

REQUEST FOR PROPOSAL FOR
THE CORPORATION OF THE CITY OF STRATFORD

DESIGN FOR REDEVELOPMENT OF MARKET SQUARE

RFP NO.: RFP15 - 09 | FEBRUARY 17, 2016 | 2 PM



DESIGN COMPETITION
TECHNICAL

THE MARKET SQUARE: A PLAZA IN FIVE ACTS

The design of the new Market Square brings focus back to the residents, visitors, and businesses who collectively make downtown Stratford a vibrant, regional destination. An embracing setting celebrating the theatre of public interaction, the new space prioritizes the visitor experience and encourages lingering in the downtown for shopping, dining, and cultural events. The new space is inspired by the story of Stratford's evolution to an epicenter of Canadian excellence in theatrical and artistic expression and growing role in technological innovation, while retaining its exceptional heritage character. The design of the space takes a holistic and comprehensive view of the Market Square as the heart of downtown; connected physically, socially, and economically to the surrounding streetscapes, storefronts, and City Hall. More than just a new idea, the design is rooted in the functionality and needs of multiple facets of the community, considering the existing challenges, potential obstacles, and many opportunities.

When completed, the visitor experience in the new downtown core can be described using a five act theatrical composition.



ACT I: INTRODUCTION

RECONNECTING PEOPLE TO PLACE

Streets and public squares are often the most underutilized public spaces in cities. In many modern cities they have become places for cars rather than people. At their best, they are the stages on which public life is played out, and their designs should imagine them as dynamic public spaces. Conceptualized as a meeting place, a place of exchange and trade, for the citizenry of Stratford, dramatically altered with the construction of a market building on Waterloo Street in the early 1900's and the market stalls that defined Market Square were replaced by parking stalls.

The re-imagination of Market Square is an exceptional opportunity to initiate a new era in downtown Stratford. This significant project creates many exceptional opportunities for economic growth and revitalization; likewise, there are challenges that must be addressed to develop a thoughtful design. At its simplest, this project is about reconnecting people to place; creating public space that allows for people to enjoy the theatrical and social pleasure of the public plaza.



BRINGING THE MARKET BACK TO THE SQUARE

Placemaking is not solely based on good design, successful planning, and implementation. The experiential qualities of a space are what make it a place. This cannot be achieved by applying planning or design principles alone. The physical design of the built form, streetscape, and open space will impact the emotional and psychological responses of those who live, work, and play in downtown Stratford, which in turn affects the experience of Market Square, and whether a strong sense of place, and community continue to strengthen: Good design makes a difference.

Each site possesses unique and interesting characteristics that are entirely its own. It is important that we do not ignore or extinguish these features with the intent of starting over, for it is often these unique features and eccentricities of a place that create its narrative and personality. It is with these unique attributes that we must begin to build a place; layering together the built form with the public realm; the urban infrastructure with the human experience of a space; weaving together the past and present of an urban square to create a place that will articulate a city's future. It is our belief that the vision for the future development of Market Square should be rooted in the historic images and community philosophy that led to the initial creation of the square itself. That vision will, by necessity, need to include both the aspirations of the existing population of Stratford as well as bold interventions and dynamic movements necessary to generate new growth and change.

The vision for Market Square is to once again celebrate the theatre of the street and return Market Square to centre stage.



THE STREET WALL

Market Square is defined by the buildings that surround it. The monumental presence of City Hall, a national historic site, anchors the north with rows of largely intact, ornate commercial buildings on three sides. Many of these buildings are important historical touchstones, bearing the names of their original owners, such as the Worth Block; a building with a storied history tied to Stratford's musical past. Defining Market Square physically, these buildings also represent important pieces of Stratford's collective history. This history serves as inspiration to our design for Market Square in both its form and materiality. The shops, cafés, and destination locales within these buildings give life to the square and will benefit from an increase in visitors who can now spend more time in the downtown dining and shopping, while enjoying festivals and the fountain.



ACT II: INTERACTION AND INTRIGUE

CONNECTIONS

In order to design inclusive public spaces, we must move beyond the boundaries of the area to incorporate the larger context of the place, shaping whole and cohesive landscapes which address the needs and perceptions of users and incorporate the functions and intentions of the site and its surroundings. Connecting Market Square to other destinations in Stratford is quintessential. As has happened in most cities throughout North America, the advent of the car brought dramatic change to the urban fabric of Stratford, and its imprint was left perhaps most indelibly on Market Square. Once a vibrant and dynamic space for people to gather, it has become a space for cars and buses to collect, pushing the people places to the margins. This initiative presents the opportunity to re-centre people at the heart of downtown Stratford; to design a space that is a stage for the theatre of life to be acted upon. Market Square should be a place that is inviting to people of all ages and abilities, that activates the surrounding street life and is a catalyst for the growth and development of surrounding businesses. Its function should not be supplanted by its form, and our multidisciplinary team's strength rests in our ability to approach the design from many angles. We will ensure that day-to-day business activities are facilitated, emergency access and Crime Prevention Through Environmental Design (CPTED) factors are well thought-out, and traffic, transit, and parking considerations are integrated into the design.



THE SHARED STREET: A NEW PUBLIC SPACE

Market Square has always been a centre of activity in the downtown area. To enhance the street frontage for the adjacent businesses and create a more pedestrian-friendly and people-oriented public open space, a shared street is proposed to replace Market Square at the south end of the square. Extending unit paving across the street will immediately change the character of the street, encouraging pedestrians to cross between the commercial area and plaza. Bringing the paving treatment to the sidewalk edge allows the street and the plaza to visually read as one, extending the pedestrian-oriented plaza to the shops and restaurants, allowing for more outdoor cafés and sidewalk sale activity to enliven the street. In the first phase of development, parking will be accessible off of the street, retaining numerous spaces with direct access to businesses. In future phases, parking can be removed from the shared street, further connecting the sidewalk and plaza and creating additional space for pedestrians and cyclists. Bookended by removable bollards, the street can be closed for festivals. The removal of the parking in future phases allows for increased space for outdoor cafés, and programming that is aligned with adjacent businesses. Similar treatment for both Wellington and Downie Streets is proposed in future phases for the pedestrian realm, plaza activities, and retail space into these streets on a temporary basis for specific events.



CIRCULATION

Wellington and Downie Streets

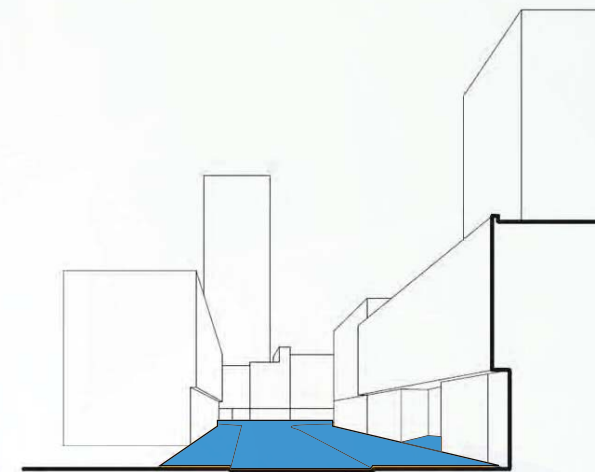
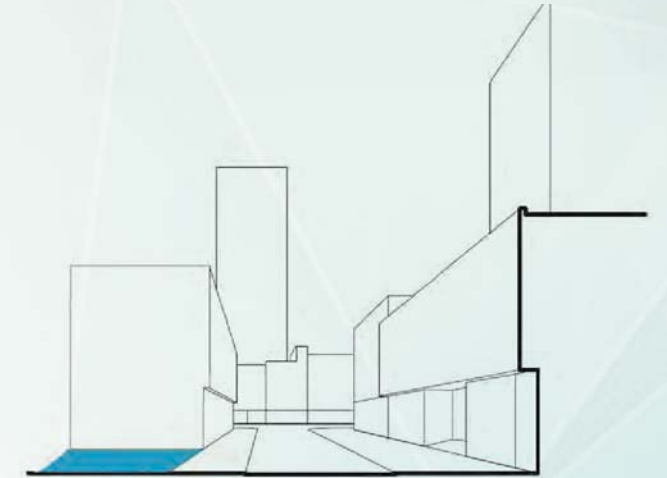
In order to allow for an extension of the pedestrian realm associated with the square and facilitate a strong connection between the businesses along Wellington Street, the redesign converts Wellington Street to one-way traffic, which accommodates additional parking on the plaza side of the street. Additional parking is also created on Downie Street, in an effort to offset some of the parking lost in the redevelopment of the square.

Public Transport

The Stratford Transit System currently centralizes around Market Square, with a radial route system which returns to the square at half hour intervals. Removing the buses from the square is an integral part of enhancing the public space, while ensuring that the routes remain linked to this important destination is essential. The design provides for layby spaces on street for buses (both city and coach if necessary), and anticipates a relocation of the transit hub to the Cooper site in future.

Cycling

Maintaining the cycling connections planned for in the City's Master Plan is an important aspect of the redesign of the square. Cycling connectivity to and across the square is created through the introduction of a two-way cycling lane on Wellington Street, which connects to the shared street at the south end of the square, and then on to Downie and Brunswick Streets via sharrows.



ACT III: RISING ACTION AND ARRIVAL

REINTRODUCING THE PLAZA

At the heart of our proposal is the desire to reposition people at centre stage in Market Square. We have reintroduced the plaza as a set, a backdrop before which the theatre of life can play out. A successful square requires a strong concept and thoughtful programming in order to thrive. We have carefully considered the relationship between the square and the adjacent public realm, the streets, and the buildings of downtown Stratford.

