



MANAGEMENT REPORT

Date: June 9, 2016
To: Mayor and Council
From: Andre Morin, Acting CAO
Report#: FIN16-031
Attachments: Market Square- Cost Estimates
 Market Square – Preferred Transit Option
 Reflections on Market Square Development – Parking Strategy Options

Title: Subsequent Report - Market Square Design Features and Expenses - Update.docx

Objective: To provide updated costing and recommendations to Council regarding the design features as presented to the Finance and Labour Relations Subcommittee on May 17, 2016.

Background: City staff presented Report #FIN16-029 to the Finance and Labour Relations Sub-committee on May 17, 2016, to begin determining which design features will be incorporated into the redevelopment of Market Square, and their impact on capital and operating expenses. Since that time, the City has held several meetings with GSP, received revised options and costing estimates, presented the design to the public at an Open House on June 1, 2016, and collected public feedback from June 1-5, 2016. Accordingly, we wish to provide Council with these updates to better inform their decision regarding the design elements for Market Square.

I) COSTING

Revised costing estimates are included in the attachment. Please note that the total reflects the items outlined in sections 1 through 10. Section 11 included provisional expenses that Council may wish to include if some items are removed from Sections 1 through 10, or if additional funding can be raised.

II) PUBLIC FEEDBACK

An open house was held on June 1, 2016, attended by approximately 60 people. Comments were left at the open house and provided online as well. Please note that

feedback was requested in an open format – specific questions were not asked regarding the design. Therefore, some respondents may not have specifically mentioned things that they want or do not want for Market Square (ie – just because a respondent did not specifically mention that they want a skating rink does not necessarily mean they do not want one either).

A summary of the public feedback received between June 1-5, 2016, is as follows:

Development Options:	
Leave As Is/Do not support this project	5
Develop Back of City Hall/Support project	42
Develop Front of City Hall/Support Ritz plan	7
N/A	4

Design Feedback:	
Move buses	18
Keep Busses at City Hall	9
Retain parking/Concern for parking	13
Eliminate Parking/Not concerned about parking	8
No Skating Rink/Rink not highest priority	29
Want skating rink	10
Do not want a Splash Pad	8
Extend pavement to South side in Phase I	7
Concern for Pedestrian Safety/want bump-outs Phase I	11
Make Streets one-way/local traffic only	2
Include Digital Media in Phase I	4
Increase bike racks	6
Increase seating	10
Want programming and/or event coordinator	7
No stairs/concern for accessibility b/c of stairs	7
Keep costs/maintenance costs low	2

Amount of Feedback Received:	
At Open House June 1, 2016	7
Via E-Mail – June 1-5, 2016	51
TOTAL	58

III) COUNCIL DIRECTION

As noted in the previous report of Finance and Labour Relations Sub-committee (#FIN16-029) and at the public open house, decisions need to be made regarding parking and transit relocations, and several key design elements need to be determined so that the final detailed design can proceed. These items are detailed in the analysis that follows.

Analysis:

I) DESIGN ELEMENTS

Items for Council to consider are as follows:

1. Skating Rink:

- While the installation of a skating rink is not planned until Phase II, the underground infrastructure (cooling pipes under the concrete) could be installed during Phase I for an estimated cost of \$215,000 (item 6.1);
- However, if Council elects to eliminate the skating rink from consideration, this \$215,000 can be used towards other provisional items;
- Furthermore, if Council wishes to forgo the installation of the skating rink infrastructure during Phase I, it is still possible to install a rink during a future phase. The rationale for this approach is that spending \$215,000 on the underground infrastructure for a rink that may never be installed at a later date is a greater financial loss than absorbing the cost of installing the infrastructure and the rink in a future phase;
- It is estimated that the cost to install the rink infrastructure and the rink itself entirely in Phase II will be between \$500,000 and \$525,000 total (ie – approximately \$60,000 more than installing the rink for \$215,000 in Phase I and \$250,000 in Phase II);
- There are several operational considerations that should be taken into account with regard to installing a skating rink in Market Square:
 - Operating Costs – Precise annual operating costs are unknown at this time. Staff and GSP Group have estimated annual operating costs to be between \$35,000 and \$50,000 per year. However, costs may be higher dependant on winter weather conditions (ie – warmer winters, particularly because the rink will be in direct sunlight due to the Square's southern exposure; heavy snowfalls producing excess snow removal costs);
 - Facility Requirements – The ice will need to be resurfaced every 1 to 3 hours while the rink is in use. A small tractor could be used with a resurfacing machine attached to the rear. However, at present, there is no facility in Market Square where the required equipment can be stored. Furthermore, there are no change rooms or purpose-built washroom facilities available for the rink. The City Hall washrooms will have to be kept open after-hours, further increasing operating costs, although this is an issue that will have to be addressed as Market Square will also hold major events. Furthermore, locating the infrastructure required for ice-making inside City Hall may be problematic. There is also an option of having a portable plant that is located on-site seasonally, such as is done in Waterloo;

