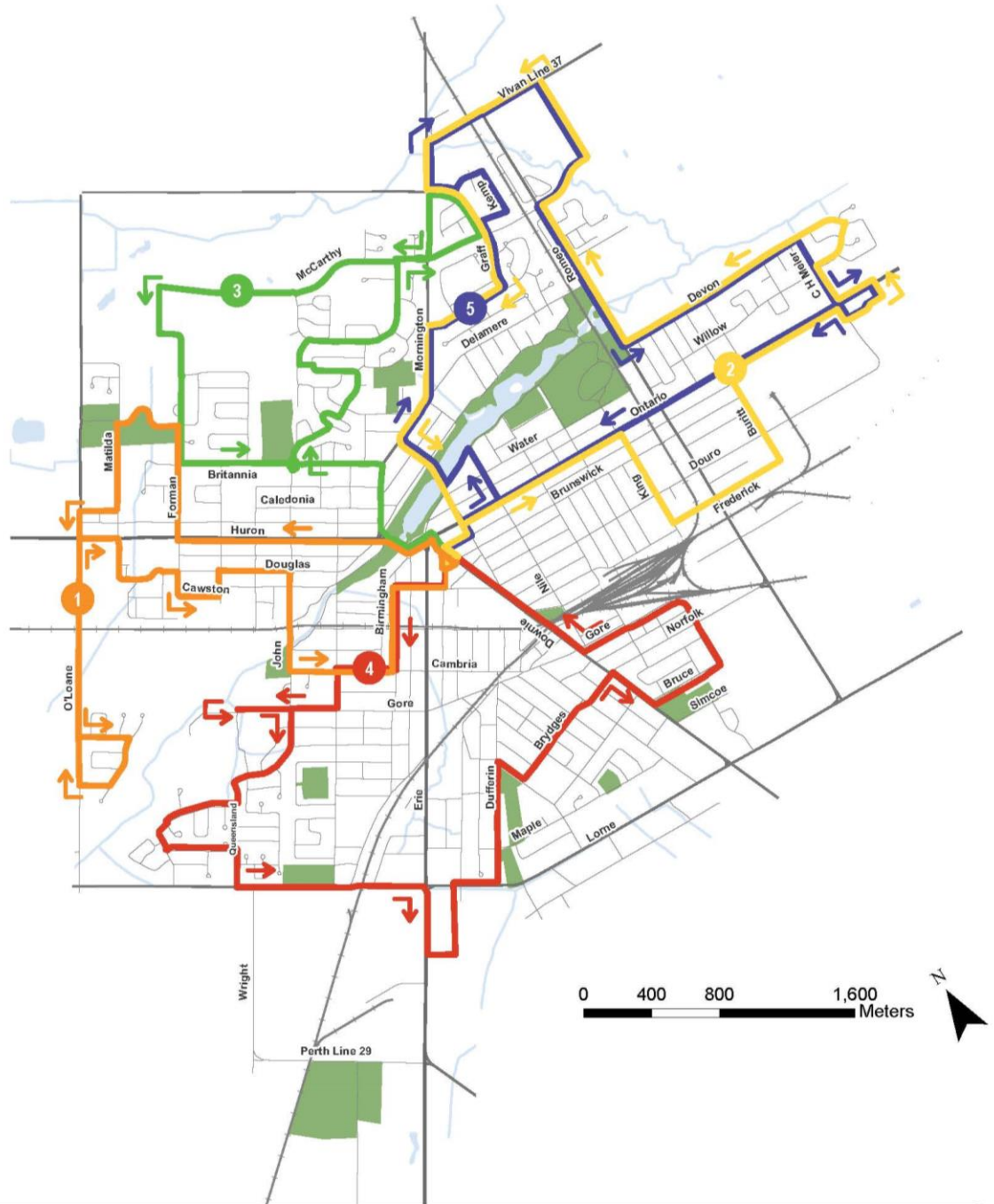
 Strafford Transit
Exhibit 2: Route Network Alternative #2 - Transitional


Exhibit 4: Route Network Alternative #3 – Weekdays



 Stratford Transit
Route Network Alternative #3 - Weekday Service

Exhibit 5: Route Network Alternative #3A – Evenings/Saturdays



 Stratford Transit
Route Network Alternative #3A - Evening and Weekend Service

3.1.2 Route Length Comparison

Exhibit 6 presents a comparative summary of the routes lengths for the network alternatives compared to the existing routes. All routes are within the general best practice planning guideline of an average speed of 22-23 km/hr. As can be seen, the overall length of routes 1 and 2 are increased. However, these existing routes are well below the route distance planning guideline and are known to have “extra” time within their current schedules.

Exhibit 6: Comparison of Route Lengths for Proposed Network Alternatives

	Route 1	Route 2	Route 3	Route 4	Route 5	Route 6
Existing	7.9	8.9	10.5	9.7	11.7	10.0
Alternative 1	11.3	11.6	11.5	11.9	11.9	11.6
Alternative 2	11.1	11.2	11.0	10.0	11.8	10.5
Alternative 3 Daytime	11.1	12.7	10.2	11.1	12.5	10.8
Alternative 3A Evening/ Weekend	11.1	12.7	10.2	11.5	12.5	10.8

3.1.3 Comparison of Walking Distance Coverage

As with any change in routes, changes in coverage, walking distances or access to a transit route will result. However, it should be noted that existing routes 4 and 6 provide extensive but duplicative coverage in the moderately small area of “south” Stratford. This characteristic results in excessively long travel times for most users and detracts from the attractiveness and usefulness of these routes. Accordingly, reduced coverage and some consequent increase in walking distance is warranted in these areas.