The square has been reimagined as it relates to the built form that defines it, reflecting and reinforcing the character of downtown Stratford. The materials, accents, and innovations celebrate the new and forward-thinking philosophy of the Town and its residents, while the overall layout reflects the philosophy of placemaking that defines the most successful public squares in the world. Applying a restrained approach which avoids crowding the space with trendy novelties that can go out of fashion, the design creates a welcoming space for people, flexible enough for all-season use with opportunities to relax, watch a performance, or dine at the Market. The English knot garden patterning in the paving references the early influence of the English on the development of Stratford, one that is still evident today.

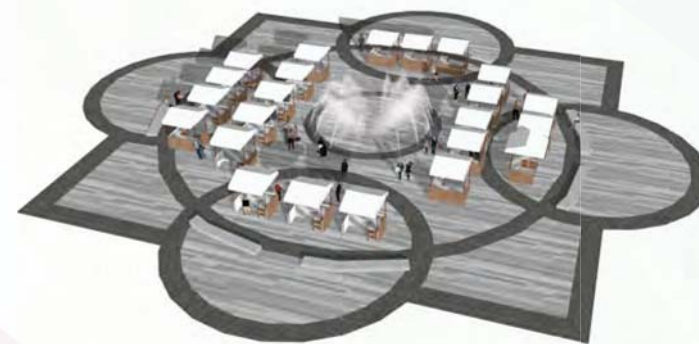
The plan draws the edges of the square right up to the building footprints, blending the lines between street and plaza with decorative paving patterns. The principle function of Market Square is to provide public open space for activity; it is conceptualized as a stage for large gatherings such as the farmers market, outdoor movie screenings, and community festivals. It must also function well when there are not as many people in the space, offering opportunities for small groups to gather, individuals to stay and rest, or for people to simply pass through.



Events & Performances



Winter Skating with a Portable Rectangular Ice Rink



Market Day - Space for Tents and Trucks in Plaza and on 'Market Place Street'



Permanent Style Rink (Upgrade) or Non Refrigerated Option as a Skating Loop with Central Decorative Ice Feature









FOUNTAIN

Water can be a central design element in an urban plaza; with a magnetic draw that people find hard to resist. The sound of water, its movement and cooling effect in summer, provide dynamism in a public space that can activate and animate it. Drawing on the life-cycle of a play, the central fountain for Market Square (to be developed in a future phase) was imagined from introduction through to climax and resolution.



Water feature spray patterns - Example 1



Water feature spray patterns - Example 2

ICE RINK

Winter in Canada can be a long, drawn out affair. Adding elements to cities such as skating rinks can enliven a space in winter, and create more activity downtown. The ultimate design plans for a temporary skating rink in the central area of the plaza is to generate winter interest. As we are proposing a portable system, only a power connection is required prior to installation. Rental or procurement of the portable rink may be initiated at any time when funds are available and does not need to be coordinated with other phases of development.

LLOYD ROBERTSON GARDEN

Market Square is a public space that surrounds City Hall and includes the Lloyd Robertson Garden in the front. Historically an important civic space, the garden is elegantly paved and features seasonal plantings, such as the Town Christmas Tree. Currently, the pedestrian approach to City Hall is challenged by a very lengthy crosswalk through a complex intersection. Extending the front plaza further to the north and incorporating turf and street trees creates a gracious and generous public space to frame the majestic architecture of the building. A small “bump-out” at the adjacent street greatly shortens the crossing: This is a cost-effective approach that retains the existing garden and plaza in its entirety while making City Hall more beautiful and accessible.



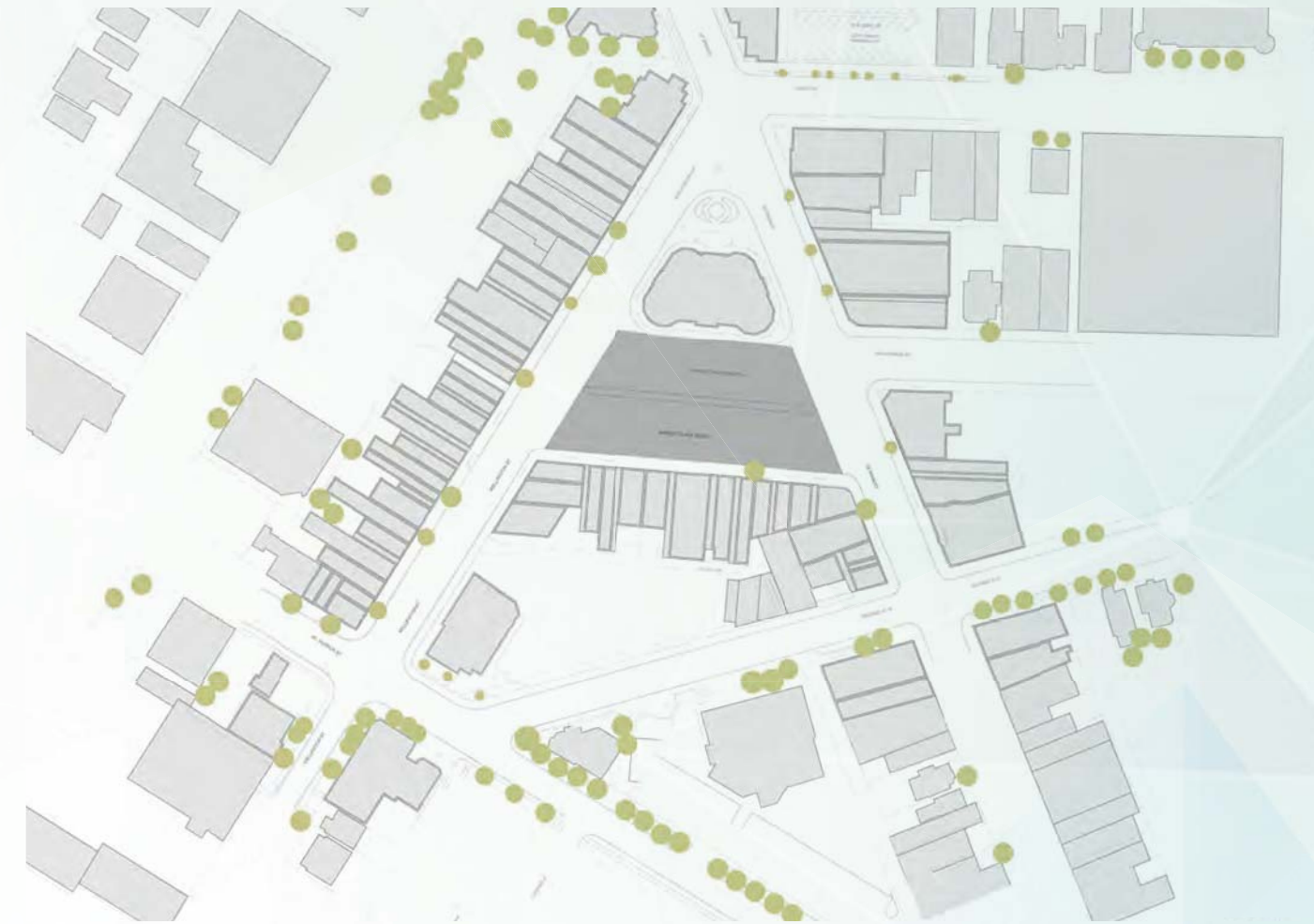
ACT IV: WINDING DOWN; REFLECTION

THE GREENS

Balancing visibility with a sense of prospect and refuge is fundamental to creating comfortable public space. The allées of trees running through the square provide shade and shelter for users, while their horizontal alignment allows for views into the square from the adjacent streets, and from the square to the surrounding architecture. Bands of turf green the space, infiltrate stormwater and provide serene and shaded space for quiet enjoyment.