- Noise and Vibration Levels – The equipment required to generate ice for the rink may produce high noise levels. This may be problematic inside an office building, and could potentially exceed the 45 decibels allowed after 11:00pm. However, GSP Group has indicated that some manufacturers have portable equipment that may be sufficient and produce lower noise levels, as is used in Waterloo;
- Security and Liability – This is a particular concern, as residents will likely be utilizing the rink unsupervised, and there is no barrier to accessing the rink after hours.

2. Extended Paving:

- Extending the decorative concrete treatment to the south end of Market Square is a provisional item that Council may wish to consider;
- At present, the concrete treatment is only planned to be extended to the parking area during Phase I. The parking area south of Phase I will be resurfaced with new asphalt;
- However, it is important to note that while extending the concrete treatment south of the parking area will cost approximately \$175,525 (items 11.4 and 11.5), asphalt resurfacing for that section of the square will cost nearly \$77,000 on its own (item 5.5). Therefore, it would cost approximately \$100,000 more to include the south end of the square with the concrete design;
- Extending the concrete treatment to the south end of the Square will give the project a more “complete” look, and has been strongly advocated by the CCBIA and the Market Square Committee instead of the installation of a skating rink.

3. Crosswalks:

- Because pedestrian safety has been identified as a priority, Council may wish to consider including colored crosswalks and sidewalk bump-outs in Phase I for an approximate cost of \$55,000 (items 11.2 and 11.3);
- In particular, the crosswalk to Allen’s Alley will help with wayfinding to the Erie Street parking lot;
- Crosswalks have been strongly advocated by the CCBIA and the Market Square Committee instead of the installation of a skating rink.

4. Furniture:

- Increased seating capacity in Market Square has been identified as a desired element;
- Enhanced custom benches and furniture are an option for inclusion;
- GSP recommends including three for a total cost of approximately \$60,000 (item 11.9);

- Benches have also been identified as a potential fundraising opportunity (ie memorial benches).

5. Digital Media:

- Digital media elements have been identified for potential inclusion in Phase I, and may be good fundraising opportunities;
- The digital media infrastructure is an add-on item that can be installed at any time (items 11.10, 11.11, and 11.12), and does not require underground infrastructure installation during Phase I (conduit installation is included as item 2.3).

➤ **Design Elements Summary:**

There are essentially two options open to Council with respect to the design elements:

- The first is to proceed with Phase I as proposed with the installation of skating rink infrastructure and no extended concrete treatments or crosswalks;
- The second option is to eliminate the skating rink infrastructure from Phase I, and use the \$215,000 towards extending the concrete treatment to the south end of the Square (\$100,000) and including crosswalks to help promote pedestrian safety and parking wayfinding (\$55,000). Additional custom seating could also be included with the remaining \$60,000.

The second option will allow Council to create a more “complete” Market Square, and defers the need for a second phase of construction. As mentioned, the digital media elements and furniture/seating options can be added piecemeal in the future and do not require extensive additional construction. Finally, if a skating rink is a desired element for Market Square in the future, installation is still an option for a future phase. This will allow more time to review solutions for the operational considerations associated with the skating rink noted above.

II) TRANSIT

The redevelopment of Market Square necessitates relocating the transit terminal – either off-site or somewhere else within the Market Square area, (the side of City Hall or the south end of Market Square).