Each network alternative continues to provide excellent coverage, well within the 200 metre coverage/3-minute walking distance standard to a transit route that Transit staff use for service planning purposes although there would be some minor increase in walking distances for people living in the “south” Stratford area. The estimated maximum additional walk distance is about 100 metres or 2 minutes. A total of 10 bus stops are affected by the changes and the potential ridership involved is low.

3.1.4 Continuous Loop

The concept of a “continuous loop” system to replace the existing route network has been proposed for consideration although no specific details have been provided. Discussions suggest that the concept is based on buses circulating throughout the city, either following each other or travelling in opposite directions along a large “continuous” loop with no layover, or pause, at a downtown terminal or transfer point to permit transit users to transfer between routes if they require more than one route to complete their trip. Instead, buses would pass through the downtown, stopping at designated stops but not waiting to connect with buses originating from other areas of the city.

While the concept appears efficient and would eliminate the need for a common downtown transfer point, or terminal, for the transit routes, the concept would not be as attractive or convenient to existing or potential transit users as the existing route network structure with a central transfer point. For example, the concept does not reflect the varied travel patterns of residents where people across the city travel from various origins to various destinations, not just downtown. Currently, over 25% of transit users use more than one route to reach their destination. As such the continuous loop concept does not provide the travel flexibility offered by the existing system and would mean that if a transit rider wished to reach a specific area of the city, they would need to wait until the desired route bus arrived or remain on the bus until it reached their destination and this could take up to an hour or more. Depending on the arrival or

departure time of individual routes and buses passing through the downtown, transit users may not connect with their desired bus if the route they need to use happens to pass through ahead of the bus they are on and, instead, have to wait up to 30 minutes to board their bus, or stay on the bus until it reached their destination. This concept results in a significant inconvenience to the user by increasing their travel time and makes the transit system less attractive and less useful. It may also be confusing to existing and potential transit users.

It is therefore a significant disincentive to encouraging people to use transit where the objective should be to provide more direct service and reduce travel times. It is also significantly disadvantageous in comparison to auto drivers who can drive directly to anywhere they want to go in the city without detour, subject to the road network. If the same disincentive was imposed on car users, then the continuous loop concept might appear more attractive. In view of the inconvenient characteristics of the "continuous" loop concept, it is not recommended for consideration in Stratford.

3.1.5 Service Level Alternatives

Although not a criteria used in developing the network alternatives, route network alternative #3A offers the advantage of reducing service during the weekday evenings and on Saturdays by removing one bus from the route 4/6 combination while still maintaining adequate coverage. As indicated in Alternative #3A, Exhibit 5, a small portion of the area served by route 6 along Gore Road east of Downie Street would be added to route 4 in the evening and on Saturdays to maintain coverage in this area of the city.

Reduction of service by 1 bus during the evenings and on Saturdays would save approximately 1,664 revenue-hours annually.

3.1.6 Service to the Festival Mall

One continuing operational or routing issue still to be addressed is service to and through the Festival Mall.

The current situation has buses travelling through the mall along the main access roadway. Unfortunately, this routing conflicts with delivery vehicles, people stopping to drop off or pick up shoppers as well as speed bumps, all of which impede the movement of buses through the property resulting in delays and loss of operating efficiency as well as presenting potential safety issues. On this basis, transit service should be removed from the mall unless the Mall management agreed to changes to their internal road network to provide a more convenient and unimpeded routing for transit buses.

Transit staff and the consultant are reviewing alternatives to permit continued convenient service to the mall for implementation at a future date.

3.1.7 Preferred Alternative

Of the three proposed network alternatives, the preferred alternative is #3/3A for several reasons:

1. Superior links from several areas of the city to important and useful destinations, namely shopping/commercial areas at O'Loane/Huron, Ontario and C.H. Meier, Erie and Lorne, the hospital and high schools;
2. Service to new areas (O'Loane and McCarthy west);
3. Rationalized service in south Stratford;
4. Ability to moderately reduce service costs in the evenings and on Saturdays; and
5. Service to the industrial area south of Lorne Street during weekdays.

The final route network and routings adopted will need to be finalized by transit staff together with details regarding bus stop locations, relocation of bus stops and shelters and development of new customer information materials (route map/schedule brochure) and promotional information.

4 Sunday Service

Stratford currently provides conventional transit service from 6:00 a.m. to 10:00 p.m. Monday to Friday and 6:00 a.m. to 8:00 p.m. on Saturdays. There is no conventional transit service on Sundays. Stratford's specialized transit service, Stratford Parallel Transit, operates during the same hours but does operate on Sundays from 9:00 a.m. to 4:00 p.m. There is no service on Statutory Holidays.

Although Sundays are becoming more active with many businesses now open similar to Saturdays, Sundays still continue to be a lower activity day in comparison to Saturdays. While transportation to church services is often cited as one reason for providing service on Sundays, it is much less important today. Church services and hours have changed over the years and many churches now have fewer services with many commencing at 10:00 a.m. Church attendance has dropped significantly such that any potential ridership is much reduced thereby making it more difficult to justify commencing transit service earlier just for that purpose. As a result, in communities where Sunday service is provided, the service hours are shorter, from approximately 10:00 a.m. to 6:00 p.m. In future, as society changes and work and shopping habits change, earlier and later hours for transit may be warranted.

This section presents options for providing transit service on Sundays together with costs, potential ridership and fare revenue estimates, and funding options.

4.1 Transit Service Options

There are generally two alternative approaches to providing conventional transit service on Sundays in a city the size of Stratford:

1. Fixed route – operate the existing conventional transit routes; or
2. Demand-response. Service would be provided on a demand-response basis similar to the Parallel Transit service. There would be no fixed routes. The city would be divided into “zones” with one bus operating in each zone and connecting at the downtown transfer terminal point.