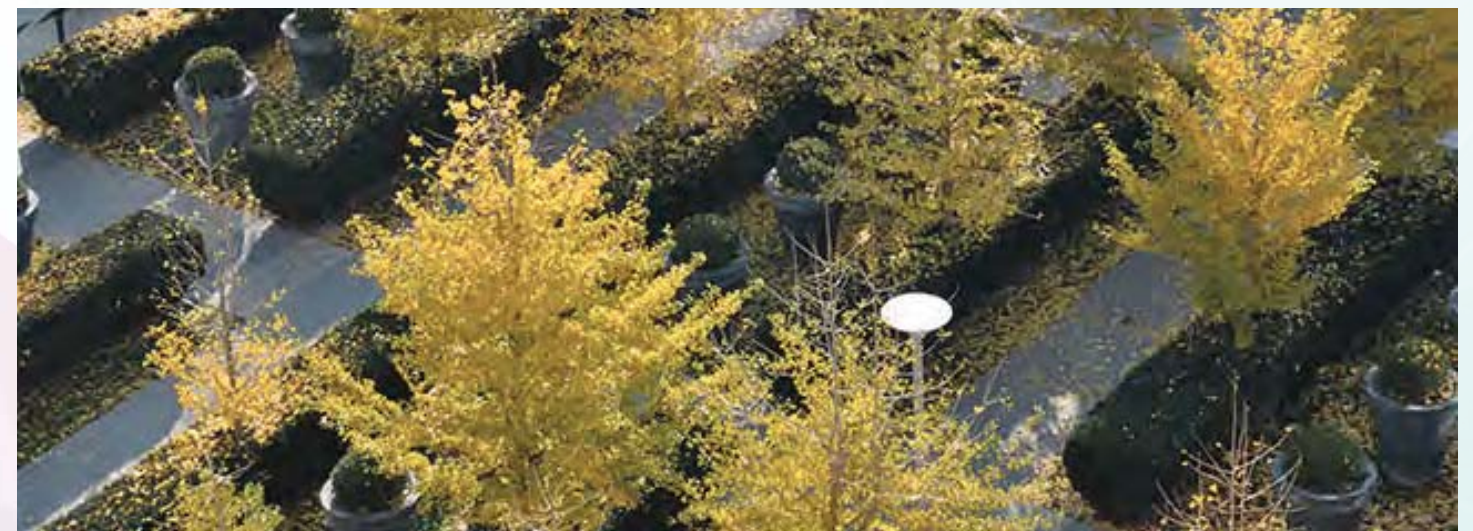
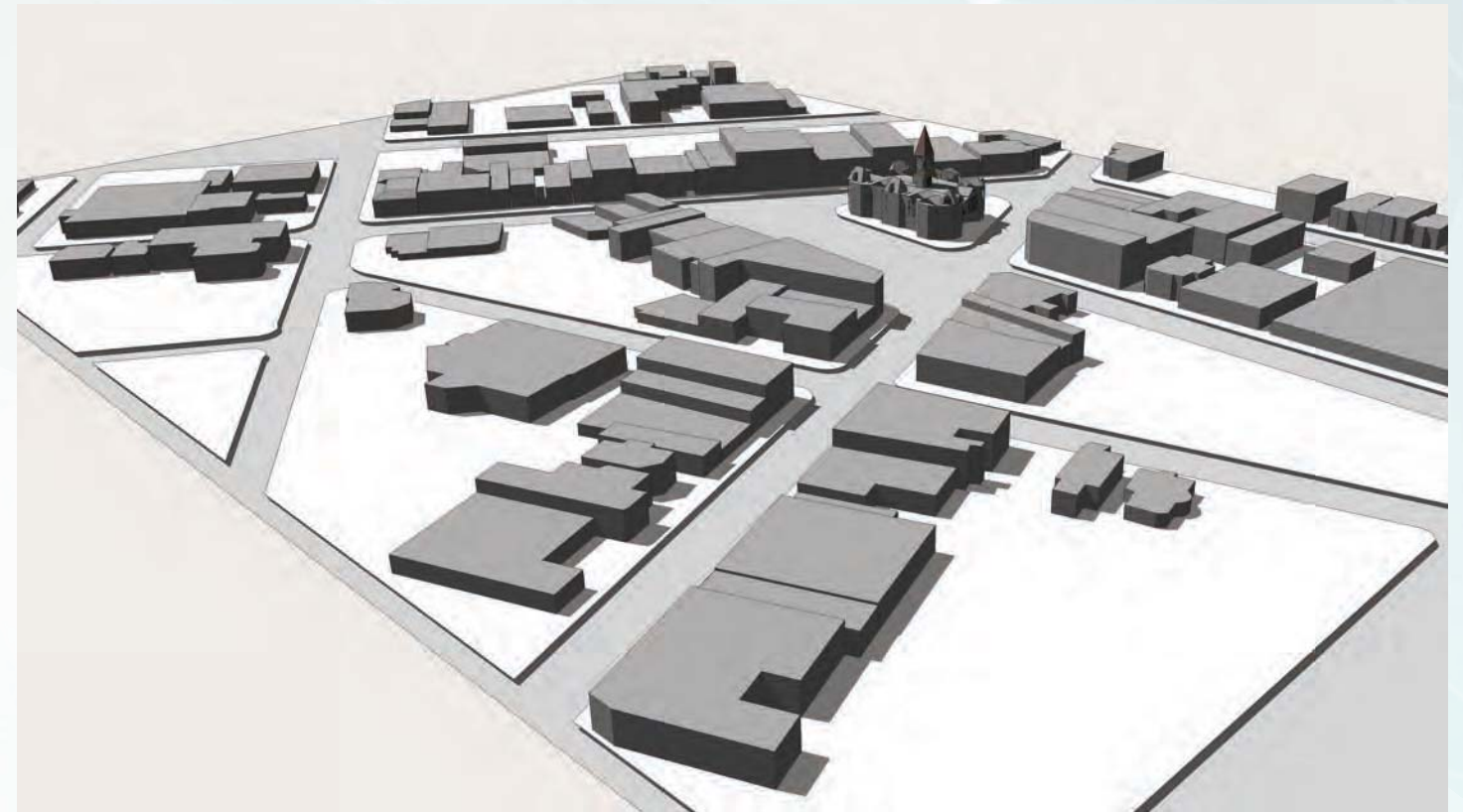
TREE CANOPY

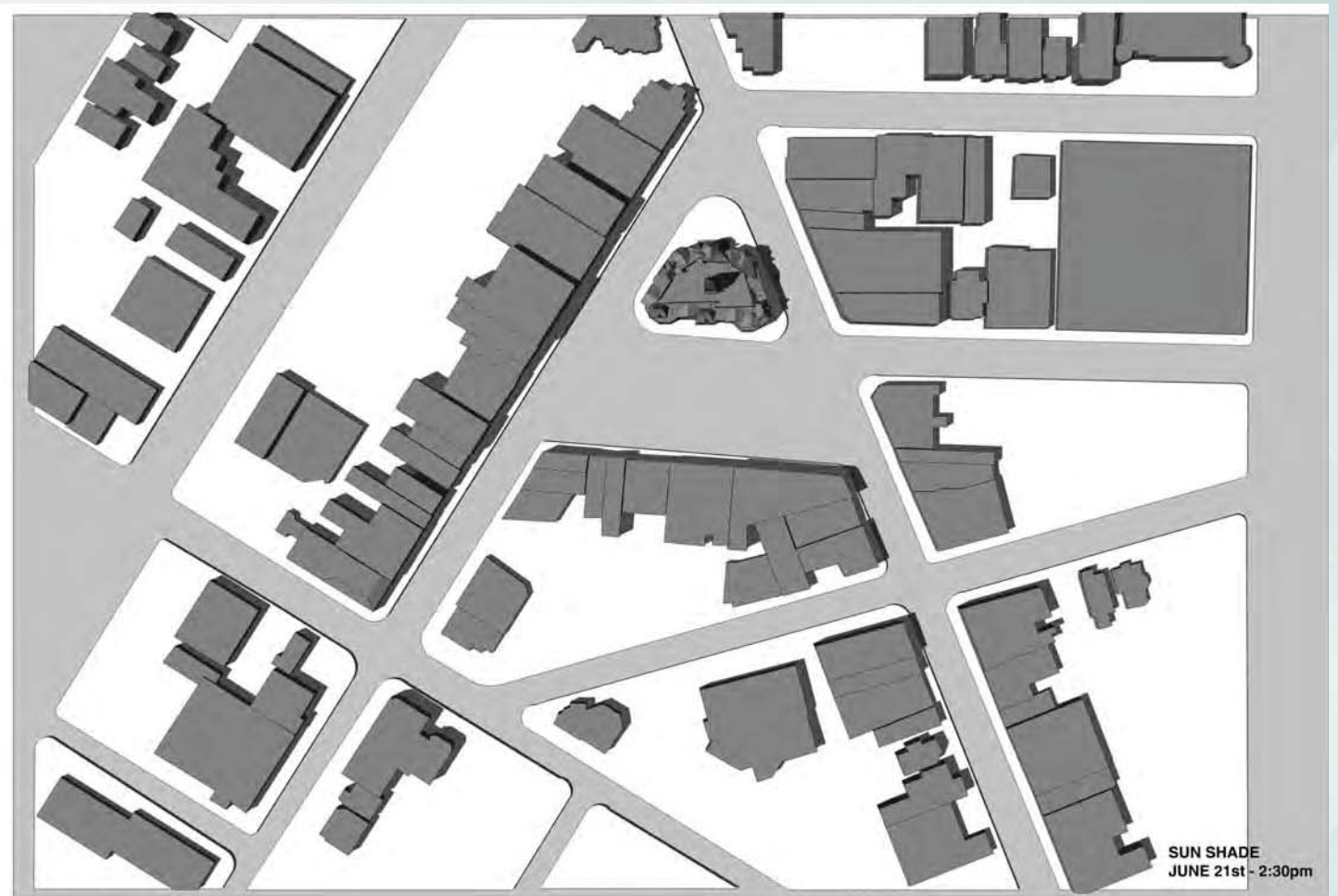
The streetscapes surrounding Market Square are defined by the street walls formed by their buildings, but street trees are scarce throughout the Square and along its bounding streets. Street trees contribute significantly to the creation of people places by moderating microclimate, and softening the hard edges of built form. Throughout the Square, a mass planting of deciduous trees reduces the urban heat island effect and provides areas of shade for seating. Along the streetscapes, additional street trees woven lengthways will provide a steady rhythm to the varied mosaic of buildings. Given that much of the streetscape is made up of businesses, attention will be paid to signage and visibility, ensuring a balance between greening the streets, and maintaining the economic health of the core.



MICROCLIMATE

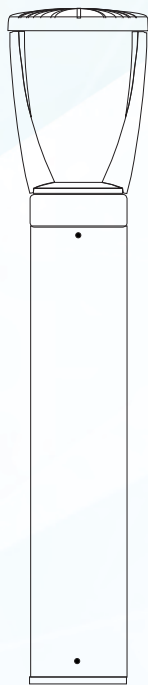
The influence of the built environment creates unique climatic conditions in smaller scale urban areas that may differ from those of a larger area. Sun, wind, noise, and air quality can all vary greatly depending on the conditions created by urban elements such as buildings, trees, paving materials, and their height, massing and orientation. The openness of Market Square affords it long hours of sunlight, beneficial in winter, but perhaps too hot in summer. The orientation of the streets offers shelter in some respects, but the northwest orientation of Wellington Street can create a wind tunnel effect at times. The design for Market Square takes into account the existing built form of the area, and seeks to modify certain conditions in order to create conditions that are beneficial to the physical well-being of its users through its influence on the urban microclimate.





