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**City of Stratford  
Market Square Vision  
Presentation to Council**

**May 19, 2015**

# Introduction

## Today's Objectives

- To provide results of public consultations
- To present and discuss the Market Square Guiding Principles
- To present and discuss the Market Square Vision Scenarios

## Background Information Distributed

- Overall Survey Report (all respondents)
- Reports by age group
- Reports by Business Owners and Residents
- Summary topics from all Verbatim Comments
- Verbatim Comments for Questions 18, 19 and 20

## Overview: Public Consultation

- **Web survey – Multiple areas of focus (current state and future state)**
  - **Available for 4 Weeks: March 19 – April 16**
- **Focus Groups - Objective was to discuss future state only**
  - **4 focus groups on March 30, March 31**
  - **Over 60 participants in total**
- **Received small number of hard copy surveys and other comments through email or hand written – these were entered manually into the survey system or taken into consideration**

## Overall Results Of Public Consultation: 1060 Responses

- **86% live in Stratford (Residents and Business Owners)**
  - **Age Distribution**
    - 23% under 21
    - 13% age 21-35
    - 20% age 36-50
    - 25% age 51-64
    - 19% over 65
  - **When do people come to Market Square**
    - 74% come 1/week or more
    - 15% come 1/month
    - 67% come all year round
    - 20 % come seasonally (more than 1 season)
  - **Importance of redeveloping Market Square**
    - 52% indicated a high priority
    - 29% indicated a medium priority
    - 18% indicated a low priority
- } 81% indicated redevelopment is a medium to high priority

## Overall Results Of Public Consultation: *continued...*

- Why come to Market Square (multiple answers were allowed)
  - Variety of reasons, no “top” reason, although **Shopping** and **Dining** each were selected about 70% of the time
  - **Parking, Summer Special Events, Theatre and the Market** were selected about 30% of the time

## How To Fund The Re-Development

- 48% selected “funded by the community participating/leading fund raising events”
- 46% selected “funded by staging the re-development to correspond to when there are available funds”
- 33% selected “funded by moving money away from other City priorities”
- 27% selected “should not be funded until all other City priorities are completed”
- 22% selected “funded by increasing taxes”
- 72% indicated that they would support a portion of their taxes going to maintaining the re-developed Market Square (28% indicated “no”)

Fundraising as “funding mechanism” discussed at FG

FG discussed need for a Vision to guide the development phases

## What To Do?

### ■ Focus of the re-development

- 62% selected “back of city hall (bus terminal and parking)”
- 30% selected “both”
- 9% selected “front of city hall”

FG discussions focused on  
“back of City Hall” primarily

### ■ Extent

- 45% selected “Very high – re-develop on a full scale approach” (e.g. fully change the area, move parking, move bus terminal, have permanent structures and facilities, close roads, include such things as water features, plant trees, etc.)
- 38% selected “Medium – re-develop on a medium scale (e.g. mobile food pop-ups, temporary festivals, some parking, reduce road lanes, move bus terminal, trees in planters, establishment of a multi-use space that may differ in winter months than summer months)
- 11% selected “Modest - Make improvements to the current Market Square (e.g. upgrade the sidewalks, curbs, leave parking/bus terminal, only plant trees, if possible)” and 5% selected “Do not do a lot in this area”

83% want a medium to very high re-developed area (supported by focus groups)

## What To Include?

### ■ Features

FG general agreement, less focus on “parkland and vegetation”

#### ■ High level selected (66-76% selected)

- Vegetation (trees, gardens, grass), increased pedestrian friendly space (e.g. closure of some streets), festivals, a market

#### ■ Medium level selected (44-52%)

- Outdoor coffee shops, mobile food pop-ups, parkland, water feature

#### ■ Lowest level selected (about 30%)

- Skating Rink, covered space (e.g. Enclosures)

### ■ Parking: about 72% indicated somewhere other, 28% continue at back of City Hall

FG agreement

### ■ Buses: 75% close to City Hall, 25% continue at back of City Hall

FG indicated higher level support to move buses



## Outcome?

- When completed, the majority indicated the most significant benefit is for community engagement, beautification, civic pride
- Majority indicated that the re-development will impact those that live, work and visit Stratford
- Estimate that economic impact will be high (focus groups)
- However, the survey showed no significant increase in “use” indicated post re-development