4.1.1 Fixed Route

For the fixed route option, there are three sub-options which can be considered:

- a. Operate the existing Monday to Saturday routes every 30 minutes. This would require 6 buses and bus operators.
- b. Operate all routes but with a reduced service of 60 minutes on some of the routes. For example, 4 of the routes would operate every 60 minutes with the remaining two highest ridership routes (1 and 2) continuing to operate every 30 minutes. This would require 4 buses and 4 bus operators.
- c. Operate all routes at a reduced service level of 60 minutes. This would require 3 buses and 3 bus operators.
- d. Operate only some of the routes such as those with demonstrated higher ridership. However, this option would be inequitable, leaving parts of the city without service, would likely result in resident complaints and is therefore not proposed for consideration.

4.1.2 Demand Response

The Demand Response option is a proven strategy and is used in a number of small and medium size municipalities such as Peterborough, Welland, Cornwall, Sarnia and Whitby.

However, it can be difficult to understand from a customer perspective and challenging from an operations perspective especially for limited applications such as Sunday service.

Under this option the objective would be to serve the city with a minimum number of vehicles and thus minimize operating costs. For example, the city would be divided into two “zones” with one bus operating in each zone which would be fewer than for Fixed Route option C above. Buses would operate from the downtown terminal, to permit transfers between the zones and buses, and service scheduled to operate into their zone every 30 minutes. Riders would either call in to be picked, board the bus at the terminal or transfer from another zone bus.

This approach requires a dispatcher or the bus operators themselves to respond to service requests by accessing recorded messages in advance of each trip departure using cell phones and then plan how they will travel around their zone to pick up or drop off passengers.

4.2 Estimated Operating Costs

Exhibit 7 summarizes the service options described above, revenue-hour estimates, vehicle requirements and annual operating cost estimates for each of the service options. The annual operating cost is based on Stratford’s 2014 cost per hour of \$80.84. The operating costs would range from \$214,711 for the 30 minute-all routes option to \$71,463 for the demand-response option.

Exhibit 7: Summary of Sunday Operating Costs

OPTION	BUSES/ DRIVERS REQUIRED	REVENUE HOURS PER DAY*	NUMBER OF OPERATING DAYS*	ANNUAL REVENUE HOURS	ANNUAL OPERATING COST
Fixed Route: 30 minutes	6	51	52	2,656	\$214,711
30/60 minutes	4	34	52	1,768	\$142,925
60 minutes	3	25.5	52	1,326	\$107,194
Demand Response	2	17	52	884	\$71,463

*Based on 8.5 hours per bus per day

**Service on Statutory Holidays would be additional.

**Costs for communications equipment would be extra.

4.3 Ridership and Fare Revenue Potential

In general, Sunday transit use (ridership) potential is lower than Saturdays for an equivalent level of service, notwithstanding the trend towards an increased level of activity on Sundays. Ridership is also directly related to the level of service provided (frequency of service, hours of service) – less service, less ridership potential.

Weekday transit ridership is approximately 2,500 to 2,700 per day. Ridership levels on Saturdays are approximately 50% that of weekdays, in the range of 1,200 to 1,300 rides per day, largely the result of a lower level of student ridership on Saturdays. For Sundays, the potential may be less than half that of Saturdays due to the lower Sunday activity levels.

For the four fixed route and demand-response service options outlined above, the following daily ridership estimates are projected based on the reduced levels of service and experience in other communities. For this analysis, service would be provided between 10:00 a.m. and 6:00 p.m.:

Fixed Route:

- Option A (6 routes, 30 minute service, 6 buses) – 600 rides (11.8 trips/bus/hour)

- Option B (6 routes, 30/60 minute service, 4 buses) – 300 rides (8.8 trips/bus/hour)
- Option C (6 routes, 60 minute service, 3 buses) – 200 rides (7.8 trips/bus/hour)

Demand Response:

- 2 buses – 100 rides.

Proportionately lower ridership estimates for the Fixed Route Options B and C compared to Option A are forecast due to the lower frequency (60 minutes) on the routes and associated travel inconvenience. For example, with routes operating every 60 minutes, compared to 30 minutes, transit users would have to wait longer between buses for a return trip and users who must use two routes to reach their destination, may have to wait an additional 30 minutes at the terminal for their connecting route. This situation would greatly lengthen their travel time and reduce the attractiveness of the service.

For the Demand-Response option, a significantly lower ridership level is indicated largely on the basis that a demand response service, while appearing to be more personal, could, in fact, be less convenient overall since users would have to call ahead to book a pick-up and may have a less direct trip depending on the number of people being picked up or dropped off during each service cycle.

Exhibit 8 presents the ridership and associated fare revenue estimates for the service options. Fare revenues are based on Stratford’s 2014 average fare level of approximately \$1.42 per ride.

Exhibit 8: Ridership and Revenue Estimates

SERVICE OPTION	OPERATING DAYS	RIDERSHIP PER DAY	ESTIMATED ANNUAL RIDERSHIP	ESTIMATED ANNUAL REVENUE*	ESTIMATED OPERATING COST	ESTIMATED NET COST
Fixed Route: 30 minutes	52	600	31,200	\$44,304	\$214,711	\$170,407
30/60 minutes	52	300	15,600	\$22,152	\$142,925	\$120,773
60 minutes	52	200	10,400	\$14,768	\$107,194	\$92,426
Demand Response	52	100	5,200	\$7,384	\$71,463	\$64,079

*Assumes all riders are cash or ticket

This analysis indicates that Sunday ridership could range between 5,200 and 31,200 annually depending on the service option. Annual fare revenues would vary accordingly between \$7,384 and \$44,304. The net municipal investment would range between \$64,079 for the demand response service and \$170,407 for the 30 minute fixed route service option.