LIGHTING

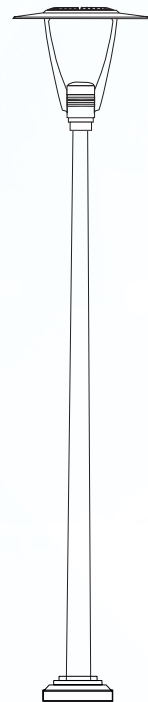
The quality of light in an urban environment can also powerfully shape the way a space is experienced, as well as the emotional response it elicits. The lighting design for Market Square can assist in defining character, creating mood, and shaping the space, as well as accenting the happenings and events of the square. In an urban plaza environment, the consideration of sunlight is also an important element, as it affects microclimate and the comfort of the space particularly throughout the colder months of the year.



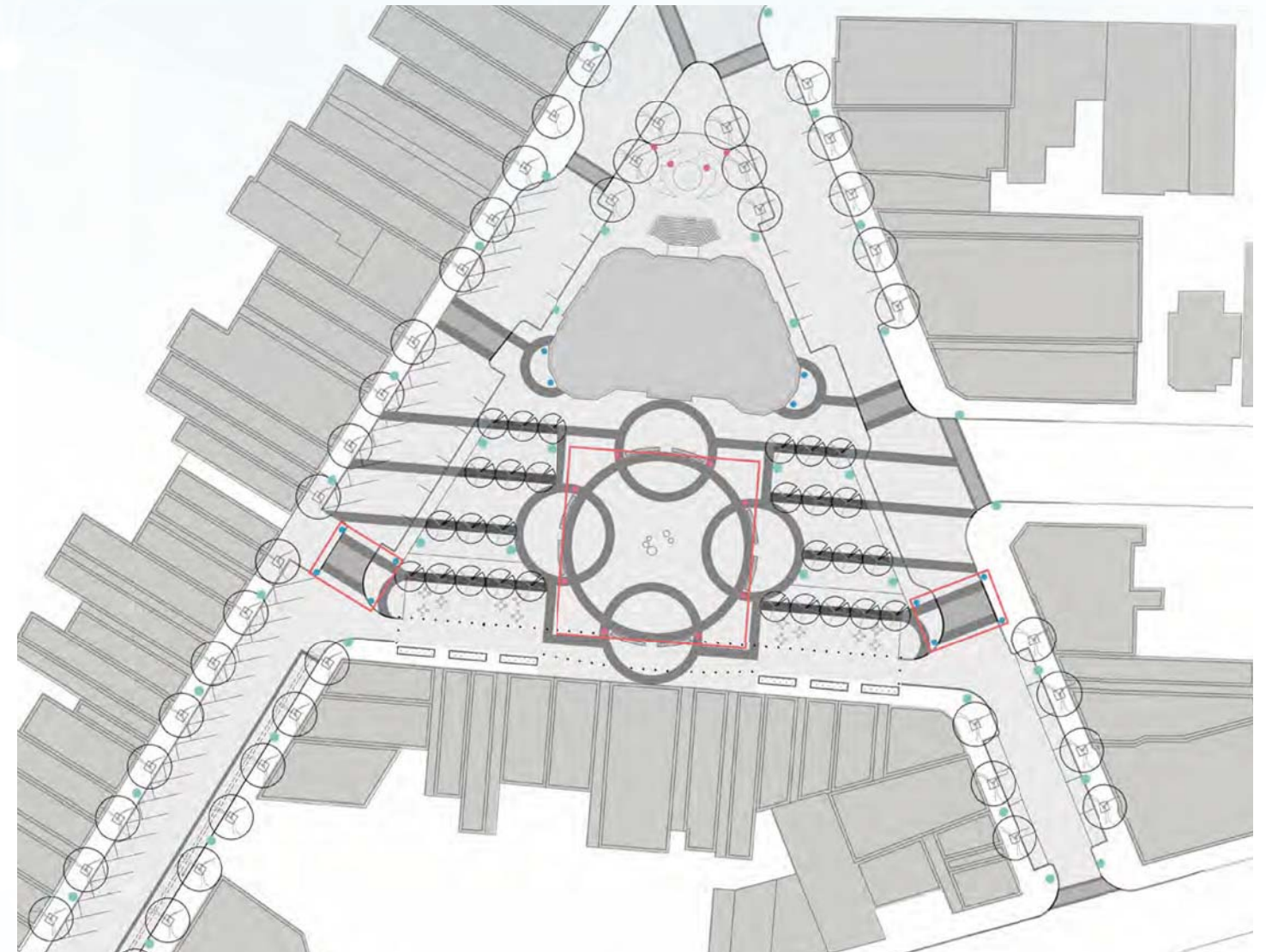
Bollard Lighting
(At key crosswalks and Points of Entry)



Light Columns
(Decorative multi-coloured lighting for Central circle and front of City Hall)



Standard Pedestal Lighting
(Streetscape Areas and overall plaza lighting)



LEGEND

- LIGHT COLUMNS
- LIGHT BOLLARD
- LIGHT STANDARDS
- ▭ PHASE 1 LIGHTING INSTALLATION

WASHROOM FACILITIES

Washroom facilities are an important public element where crowds are concerned. In reviewing the current facilities located within City Hall, as well as evaluating servicing and spatial requirements within the Square, it is our recommendation that existing ground floor space be secured in a nearby building and renovated to provide suitable facilities.



ACT V: RESOLUTION

PHASING

In the initial phases and at full buildout, the Market Square Town Hall, and streetscapes work together to create a revitalized destination within the downtown. No longer a place to park, pass through and visit on special occasions, it is restored to its former glory as the heart of the city.

Phase 1 – Developing the Core Plaza Area

Phase 1 will focus on the development of the core plaza area. The existing parking area between City Hall and Market Square Street will be completely resurfaced with unit pavers, concrete, and sod. Market Square will be resurfaced with decorative unit pavers to allow the plaza aesthetics to extend to the exiting sidewalk curb, creating the feeling and programming flexibility of a shared street.

The Plaza

The outer edges of the plaza area will be paved with patterned unit pavers, providing a decorative frame to the central plaza area and a strong contrast to the existing streets. The central paved area will be a combination of unit pavers for the circular accent banding and concrete. A circular paving feature will decorate the centre of the plaza in Phase 1 in lieu of the fountain feature. This will allow access for installation of the fountain feature in a future phase. Concrete benches will be installed during this initial phase to provide seating and frame the central gathering area.

Surrounding Street

The Market Square store front sidewalk will remain in its existing condition in part, with replacement and elimination of the curb for the central portion (to facilitate a shift in the road alignment for the circular pattern and bench seating). Market Square will function as a one-way street with road surfacing and proposed parking stalls paved with decorative unit pavers transitioning into the plaza space. With no curbs, the street and parking stalls can be temporarily requisitioned for events as a barrier free extension of the plaza space. Bollards will be installed to define the parking and street areas and prevent vehicular access to the main plaza area, with removable bollards strategically placed to allow access for event vehicles such as market trucks and event supplies.

Wellington and Downie Streets, including the adjacent building sidewalks will remain in their existing condition for this phase, including asphalt, parking, and sidewalks along storefronts. Minor repair work may need to occur to the asphalt and sidewalks to facilitate installation of servicing.

Connections and Parking

In total, 24 parking spaces and one bus layby location will be provided as part of Phase 1. These areas will be paved with decorative unit pavers, along with adjacent walkways to create a strong connection as part of the programmable plaza space and formal edge to the core feature. Two main crosswalks will be installed in Phase 1 to connect Market Square visitors to the Allan's Alley and associated parking lot, Avon Theatre, and the Square's many businesses. Crosswalks will be comprised of decorative unit pavers and this paving treatment will be extended to the building faces as part of Phase 1 to straighten the visual of this important point of connection.