- Retaining Transit Terminal at City Hall

Staff has worked with GSP Group to consider several options for retaining the transit terminal at City Hall, including placing the busses along the sides of City Hall, turning Wellington into a one-way street, and locating the buses at the south end of Market Square. Various combinations of this option have been considered, all of which present

operational challenges. If the transit terminal is to remain at City Hall, staff recommends the attached option, with two-way traffic along Wellington and three buses located on each side of City hall (see attached). It is also important to note that two mid-block crossings, one on Wellington and one on Downie, will have to be removed.

ii. Relocating Transit Terminal

As per the recommendations outlined in the 2015 Transit Study, if the bus terminal is to be relocated, the recommended relocation area would be in the St. Patrick Street parking lot. Note that staff have met with stakeholders at the University of Waterloo Stratford campus regarding this potential relocation. They have voiced some concerns about relocating the terminal across from their building. However, other possible bus terminal locations have been identified in the Transit Study.

Section 5 of the Transit Study outlines the challenges associated with locating the buses on each side of City Hall or at the south end of Market Square (pages 20-21). Maintaining the transit terminal at Market Square also limits flexibility in expanding the square across adjacent streets to accommodate larger events. A link to the transit study is available here:

<https://www.stratfordcanada.ca/en/insidecityhall/resources/ReportsAndPublications/Jan-7-attach---Transit-Study---21-December-2015.pdf>

Costing for relocating the bus terminal is expected to be \$1,200,000.

III) PARKING

The Council motion on March 29, 2016 to award the Market Square Design to GSP Group included the following:

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

The Market Square redesign would create a loss of approximately 39 parking spaces.

City staff have been working with our parking study consultants to better define the parking supply and demand in downtown Stratford and the consultant will present a report at the June 27, 2016 Finance Committee meeting.

In the interim, the following is being investigated to meet Council's motion above:

- The Parking Consultant has identified in the parking model that the Erie Street parking lot has some supply capacity, and some recommendations are attached to enhance that supply;
- The City is currently in review and discussions regarding the purchase or lease of three (3) possible private sites to provide public parking. Details will be provided as they become available;
- City staff have estimated that approximately 50 new parking spots could be added to the Cooper parking lot for approximately \$100,000;
- The elimination of further staff parking permits in surrounding parking lots can create further supply capacity closer to Market Square;
- Better wayfinding signage and technology is being investigated and expected to assist with parking demand.

The Parking Consultant is preparing a business case for a parking structure at the Erie Street parking lot.

Financial Impact: See cost estimates attached and estimated operating costs noted in the May 17, 2016 report to Finance and Labour Relations Sub-committee (#FIN16-029).

Staff Recommendation: That Council excludes the skating rink infrastructure from Phase I of the Market Square redevelopment;

That Council extends concrete treatment to the south end of Market Square and includes crosswalks in Phase I of the Market Square redevelopment.