4.4 Effect of Monthly Passes

However, the foregoing revenue estimates are based on the existing Monday to Saturday fare payment conditions which are a blend of cash/ticket paying users and monthly pass holders. Since over 50% of transit riders use monthly passes, and unless the monthly pass rate was increased to reflect the additional days of service each month, no additional revenue would accrue from transit riders who use passes. Pass holders would then effectively ride “free” on Sundays. On the basis that the price of the monthly passes would not be increased, the foregoing revenue estimates would need to be reduced by some amount, potentially up to 50%, since no additional fare revenue would occur. The resulting net cost for the Sunday service options could then be higher than the amounts indicated in Exhibit 8.

4.5 Operations and Staffing Considerations

To introduce Sunday service, the following operational issues will need to be considered:

1. Sunday is currently not a recognized "day of work" within the collective agreement covering transit employees. The agreement would need to be revised to permit service to be provided on Sundays (and potentially Statutory Holidays).
2. Changes to bus operator work schedules would be required.
3. Bus operator lunch break relief. An additional bus operator will need to be available to provide a 30-minute lunch break for the bus operators on duty as currently occurs Monday to Saturday.
4. Supervision – arrangements will need to be made for someone to supervise the operation and be available to respond to operational issues.
5. Vehicle maintenance and cleaning, farebox emptying. Arrangements will need to be made to provide support in the event of a mechanical issue with a bus and for staff to fuel, clean and wash the buses and empty the fareboxes at the end of the day.
6. Additional vehicle hours would increase maintenance costs and may require additional maintenance staff.
7. Parallel Transit hours of service. Under the AODA, the hours of service for a specialized transit service need to be, at a minimum, the same as for those of the conventional transit service. If the conventional service operates until 6:00 p.m., then the Parallel service hours would need to be extended from the current 4:00 p.m. to 6:00 p.m. This could be offset by changing the morning start time to coincide with the conventional service start time of 10am.
8. Introducing service on Sundays would likely result in requests for service on Statutory Holidays. Of the primary statutory holidays (New Years, Family Day, Good Friday, Victoria Day, July 1st, Civic Holiday, Labour Day, Thanksgiving Day, Christmas Day, Boxing Day), it is suggested that service would not be offered on 5 of them (New Years, Good Friday, July 1st, Christmas Day and Boxing Day).

Addressing the above operational issues may increase the overall Sunday operating cost. City staff will need to develop a service plan related to implementing Sunday service and confirm any additional costs.

4.6 Options for Funding Sunday Service

As Council is interested in introducing Sunday service but concerned with minimizing the cost impact, there are several approaches to funding the extra service within the existing budget envelope as an alternative to increasing the annual operating budget:

1. Utilize gas tax funding;
2. Reduce existing transit service levels;
3. Increase transit fares; or
4. A combination of the above.

With regard to the second option, four sub-options are possible:

- A. Reduce weekday daytime service on selected routes.
- B. Reduce Saturday service levels on selected routes.

- C. Eliminate Saturday early morning service and reduce service levels on selected routes.
- D. Adopt recommended route network Alternative #3A with reduced service levels (1 less bus in service) weekday evenings and on Saturdays.

4.6.1 Gas Tax Funding

The City could direct a portion of the annual gas tax funding towards the Sunday service. Currently, the City primarily utilizes gas tax for capital purchases. The City receives approximately \$186,000 in gas tax funds annually.

4.6.2 Reduce Existing Service Levels

A review of current levels of transit use based on discussions with transit staff, indicate that the service is well used on most routes during all hours of the weekday although routes 5 and 6 could be candidates for a lower level of service during weekday midday and evenings. As well, early morning Saturday service has limited ridership and routes 5 and 6 could have service levels reduced during the remaining hours of service. To fund the Sunday service from an expenditure standpoint, a total of between 2,652 revenue-hours (6 buses, 30 minute service) and 884 revenue-hours (Demand Response) annually would need to be transferred from the existing services. Any loss of ridership and fare revenue would marginally increase the required cost savings and service-hours. The following combinations are potential sources for these additional hours:

- Reduce routes 5 and 6 during weekday midday and evenings from 30 minutes to 60 minutes. Total savings – 9 revenue-hours per day; 2,365 per year. Since weekday daytime;
- Eliminate early Saturday morning service. Service hours could be changed to commence service at 7:30 a.m. instead of 6:00 a.m. This would save 9 revenue-hours per day or 468 revenue-hours annually.
- Reduce Saturday service levels to 30/60 minutes (4 buses, 4 drivers) between 7:30 a.m. and 7:30 p.m. This would save 24 revenue-hours per day or 1,248 revenue-hours annually.

Another option, as outlined in section 2 and 4.6 above, would be to adopt the preferred route network alternative #3A which reduces the number of buses in service weekday evenings and Saturdays to five by combining re-structured routes 4 and 6. This would result in an annual revenue-hour savings of 1,664 generally sufficient to fund the 30/60 minute Sunday service option of 4 buses requiring 1,768 revenue-hours annually. Under this option and with the proposed route network alternative 3A, routes 1, 2 and 5 would operate every 30 minutes, requiring 3 buses, and routes 3 and 4 every 60 minutes with one bus.

4.6.3 Increase Transit Fares

An increase of between 10% and 20% to the transit fares would be required to cover the added net cost of the Sunday service for the service options outlined. A fare increase of this level could negatively impact transit use overall with the result that fare revenues would not achieve expected levels.

4.7 Summary

Four service delivery options and service levels can be considered for providing transit service on Sundays. The annual operating costs would range from \$71,463 to \$214,711. The estimated annual ridership would range from 5,200 to 31,200. Fare revenues would range from \$7,384 to \$44,304 although actual revenues may be less subject to monthly pass pricing. The

estimated annual net cost would range from \$64,079 to \$170,407. A Sunday transit service can be expected to attract between 5,200 to 31,200 new trips annually. On a ridership per revenue-hour basis, this represents a rate of 5.9 to 11.7. Current transit ridership rates average 20.6.