Plant Material

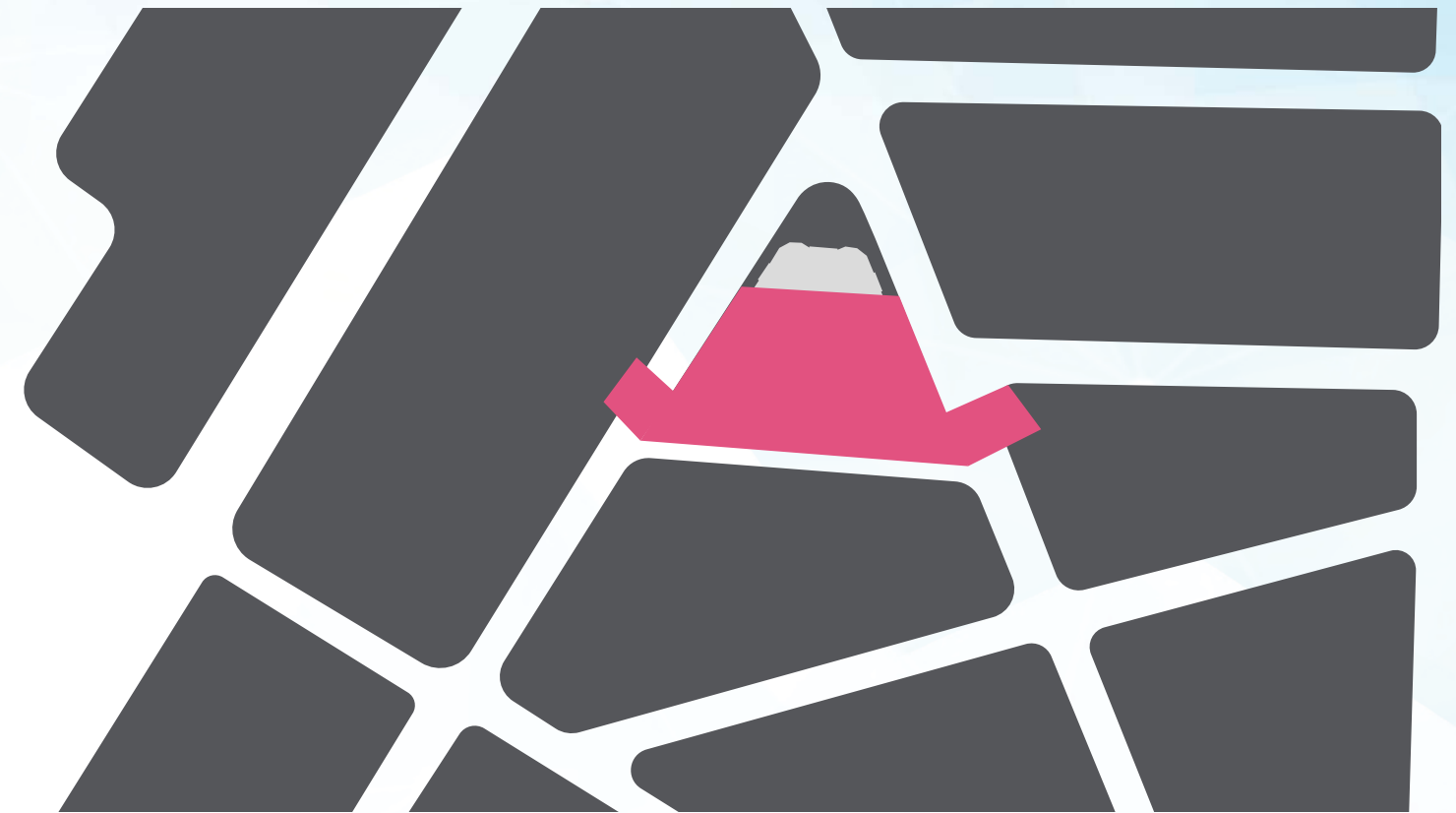
Two large lawn areas will be installed on either side of the main plaza to offer a softer tone to the concentration of hardscape paving. Shade trees will be planted in this area within a strip of decorative granite screenings. Planting beds at the four corners of the plaza will be constructed in this phase to provide a location for decorative annual and/or perennial floral features.

Independent Programming Investment – Portable Ice Rink

A portable rink system can be purchased or rented when budget permits and implemented at any time independently of other site development works. Portable ice rink units are designed to be rolled-up and stored in the off-season. This type of system will allow the City, community organization or corporate sponsor to fund the rink and implement each year or for special seasonal celebrations.

Overview of portable ice rink systems:

- Can be rented or purchased;
- Purchase cost is approximately \$80-85,000 for a 40' by 70' rink (includes ice rink liner, piping system including header pipes and main piping to the chillers, two 10 ton refrigeration units, glycol charge for the system with basic frame and bracket system);
- Requires approximately 2-5 days to set up, with 2-4 days for ice making;
- Chiller can be portable or permanently mounted outdoors;
- Operational costs to run the system are the same as a permanent rink;
- Sustains life span of approximately 15+ years with proper care.



Similarly, the fountain can be installed as an independent project when funding is available and is an excellent opportunity to seek outside community or sponsor funding. In Phase 1, unit pavers and servicing stubbed will be installed to allow for future installation of pump and sprayers with no disturbance to the adjacent plaza surfacing materials. The fountain can feature a range of spray patterns size to allow for a more minimal feature or no water to be running when there are large scale activities in the central space; alternately a high volume feature can be displayed for everyday activities. All sprayers will be at ground level to allow for use of hardscape when fountain is off and placement of the ice rink. Visual appeal will be created with spray patterns, lighting, and decorative water collection grates.

Future Phase(s): Upgrading the Building Front Streetscapes

Upgrading the Building Front Streetscapes

The approach for the redesign of Market Square is to envision the entire area, from building face to building face, as part of the public space. A future phase of development involves upgrading the streetscapes that bound the square, namely Wellington and Downie Streets. Use of decorative paving such as unit pavers to extend the pattern language of the square into the street would reinforce the pedestrian character of the space, naturally slowing traffic and creating a more pleasant streetscape for pedestrians and cyclists.

Enhancing the streetscape with coordinated street furniture and street trees would further enhance the streets, and serve as a draw for pedestrian traffic along the store fronts.

We have shown 'Market Square Street' as eventually being closed to vehicles and parking. The City may determine that they wish to continue vehicular access to

this area and only close temporarily; therefore our design shows how this street can become an asset to the downtown as a pedestrian only zone. A pedestrian only zone is especially beneficial for businesses such as restaurants and cafés that could utilize the plaza space as an expansion of their business. Similarly, temporary outdoor shops could rent the plaza space for small booths or carts in this former street, further expanding the business potential of Market Square. The closure of this street will also allow for the improvements to the existing sidewalk to expand the area and introduce plantings, seating and other features.

Further Enhancements to Market Square

The fountain feature and should be identified as high priority items when approaching implementation of future development phases in Market Square. Marquis stationed at the four major entrances to Market Square (possibly within the planting beds) can offer digital kiosks and/or sculptural works to inform visitors about amenities, local history, and events. Additional lighting has been recommended for the plaza area and streetscape, including additional light columns, light bollards, and new standard light poles for the streetscape and key locations with the plaza. All lighting recommended is LED and adheres to 'dark sky' design principles.

Budgeting for Phase 1 and Future Phase(s)

A budget has been established to complete the development of the Market Square. Recognizing the exceptional potential of the site and its relatively large size, the proposed design concept is intended to be fully constructed in two phases.

The Market Square design concept functions as a unified and fully functional public square under Phase 1. Should further funding become available, Phase 2 of the design concept incorporates further enhancements and expansion to dedicated pedestrian areas, rather than introducing new, integral components of the design. Accordingly, should the City ultimately decide not to proceed with Phase 2, the Phase 1 site will still function effectively over the long-term.

One of the proposed elements in Phase 2 is the utilization of Market Square as a more dedicated pedestrian environment, including expanded sitting areas to be used by patrons of the Market Square businesses. In Phase 1, Market Square remains open to one-way vehicular traffic including on-street parking. The decision to proceed with this component of the design can and should be informed by the need to retain the on-street parking, as discussed previously. This could be informed by a parking supply and demand study conducted after Phase 1 is complete. The phasing of this design element is considerate of the desire to retain a certain amount of parking to accommodate high convenience parking.

Funding for Phase 2 should be informed by an understanding of the economic impact and benefits of Phase 1, as discussed previously. An understanding of favourable economic impact and benefits of the Phase 1 improvements will bolster the rationale for Phase 2. Alternative funding arrangements should be explored, including the opportunity to seek public funding for the improvements.



LEGEND

LANDSCAPE AMENITY

- 1. Ornamental Tree
- 2. Perennial Planting Beds
- 3. Turf / Open Green Space

SITE FURNITURE

- 4. Bollards
- 5. Café Tables
- 6. Light Column
- 7. Seating Wall
- 8. Way Finding Bollards

SITE PROGRAM

- 9. Market Square
- 10. Plaza / Event Space

SURFACE TREATMENT

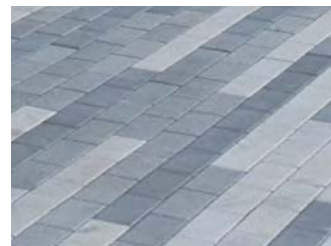
- 11. Asphalt Paving Roadway
- 12. Black Granite Stone Dust Tree Pit
- 13. Concrete Paving
- 14. Concrete Sidewalk
- 15. Unit Paving Band
- 16. Unit Paving Crosswalk
- 17. Unit Paving Pathway
- 18. Unit Paving Shared Street

TRANSPORTATION FACILITY

- 19. Angular Parking
- 20. Bus Bay Location
- 21. Parallel Parking



Unit Pavers
(Cross Walks)



Unit Pavers
(Exterior Walkways around Main plaza Area)