Stephanie Potter, Policy and Research Associate



Director of Corporate Services/Acting Chief Administrative Officer

Itemized Cost Estimate Form

Stratford Market Square - Phase 1 Development

GSP# 16006

Date: June 2, 2016

SITE WORKS & LANDSCAPING

Item	Spec. No.	Description	Est'd Qty.	Unit	Unit Price	Amount
1.0 Demolition, Removals, Investigations & Permits						
1.1		Parking lot asphalt removal & disposal	1	ls	\$ 27,500.00	\$ 27,500.00
1.2		Concrete sidewalk and curb removal & disposal	1	ls	\$ 15,000.00	\$ 15,000.00
1.3		Existing road asphalt cutting and removal	1	ls	\$ 18,000.00	\$ 18,000.00
1.4		Cap & removal existing utilities and services	1	ls	\$ 5,000.00	\$ 5,000.00
1.5		Environmental mitigation				<i>pending geo results</i>
SUB TOTAL - DEMOLITION						\$ 65,500.00
2.0 Rough Grading, Earthworks & Service Utilities						
2.1		Rough grading	1	ls	\$ 15,000.00	\$ 15,000.00
2.2		Drainage	1	ls	\$ 20,000.00	\$ 20,000.00
2.3		Rough in electrical/fiber optic/CCTV	1	ls	\$ 8,000.00	\$ 8,000.00
SUB TOTAL - ROUGH GRADING						\$ 43,000.00
3.0 Plaza Paving (North and South of City Hall)						
3.1		Paving Type A1 - CIP concrete with regular broom finish	2400	m2	\$ 70.00	\$ 168,000.00
3.2		Paving Type A2 - CIP coloured concrete with regular broom finish	157	m2	\$ 125.00	\$ 19,625.00
3.3		Paving Type B - Unit pavers blend #1	375	m2	\$ 150.00	\$ 56,250.00
3.4		Paving Type C - Unit pavers blend #2 (Re-use of historic bricks)	115	m2	\$ 150.00	\$ 17,250.00
3.5		Paving Type D - Unit pavers blend #3	400	m2	\$ 150.00	\$ 60,000.00
3.6		Paving Type E - Stamped, coloured asphalt crosswalks (Market Place South only)	60	m2	\$ 115.00	\$ 6,900.00
SUBTOTAL - PAVING						\$ 328,025.00
4.0 Concrete & Stone Work						
4.1		CIP concrete stairs with limestone veneer	82	ln. m.	\$ 900.00	\$ 73,800.00
4.2.1		Concrete stair wing walls - See item 4.2.2 for cladding	28.0	m2	\$ 900.00	\$ 25,200.00
4.2.2		Concrete stair wing walls - Wood cladding	72.0	m2	\$ 380.00	\$ 27,360.00
SUB TOTAL - CONCRETE WORK						\$ 126,360.00
5.0 Roadworks						
5.1		150mm raised concrete curb	340	ln.m.	\$ 58.00	\$ 19,720.00
5.2		Rolled concrete curb (Market Place South entry drives)	80	ln.m.	\$ 58.00	\$ 4,640.00
5.3		Asphalt repair along new curbing at Wellington St. and Downie St.	115	m2	\$ 52.00	\$ 5,980.00
5.4		Line painting and traffic signage	1	ls	\$ 4,500.00	\$ 4,500.00
5.5		Asphalt Paving - Market Place South Parking Area (Road Application)	1025	m2	\$ 75.00	\$ 76,875.00
SUBTOTAL - ROAD WORKS						\$ 111,715.00
6.0 Site Features						
6.1		Ice rink rough-in refrigeration lines	1	ea.	\$ 215,000.00	\$ 215,000.00
6.2		Urban water feature (Pump system)	1	ls	\$ 175,000.00	\$ 175,000.00
SUB TOTAL SITE FEATURES						\$ 390,000.00
7.0 City Hall interior accommodations						
7.1		Mechanical room renovations for services	1	ls	\$ 50,000.00	\$ 50,000.00
SUB TOTAL - INTERIOR						\$ 50,000.00
8.0 Site Furnishings						
8.1		Umbrella's - fixed	3	ea.	\$ 7,500.00	\$ 22,500.00
8.2		Café tables and chairs	6	ea.	\$ 6,500.00	\$ 39,000.00
8.3		Linear benches	2	ea.	\$ 3,800.00	\$ 7,600.00
8.4		Surface mounted benches (North City Hall)	7	ea.	\$ 1,800.00	\$ 12,600.00
8.6		Bike racks	5	ea.	\$ 650.00	\$ 3,250.00
8.7		Traffic bollard (spaced every 2m at rolled curb locations)	34	ea.	\$ 800.00	\$ 27,200.00
8.8		Removeable bollard (three at either end of Market place south parking)	6	ea.	\$ 1,200.00	\$ 7,200.00
SUB TOTAL - SITE FURNISHINGS						\$ 119,350.00