4.8 Preferred Option

Based on the review and assessment of Sunday service options, should Council wish to introduce Sunday service, the preferred service option would be to adopt route network Option #3A with a reduced requirement for 5 buses for weekday evening and Saturday services compared to 6 buses at present and using 4 buses on Sundays with a blend of 30 and 60 minute services.

5 Downtown Terminal Location

Alternative locations for the transit terminal in the downtown area have been considered on several occasions in response to the desire to re-development the area now used by the transit buses and the municipal parking lot as a market and landscaped area. This section reviews the locations previously considered and the associated terminal design concepts developed for those locations along with two new location options – St. George Street and St. Patrick Street, and design concepts. The primary criteria for considering alternate terminal locations was that they would be within the downtown area in order to maintain good access to businesses, employment and retail services.

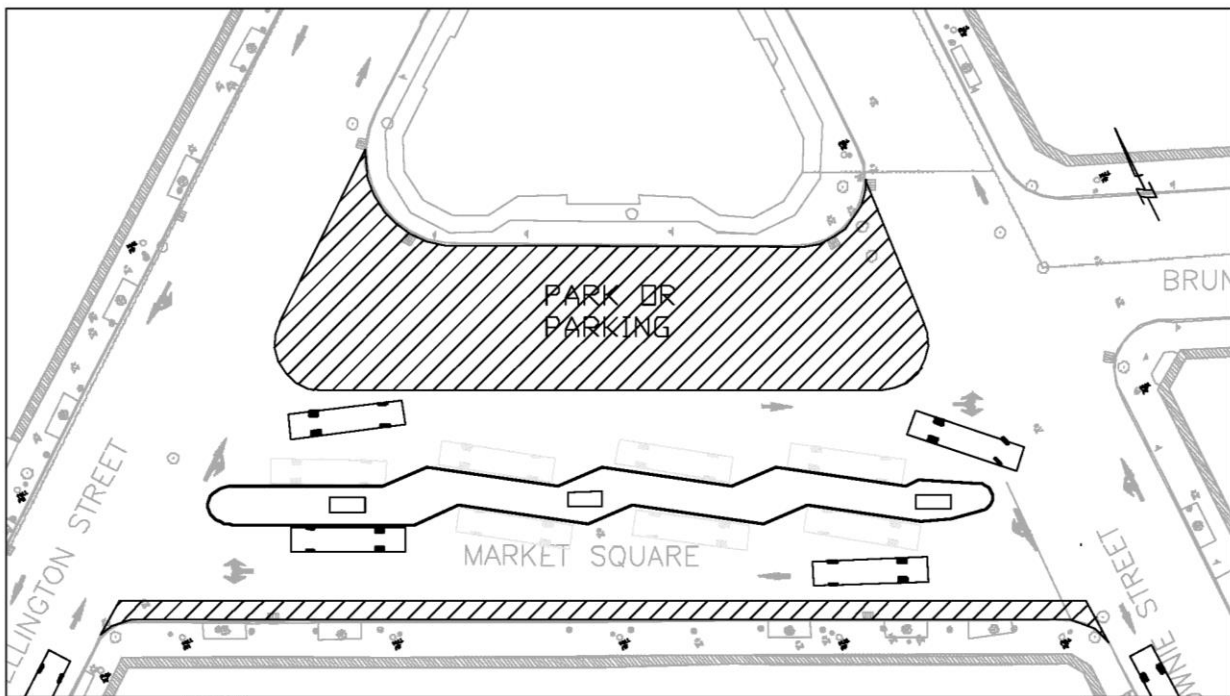
5.1 Previously Considered Sites

Locations considered for the transit terminal in previous reviews were Market Square, the use of Wellington and Downie Streets on either side of City Hall, the parking lot on Erie Street, and the parking lot off Cooper Street.

Market Square

Attached exhibit 9 illustrates a concept for a transit terminal on the market square parking lot which was not favoured in view of the desire to redevelop the parking lot for other purposes.