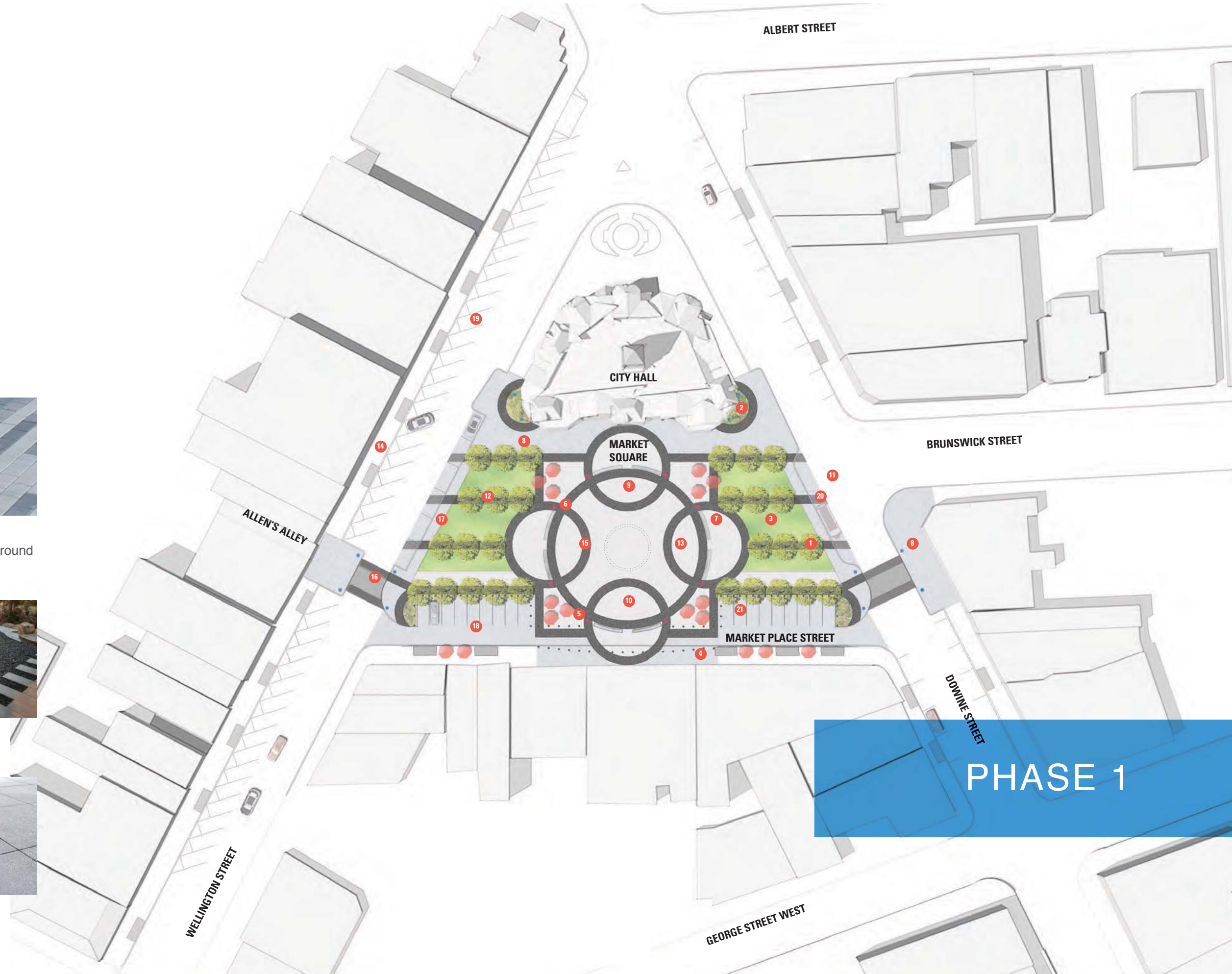
Granite Screenings (Tree Pits in Lawn Area)



Accent Pavers
(Knot Design and Cross Walks)



Coloured Concrete
(Main Plaza Area)



LEGEND

LANDSCAPE AMENITY

- 1. Ornamental Tree
- 2. Perennial Planting Bed
- 3. Turf / Open Green Space
- 4. Street Tree

SITE FURNITURE

- 5. Bollards
- 6. Café Tables
- 7. Decorative Street Light
- 8. Light Column
- 9. Moveable Planter
- 10. Seating Wall
- 11. Splash Fountain
- 12. Tree Grates
- 13. Way Finding Bollards

SITE PROGRAM

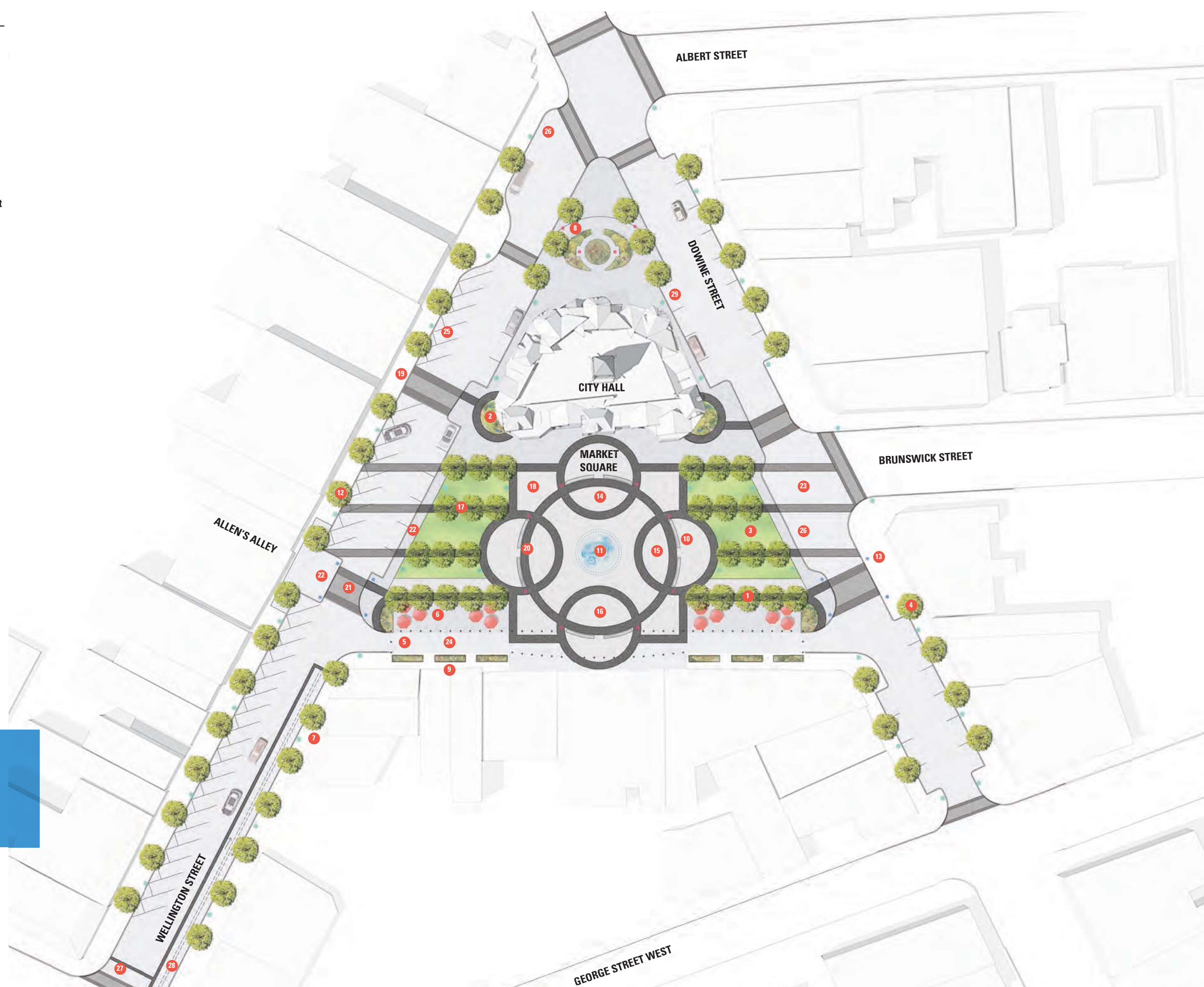
- 14. Market Square
- 15. Ice Rink
- 16. Plaza / Event Space

SURFACE TREATMENT

- 17. Black Granite Stone Dust Tree Pit
- 18. Concrete Paving
- 19. Concrete Sidewalk
- 20. Unit Paving Band
- 21. Unit Paving Crosswalk
- 22. Unit Paving Pathway
- 23. Unit Paving Roadway
- 24. Unit Paving Shared Street

TRANSPORTATION FACILITY

- 25. Angular Parking
- 26. Bus Bay Location
- 27. Bike Box
- 28. Bike Lane
- 29. Parallel Parking



PHASE 2

SCHEDULE

Professional Consulting Services For Stratford Market Square

Schedule

		March												April												May																							
Stage 1: Pre-Design Investigations																																																	
1.1	Project Initiation Meeting	M																																															
1.2	Data Collection and Background Review																																																
1.3	Site Review and Investigations (Survey and Geotechnical Survey)																																																
1.4	Prepare for and Attend Steering Committee Meeting																																																
Stage 2 : Detailed Design, Schedule and Cost Management																																																	
2.1	Prepare Detailed Design Drawings																																																
2.2	Access Management / Staging Plans																																																
2.3	Calculate Quantities / Cost Estimate																																																
2.4	Submit 60% Detailed Design for Review by City (meeting)																																																
2.5	Detailed Design Revisions Based on City Review																																																
2.6	Prepare Specifications / Standards / Tender Documents																																																
2.7	Submit 90% Detailed Design for Review by City (meeting)																																																
2.8	Detailed Design Revisions Based on City Review																																																
2.9	Submit 100% Detailed Design Contract Document Package to City																																																
2.10	Prepare for and Attend Public Open House																																																

Note:

1) The proposed schedule is an estimation for the completion of major tasks and review periods by the Stakeholder Groups and the City. The time estimate cannot take into account turnaround time for extended review by the Comm un unforeseen difficulties regarding the establishment of dates for public consultation and presentations.