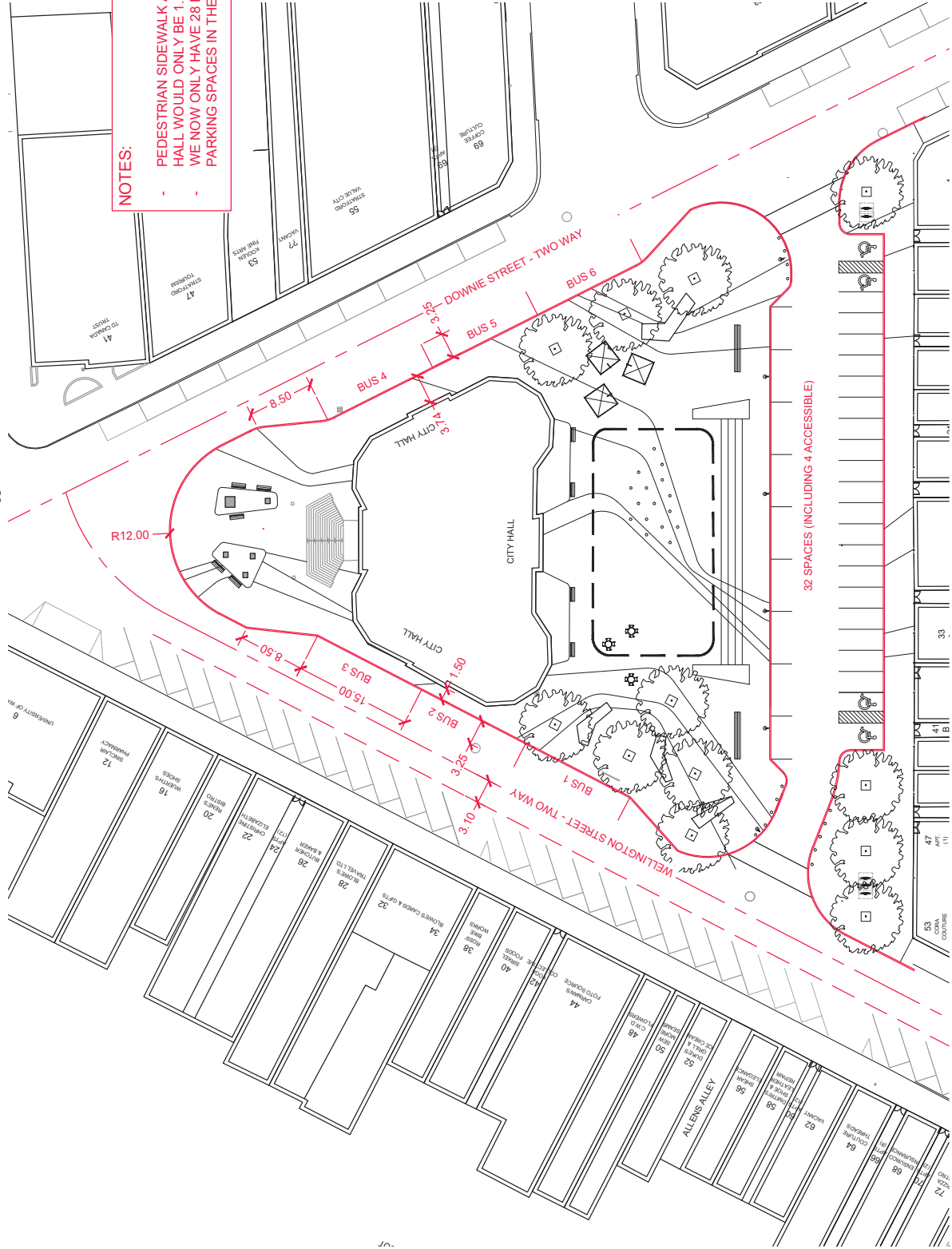
9.0 Lighting					
9.1	Heritage light standards	6	ea.	\$ 12,800.00	\$ 76,800.00
9.2	New building lighting	4	ea.	\$ 2,000.00	\$ 8,000.00
9.3	GFI for seasonal light displays	12	ea.	\$ 400.00	\$ 4,800.00
9.4	Electrical capability expansion (feed/meter/panel)	1	ls	\$ 10,000.00	\$ 10,000.00
SUB TOTAL - LIGHTING					\$ 123,800.00
10.0 Landscaping					
10.1	Deciduous trees (100mm cal.)	12	ea.	\$ 800.00	\$ 9,600.00
10.2	Tree pit with grate - 6' x 6' ornamental iron with custom pattern	12	ea.	\$ 2,200.00	\$ 26,400.00
10.3	Tree soil cell system (i.e.. Silva Cells)	274	m2	\$ 350.00	\$ 95,900.00
10.4	Planting beds with shrubs, perennials and ornamental grasses (South)	80	m2	\$ 100.00	\$ 8,000.00
10.5	Planting beds with shrubs, perennials and ornamental grasses (North)	55	m2	\$ 100.00	\$ 5,500.00
SUBTOTAL - LANDSCAPING					\$ 145,400.00
11.0 Provisional Items (Not Included in total)					
11.1	Wayfinding towers	3	ls	\$ 12,000.00	\$ 36,000.00
11.2	Stamped, coloured asphalt crosswalks - Along Wellington/Downie/Brunswick streets	284	m2	\$ 115.00	\$ 32,660.00
11.3	CIP concrete with regular broom finish (sidewalk bump-outs along Wellington and Downie Streets)	318	m2	\$ 70.00	\$ 22,260.00
11.4	Unit paving parking area - South Market Lane (Road Application)	335	m2	\$ 215.00	\$ 72,025.00
11.5	Concrete paving - South Market Place (Road Application)	690	m2	\$ 150.00	\$ 103,500.00
11.6	Traffic bollards - South Market Place Parking Area (spaced every 2m at rolled curb)	73	ea.	\$ 800.00	\$ 58,400.00
11.7	Rolled concrete curb - South Market Place Parking Area	145	ln. m.	\$ 58.00	\$ 8,410.00
11.8	Ice rink - Upgrades to service room, refrigeration unit and ice plant	1	ls	\$ 250,000.00	\$ 250,000.00
11.9	Custom wood benches	5	ea	\$ 18,000.00	\$ 90,000.00
11.10	Decorative steel columns - stainless	10	ea	\$ 28,000.00	\$ 280,000.00
11.11	Audio/Visual components for steel columns	1	ls	\$ 325,000.00	\$ 325,000.00
11.12	LED string lights with cable connection	1	ls	\$ 45,000.00	\$ 45,000.00
11.13	Public art footings (North side of City Hall - Art to be provided by others)	1	ls	\$ 2,000.00	\$ 2,000.00
11.14	Solar charging stations - including footing	2	ea.	\$ 16,000.00	\$ 32,000.00
11.15	Mobility charging station/outlet	1	ea.	\$ 3,500.00	\$ 3,500.00
11.16	Electric car charging station	1	ea.	\$ 9,200.00	\$ 9,200.00
11.17	Umbrella's - fixed	4	ea.	\$ 7,500.00	\$ 30,000.00
11.18	Café tables and chairs	10	ea.	\$ 6,500.00	\$ 65,000.00
11.19	Geothermal snow melting system - entire site	3477	m2	\$ 95.00	\$ 330,315.00
11.20	Geothermal snow melting system - less skating rink area	3012	m2	\$ 95.00	\$ 286,140.00
11.21	Urban water feature (re-circulation system)	1	ls	\$ 425,000.00	\$ 425,000.00