Exhibit 9: Concept Design for Market Square Transit Terminal

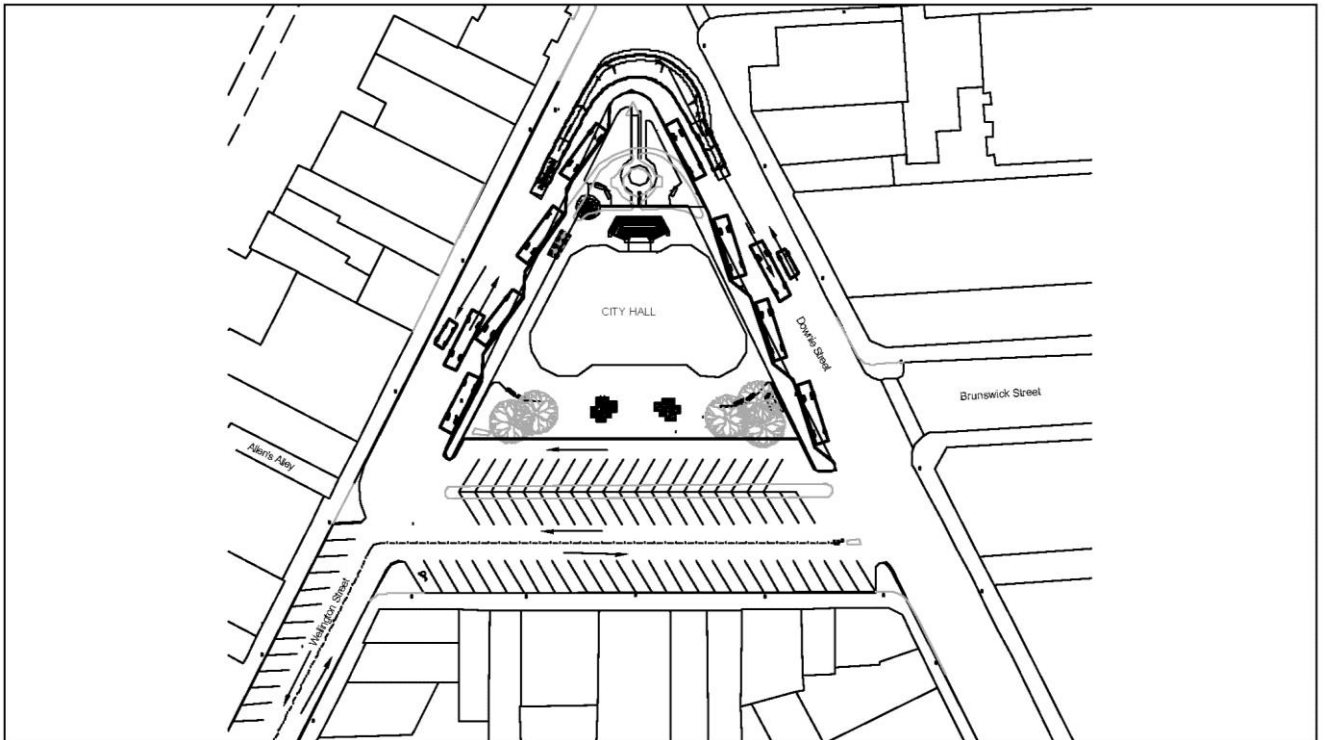


Wellington and Downie Streets beside City Hall

Exhibit 10 illustrates the potential layout of arranging buses either side of City Hall on Wellington Street (northbound) and Downie Street (southbound). This concept was not explored further in view of both the operational implications (extended walk distance and time for transit users transferring between routes) and visual impact on City Hall.

It was suggested during the course of this study that buses could be similarly arranged but further south on each street parallel to Market Square. This arrangement could negatively affect access to a future market square re-development as well as having negative operational implications on transit operations as noted above for the original concept design. As a result, this would not be a preferred alternative.

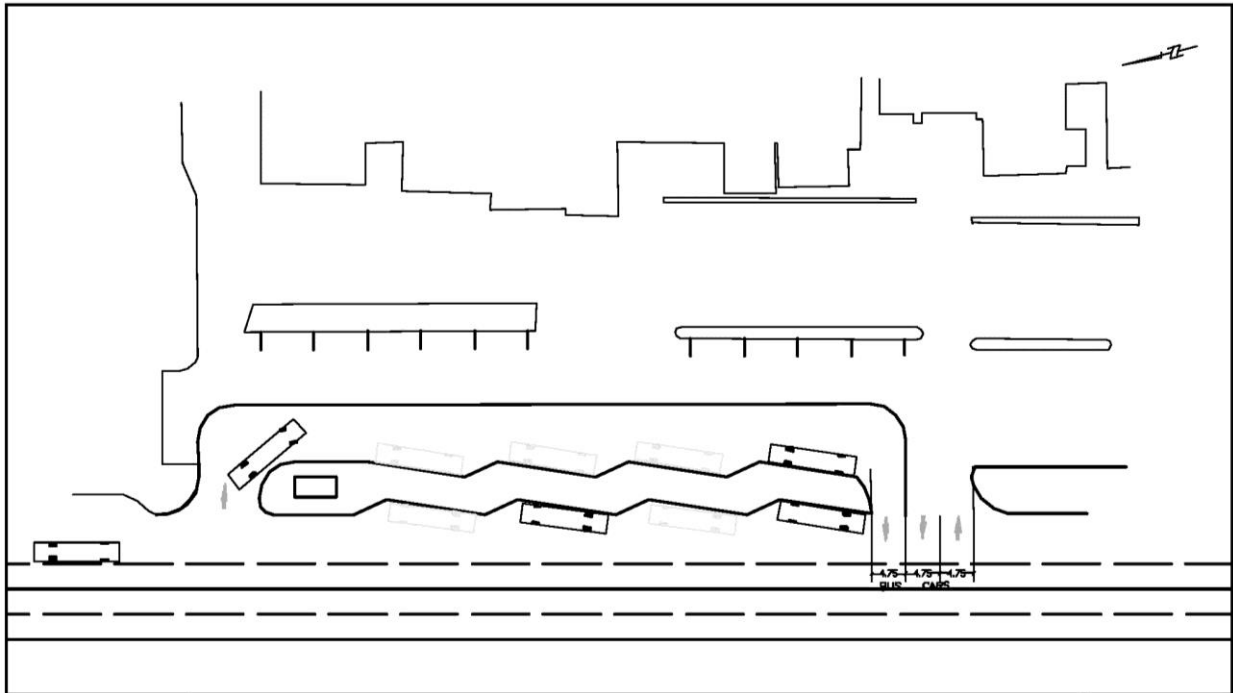
Exhibit 10: Use of Wellington/Downie Streets for Transit Terminal



Erie Street

Use of the parking lot for transit purposes along with a parking structure above, was considered as illustrated in Exhibit 11. However, the site size would not be large enough for both a transit terminal and a parking structure while access to and from Erie Street would be problematic. In addition, the cost to construct a terminal and parking structure would be significant. For these reasons, this site was not considered further.

Exhibit 11: Concept Design for Erie Street Transit Terminal



Cooper Street

This site was considered prior to it being partially re-developed for the Stratford Campus of the University of Waterloo. The remaining portion of the site is not sufficient for a transit terminal as well as having a constrained access from St. Patrick Street. It also lacks visibility for potential transit users.