- M** Meeting with Staff/Stakeholders
- P** Public Consultation Meeting
- D** Deliverable

TIME COMMITMENT

Professional Consulting Services For Stratford Market Square

Work Program and Time Commitment

TASKS		PERSONNEL AND TIME COMMITMENT (HOURS)													Total Staff Time (Hours)	Time as Percentage of Total		
		Project Manager (MMM)	Project Landscape Architect	Senior Advisors	LA Support	VG+	Servicing	Transportation Planning	Structural	Lighting	Water Feature Design	Mechanical	Planning	Electrical				
		Shannon Baker	Amanda Gebhardt	Cindi Rowan Jay Cranstone	Peter Brocks	Ron Bean	Jeff Swartz	Jim Gough	Melissa Lao	Katherine MacKay	Steve Euser	CIMCO	Bobby Gauthier	Andrew Charnock				
Stage 1: Pre-Design Investigations																		
1.1	Project Initiation Meeting	7.5	7.5			2.0	5.0	7.5									29.50	
1.2	Data Collection and Background Review		5.0	5.0	7.5		7.5	3.0					3.0				34.00	
1.3	Site Review and Investigations (Survey and Geotechnical Survey)						30.0										30.00	
1.4	Prepare for and Attend Steering Committee Meeting	5.0	7.5		5.0												17.50	
Stage 2 : Detailed Design, Schedule and Cost Management																	111.00	14.50%
2.1	Prepare Detailed Design Drawings	10.0	37.5	37.5	70.0	15.0	45.0	6.0	5.0	8.0	10.0	10.0	10.0	21.0			285.00	
2.2	Access Management / Staging Plans	2.0	5.0		5.0			4.0									16.00	
2.3	Calculate Quantities / Cost Estimate	1.0	7.5		10.0		10.0							3.0			28.50	
2.4	Submit 60% Detailed Design for Review by City (meeting)	3.0	7.5	10.0	5.0	5.0	5.0			5.0				15.0			40.50	
2.5	Detailed Design Revisions Based on City Review	3.0	15.0		21.0		15.0	4.0						3.0			58.00	
2.6	Prepare Specifications / Standards / Tender Documents	5.0	15.0		37.5	0.0	10.0							5.0			67.50	
2.7	Submit 90% Detailed Design for Review by City (meeting)	3.0	7.5	10.0	5.0	5.0	10.0			3.0				21.0			43.50	
2.8	Detailed Design Revisions Based on City Review	3.0	15.0		21.0		10.0	2.0						3.0			51.00	
2.9	Submit 100% Detailed Design Contract Document Package to City	3.0	7.5	5.0	5.0		5.0			3.0				3.0			28.50	
2.10	Prepare for and Attend Public Open House	7.5	7.5		21.0												36.00	
		53.0	145.0	67.5	213.0	27.0	152.5	26.5	5.0	22.0	10.0	10.0	10.0	77.0			654.50	85.50%
																	765.50	100.00%

Note: 1) We reserve the right to reallocate time to various tasks as required.

PARKING

For some businesses, as well as residents, the loss of parking spaces will be a valid concern. The mitigation of any associated impacts resulting of the loss of parking, whether real or perceived, must be anticipated and clearly addressed through this design process.

Following is a description of how our proposed design manages this issue, as well as some considerations for complementary parking improvement programs.

1 Retention of On-Street Spaces for High Convenience Parking

Our proposed Market Square concept retains about half of existing parking spaces. This configuration of parking ensures that significant on-street parking will continue to be available in front of all business frontages, enabling the provision of convenience parking for quick-stop shoppers. This is a segment of potential customers that need to be accommodated. This includes the provision of on-street parking on Downie Street, Wellington Street and on the north side of Market Square. In Phase 2, consideration can be made to expand the public square over Market Square, eliminating on-street parking in this area. The decision to proceed with this future phase of the design can be made in consideration of input from the Market Square businesses.

A parking issue experienced in many communities is the use of the most convenient on-street spaces by the employees of local businesses, particularly those employees that arrive in the morning, before peak demand. Paid on-street parking in downtown Stratford helps to mitigate this issue, but it can be further improved through public education, increased enforcement and outreach. The City currently manages a monthly parking pass program for some lots, and consideration could be made to provide discounts to employees.



2 Improved Pedestrian Connectivity to Off-Street Parking Lots

A component of the proposed design includes improved road crossings in strategic locations, providing better pedestrian connectivity to off-street public parking areas. Poorly integrated off-street parking areas are often a deterrent for visitors to utilize off-street parking. The proposed design concept is intended to overcome this concern. To the west of the site, through the covered Allen's Alley, pedestrians are able to access the Erie Street Public Parking Lot. Signage enhancements and a demarcated crossing and bump-out will promote the use of the Erie Street site and capitalize on the unique Allen's Alley connection. Improved lighting as well as surveillance in the Allen's Alley may be considered subsequently by the City to ensure it is perceived as a safe connection in the evening.

3 Signage to Direct Traffic to Off-Street Parking Lots

The Market Square redevelopment should be complemented by a strategy to improve and manage the use of off-street parking. Currently, there is some signage used to direct vehicular traffic to public, off-street parking lots. The removal of the highly visible parking spaces in Market Square will need to be associated with improved and updated signage.

4 Transitional Parking Strategy

At the outset of development of the Market Square, or during construction, consideration should be made to temporarily suspend paid parking on the public off-street parking lots. Where proposed, signage will need to be clearly provided to indicate the duration of 'free parking'. It is likely that the City will receive inquiries and input, and a decision can be made to extend or contract the duration of the program in consideration of community input and financial implications. This transitional strategy can help mitigate business owners' immediate concerns about the loss of parking.

5 Parking Supply

Over the long-term, based on an understanding of parking supply and demand, consideration could be made to increase parking supply through property acquisition and development or reconfiguration of public parking lots. A Community Improvement Plan (CIP) can be used to assist in property acquisition. As the development of new parking represents a major cost, it would be worthwhile to conduct a parking supply and demand study in downtown Stratford after the construction of Phase 1 of the Market Square is complete.

COMMUNITY IMPROVEMENT PLAN

Effective revitalization occurs when both the public sector and the private sector collaborate to achieve a unified design vision. The CIP can help further engage private property owners while the City focuses on streetscaping and improving the Market Square.

Consideration may be made to review and expand upon the City's existing Heritage Conservation District CIP. Currently, the City administers loan programs for façade and building code upgrade improvements, as well as a tax increase-based grant for significant improvement projects. The Plan complements the Heritage Conservation District Plan, by encouraging private property investments and offsetting the potentially increased cost of making high-quality improvements to heritage buildings.

There may be desire and interest from the community to expand the CIP to include other incentives, including simplified grant programs (not based on tax increases) for smaller improvement projects, such as signage improvements, landscaping enhancements, exterior façade repairs or permanent outdoor patios. These programs could help expedite private property improvements and more quickly advance continued beautification.

The CIP will continue function as an important tool to complement the City's investment in the Market Square. Our team has experience preparing over a dozen CIPs for downtown areas, and is uniquely positioned to advise the City on potential options and an approach to consider reviewing and expanding the existing CIP.



ECONOMIC IMPACT

The improvement of the Market Square has significant community-wide social and economic benefits. The Market Square is significant to the identity of Stratford as a whole; over the long-term, improvement of the Square will benefit tourism and contribute to the City's identity. We envisage the Market Square as a multi-purpose, flexible public space, utilized year-round for the annual market; outdoor festivals and events; as well as outdoor live performances, further contributing to Stratford's already strong identity as a theatre destination. Our design is thoughtfully intended to accommodate a wide range of such events.

The Market Square functions as a complementary use to businesses. The space will provide seating and amenities to enhance visitor experience. The amenities of the Market Square transform the space into a destination, bringing new visitors and contributing to local business patronage.

In the long-term, the Market Square will become more attractive to new businesses as well as residents. This may lead to increased property assessments and additional revenue for the City. An upsurge in visitors and tourists can also contribute to increasing parking utilization rates and associated revenue; monitoring this financial and economic impact of the Market Square improvements over time can help build justification for funding future phases of the improvements.

It is advisable for the City to conduct a monitoring and evaluation program to track and quantify economic benefits of the Square's development. A survey submitted to businesses prior to the construction of the Market Square improvements will help establish baseline conditions, which can be measured against a subsequent survey after some time has passed since the Market Square's construction. The City can also monitor its own indicators (e.g., total property tax assessment and revenue from the study area). The data will provide essential information for evaluating further phases of the Market Square's construction.