PROJECT SUMMARY

1.0 Demolition, Removals, Investigations & Permits	\$ 65,500.00
2.0 Rough Grading, Earthworks & Service Utilities	\$ 43,000.00
3.0 Plaza Paving	\$ 328,025.00
4.0 Concrete & Stone Work	\$ 126,360.00
5.0 Roadworks	\$ 111,715.00
6.0 Site Features	\$ 390,000.00
7.0 City Hall interior accommodations	\$ 50,000.00
8.0 Site Furnishings	\$ 119,350.00
9.0 Lighting	\$ 123,800.00
10.0 Landscaping	\$ 145,400.00
SUBTOTAL PARTS 1.0 to 10.0	\$ 1,503,150.00
CONTINGENCY - 10%	\$ 150,315.00
TAXES (HST) - 13%	\$ 21,495.05
ESTIMATED TOTAL	\$ 1,674,960.05

NOTES:

- PEDESTRIAN SIDEWALK ALONG WEST SIDE OF CITY HALL WOULD ONLY BE 1.50M - FAIRLY NARROW
- WE NOW ONLY HAVE 28 REGULAR AND 4 ACCESSIBLE PARKING SPACES IN THE SQUARE. TOTAL OF 32



Date 09 JUNE 2016
 Project No.: 16006
 Drawn By: JH



STRATFORD MARKET SQUARE - TRANSIT OPTION
 CITY OF STRATFORD