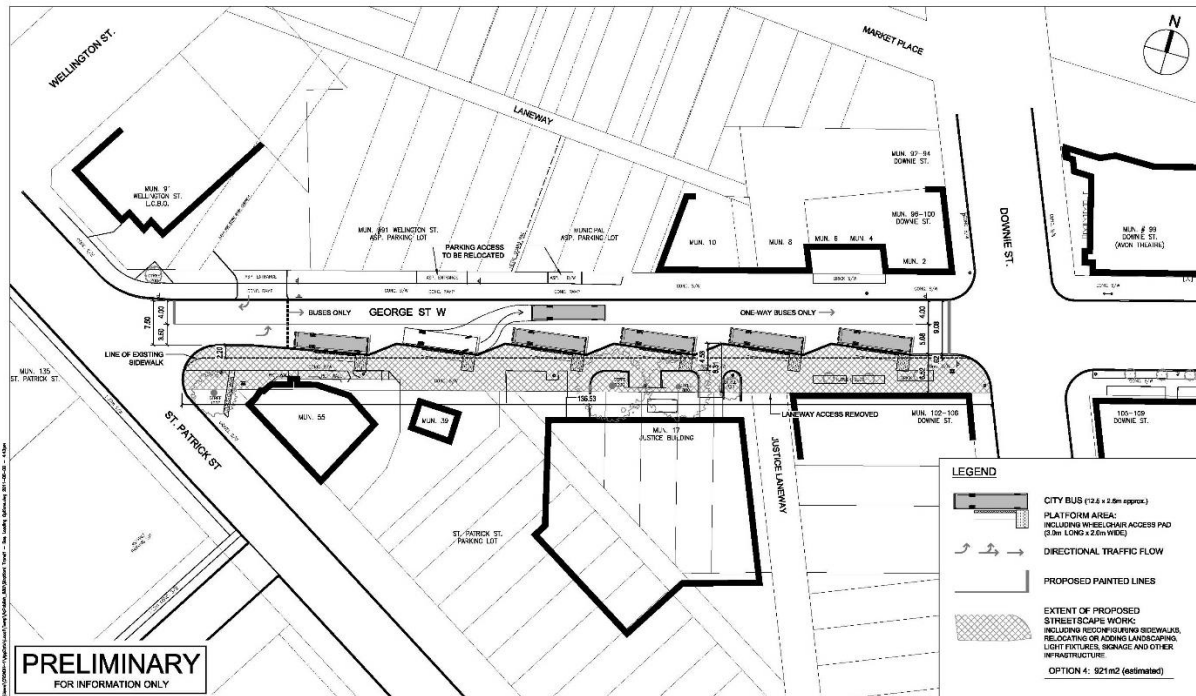
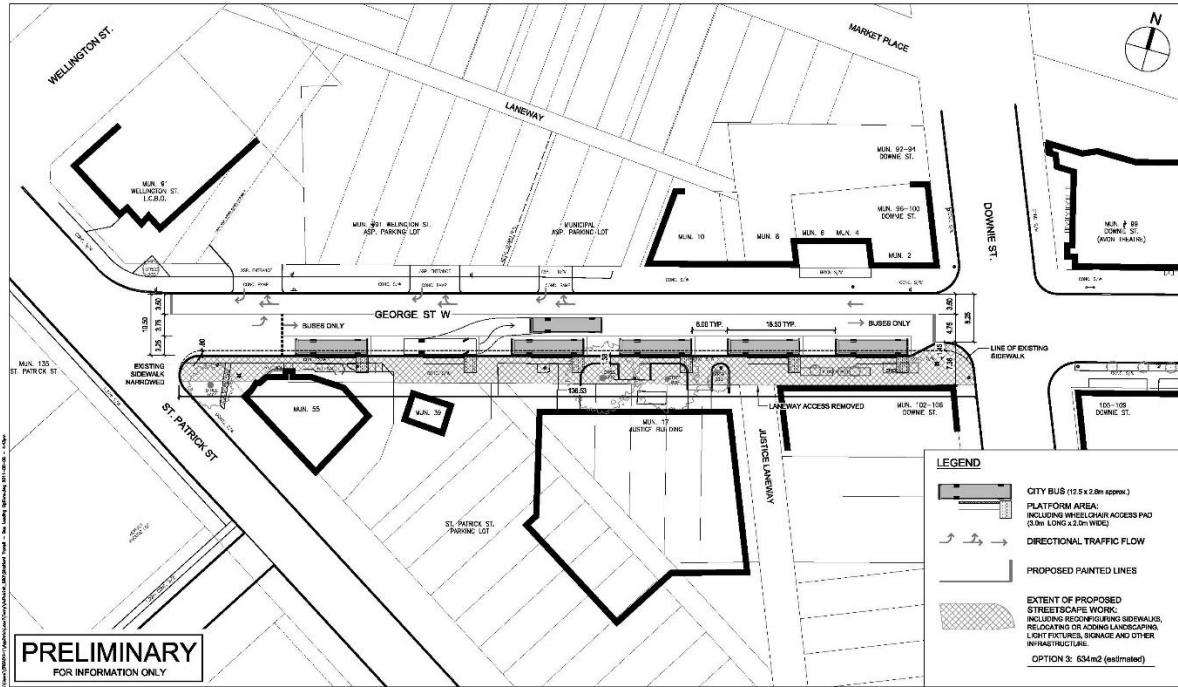
5.2 New Potential Terminal Locations

Two new sites for relocating the transit transfer point in the downtown were identified – George Street, and the parking lot on St. Patrick Street in combination with the use of a portion of St. Patrick Street.