ZONING AND HERITAGE CONSIDERATIONS

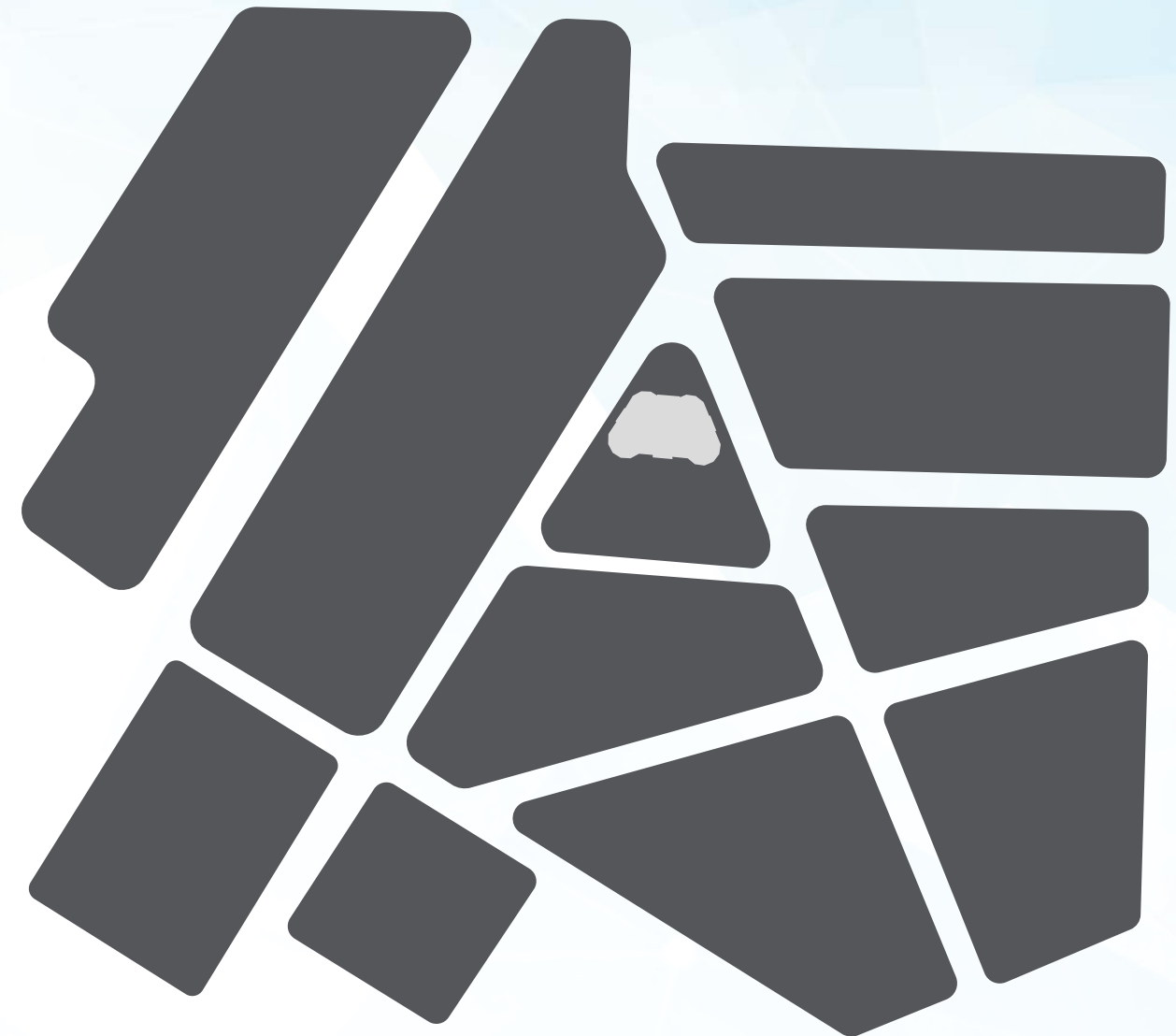
The proposed design maintains a one-way public street in front of businesses on Market Square, where public street frontage is required by the zoning bylaw. Accordingly, there are no anticipated zoning or building impacts on any private lots. In a future phase, should the public street be closed, the zoning implications will need to be considered.

The Heritage Conservation District Plan should be considered as a guiding tool to ensure consistent design that contributes to the character of the downtown. The Heritage Conservation District Plan provides some guidelines for streetscapes, including the placement and maintenance of landscaping, street furniture, lighting and signage. A collaborative approach with the Heritage Stratford Committee is recommended to consult on design details and ensure the ultimate design complements and enhances the historic character of downtown Stratford and the Market Square.



DESIGN CONTINUITY

Given that this will be a multi-phased development project, we recognize that maintaining design continuity throughout each phase is of the utmost importance in order to maintain the integrity of the original design intent, and ensure that the square is developed to its full potential. Strengthening the visual character of the square through the unification of aesthetic treatments, as well as customization of elements is also an integral part of maintaining design continuity. The opportunity to wrap the aesthetic of Market Square around to the front of City Hall in future is an important one, allowing for the space to be visually coherent, and inclusive of this important civic building. Our team has had extensive experience taking design from master plan through detailed design and construction, and we are confident that we can provide a design that marries beautifully with existing context, and provides the opportunity for the seamless addition of subsequent phasing elements in the future.



PUBLIC CONSULTATION

Community and stakeholder consultation are fundamental to the preparation of a relevant and expressive urban design guidelines. Good urban design happens with fulsome public involvement, building relationships and weaving together the multiple and varied cultural, social, natural, and economic elements that collectively define a place. Meaningful consultation plays an imperative role in not only stimulating conversation and ideas from the outset, but also generating community support for the project and building capacity among significant stakeholders and businesses in the community.

Building on the consultation that has taken place to date surrounding Market Square, we are proposing that in addition to working closely with the Steering Committee and City Staff, we will hold one final Open House to present the final design, and discuss construction staging with the public, in order to address any concerns that may arise.



INFRASTRUCTURE CONSIDERATIONS

As part of the development of the design, consideration has been made for minimizing impacts on the existing municipal and utility services have been made. Since the first phase of the Project is proposed to have significant improvements to the surface materials (i.e. removal of asphalt and replacement with more pedestrian-friendly surfaces (unit-pavers, concrete pathways, etc...), it is important that any required infrastructure relocations and/or new requirements required for the full build-out of the design be constructed with the first phase. Specifically to support the design presented, the following will be required:

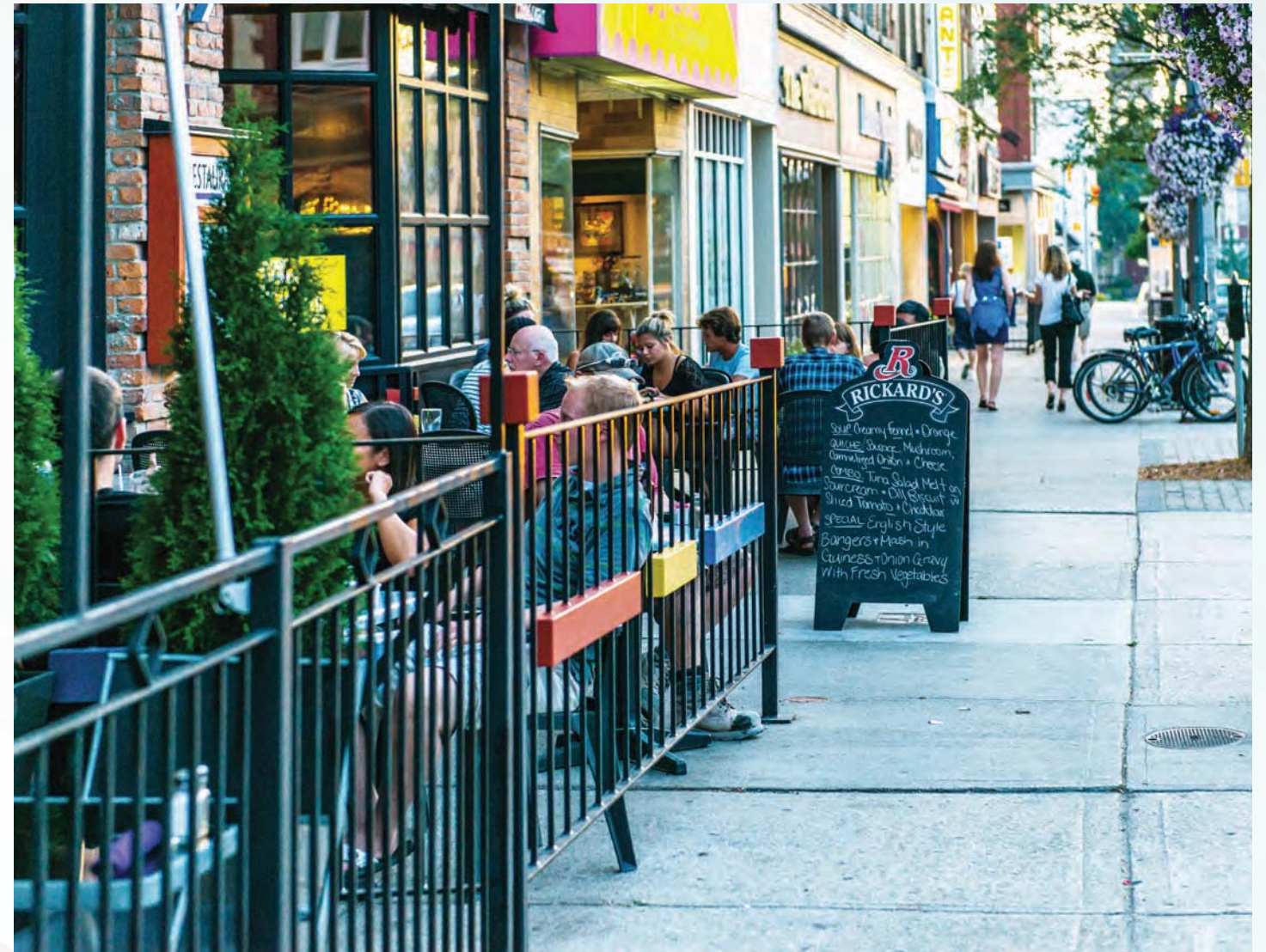
- Relocation/replacement of approximately 90m of 200mm diameter watermain that currently travels through the site.
- Relocation of the two fire hydrants located within the concrete median to locations that do not interfere with the design elements, but still provide required fire safety.
- Removal of existing storm drainage (catchbasins and leads) and implementation of new storm servicing to capture water throughout the square using a combination of area drains and trench drains that are integrated with the design elements.
- Removal of existing power service within the square and implementation of new power servicing to support the needs of the design.



Example of concrete bench

MOVING FORWARD

This is an important project for the City of Stratford. Market Square is situated at the physical heart of the city, but more than that, it is also centrally positioned within Stratford's collective sense of identity. There are many interests to be balanced in order to design a square that serves the people of Stratford well, and we would be honoured to be chosen to work with the community to see vision become reality.



_credit

MMM

+VG Architects
DEW - Dan Euser Water Architecture
Cimco Refrigeration



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