George Street

In an effort to identify potential transit terminal locations, the option of closing or using part of a downtown city street was considered. This option was based on examples from other cities, such as Woodstock, where a street allowance was closed and used as the location for a transit terminal. A key criteria in considering a potential street was that it would be a relatively minor street with limited existing traffic volume and would not adversely affect access to commercial properties. Accordingly, George Street was identified as a potential candidate and two alternative terminal design concepts were prepared as illustrated in Exhibit 12. The first concept would see the eastbound lanes of the street dedicated to buses with buses parking parallel to the curb. The second concept would close the street east of the entry to the LCBO and individual angled bays for each route constructed. This design would allow buses to enter and exit independently but would require the full width of the street.

Exhibit 12: Concept Designs for Transit Terminal on George Street



St. Patrick Street

St. Patrick Street and the adjacent municipal parking lot were identified as another potential location option within the downtown area. In this concept, a portion of the parking lot as well as the current parking lane on-street would be utilized for a terminal. The design concept illustrated in Exhibit 13 features a centre-island platform with 3 buses positioned along either side. Buses would enter and exit in either direction (east, west). The platform would conceptually include

amenities for transit users (benches, shelters) and information signage as well as additional lighting. Provision could be made in the design for a washroom (non-public) for the transit employees. Subject to final design, it is estimated that 25 parking spaces within the parking lot and 13 on-street would be required for the terminal.

Exhibit 13: Concept Design for Transit Terminal on St. Patrick Street



6 Other Operations Considerations

During the course of the transit study, two operational issues were proposed for consideration: the use of bike racks on buses; and a change to the route departure times from downtown.

6.1 Bike Racks

In support of and to complement the principle of active transportation, the question of adding bike racks to the bus fleet was raised. Bike racks, attached to the front of buses, are an increasingly common feature in medium and large cities as a way for cyclists to travel a longer distance by utilizing the transit system. The racks cost approximately \$2,500 each and accommodate two bikes. They also extend the length of the bus by approximately 18 inches.

The demand for and usefulness of adding bike racks to buses in smaller cities and towns, however, is questionable as the benefit to cyclists, in terms of time savings, is limited. For example, the time taken for a cyclist to travel to the nearest bus stop, wait for the bus, board, travel to their destination, get off, unload the bicycle and complete their journey could well be more than if the person bicycled all the way. Overall, there is little or no information available about the potential demand to use buses by bicyclists. From a transit operations perspective, the time taken by a cyclist to load then unload their bicycle could delay the bus. In a small transit system with short routes, even several minutes can cause the bus to run behind schedule. As well, the added length to the bus of a bike rack would present operational and logistical challenges within the bus garage which is already constrained.

Instead, smaller towns and cities, have opted to permit bicycles to be taken on board the bus, under certain conditions (low ridership periods and subject to driver discretion). In this way, use of transit by bicyclists is encouraged and, over time, the actual need or benefit of adding bike racks to buses can be assessed. This practical approach is suggested for Stratford and, based on demonstrated need, a decision in time can be made as to whether or not to install bike racks.

6.2 Route Schedule Times

The routes schedules currently have buses arriving and departing downtown on the hour and half hour (00/30). A suggestion was made that consideration be given to changing this to quarter after and quarter to the hour (15/45) on the basis that this would allow people working and attending appointments in the downtown area additional time to walk to and from the bus stop. While this suggestion has merit for trips destined to or from the downtown area, in contrast, it would disadvantage people destined to or from locations in the rest of the city such as the malls at the outer ends of Ontario and Huron Streets, at Lorne and Erie Streets, the Rotary complex or the industrial area south of Lorne Street.

In prior reviews of the transit system, the current arrival/departure times downtown had not been identified as a disincentive to using transit. Therefore, on balance and in consideration that a schedule time change could disadvantage certain trips compared to other trips with no clear indication of a benefit and increased ridership potential associated with a schedule change, no change to route schedule is proposed.

7 Public Information Centre

A public meeting was held on November 19th at the Rotary Complex to present the results of the transit service review and the relocation options for the downtown transit transfer point to the public and to receive input.

The meeting was well attended by approximately 75 people including a member of council, transit staff and representatives of the local media (Stratford Gazette and Beacon Herald). For the meeting, the study purpose, findings and key conclusions were presented on a series of 13 display boards. The consultant made a verbal presentation of the study findings using the display boards as referenced, fielded questions and facilitated a general discussion regarding the study results and key conclusions. An electronic version of the display boards was also posted on the City's website.

Attendees were provided with comment forms on which to record their opinions and preferences for the study conclusions. A total of some 36 responses including emails were received.

In general, the primary feedback received at the meeting and on the comment forms were:

- Strong support for introducing transit service on Sundays, with a suggestion to start earlier than 10am (as proposed);
- Desire that the transit terminal remain where it is but a preference for the St. Patrick Street location should the terminal have to be relocated; and
- General support for route network Alternative #3.

Few comments were received about either adding bike racks to the buses or to changing the route schedule downtown. It would appear that participants supported the explanations provided on the display boards and by the consultant.

8 Recommendations

Based on the study findings, conclusions and results of the public input, the following recommendations are presented for consideration by City Council, that:

1. The study report be received;
2. Route network alternative 3 and 3A be adopted with implementation to occur by fall 2016 subject to the necessary operations arrangements and plans for bus stop and shelters installations and relocations, and preparation of customer information materials and new service promotion campaign;
3. Approve the introduction of Sunday service on the basis of route network alternative 3 and 3A with 30/60 minute service between approximately 10am and 6pm to be funded through the cost savings from the adoption of route network 3/3A as outlined within this report; and
4. The combination of the parking lot and on-street site on St. Patrick be the preferred location for the transit terminal when relocated from the current location.