## Demographic Data: Differences?

Highlighted Area	-21	21-35	36-50	51-64	65+
Importance of Re-Development (med-high)	78%	86%	85%	81%	81%
Frequency of visits (Once per week or more frequently)	69%	79%	74%	70%	80%
Why do you come (in order of highest selected) Dining = D, Shopping = S, Market = M, Bus = B	D,S, <b>B</b>	D,S,M	D,S,M	D,S,M	S,D,M
Scope of Re-Development <i>Very High</i>	55%	40%	41%	40%	48%
Scope of Re-Development <i>Medium</i>	29%	48%	44%	43%	30%
What should be included? (top 4) Coffee=C, Mobile Food=MF, Vegetation=V, Festivals=FV, Pedestrian Friendly=PF, Market=M	<b>V,C,</b> <b>MF,</b> <b>PF</b> (FV, M)	V, PF, M, FV	V, PF, M, FV	V, PF, M, FV	V, PF, M, FV
<b>Parking – Back of City Hall</b>	<b>58%</b>	18%	18%	16%	23%
Parking = Downtown Core	13%	38%	27%	21%	15%
Parking = Somewhere Else (not in Market Square)	28%	45%	55%	63%	62%
<b>Buses = Back of City Hall</b>	<b>59%</b>	10%	13%	14%	19%
Buses = Close to City Hall	40%	90%	87%	86%	81%

Note: Under 21 - 84% want med-high redevelopment but want parking and buses to remain

## Identical Responses

- 88 responses were *identical* (all under 21)
- Deliberate choice of answers – chose first available selection – inserted a “1” in comments – no other comments provided
- No significant impact on overall data
  - In majority of areas only resulted in a 3-5% difference
  - Buses (remain at back of City Hall) and Parking (remain at back of City Hall) resulted in 7% difference (first option available selected)

## Identical Responses: What Is This Telling Us?

Highlighted Area	Including Identical Responses	Excluding Identical Responses
Frequency of visits (Once per week or more frequently)	74%	71%
Why do you come (in order of highest selected) Dining = D, Shopping = S, Market = M, Bus = B	D,S,M	D,S,M
Scope of Re-Development <i>Very High</i>	45%	40%
Scope of Re-Development <i>Medium</i>	38%	42%
What should be included? (top 4) Coffee=C, Mobile Food=MF, Vegetation=V, Festivals=FV, Pedestrian Friendly=PF, Market=M	V, PF, M, F	V, PF, M, F
<b>Parking – Back of City Hall</b>	28%	21%
Parking = Downtown Core	21%	23%
Parking = Somewhere Else (not in Market Square)	51%	55%
<b>Buses = Back of City Hall</b>	25%	18%
Buses = Close to City Hall	75%	82%

## Comments: Top Themes

# Comments	Major Theme
✓ 88	Move the bus station from behind city hall - eyesore
✓ 88	Rework transportation system
✓ 82	"Get on with it - do it already"
✓ 73	Move/add parking
✓ 64	Make a pedestrian only zone, no vehicular traffic, car fume free
✓ 48	Make it a year-round square - events in summer and winter - transformable for diff events
✗ 47	Keep parking/do not move
✓ 39	Make it like a European market square
✓ 37	Put in cafes, shopping, businesses
---- 37	Make it for both locals and tourists, young and old
✓ 35	Upgrade - beautification
---- 34	Make it a greenspace/parks/seasonal shelter
✗ 30	Don't do it other priorities
✓ 29	Use market square for events
✓ 28	Make it like a canadian city/town market square
---- 28	Attractions
✓ 24	Clean up city hall
✓ 23	Multi-phasal approach <span style="color: green;">With a strong long term Vision</span>
✓ 23	Boost vitality of downtown core
---- 22	Harmonize with the cooper site - do both together
✓ 21	Place to sit and meet friends
✓ 20	Retain a historical connection - heritage buildings, streets

## Overall...What Has The Consultation Told Us?

- Move forward
- Med-high redevelopment desired
- Move bus terminal and bus stops (stop close to downtown)
- Move parking (some can remain if required)
- Focus on being pedestrian friendly (widen streets, close streets)
- Make it vibrant, welcoming and attract people day and night
- Incorporate the flavour of Stratford, while incorporating successful European and Canadian features of other well established squares
- If phased, have a long term Vision – move towards it

## Guiding Principles: Definition

- **Guiding Principles would be included in the RFP regardless of which Vision Scenario is chosen to help in developing the response**
- **They are items that the City would like taken into account in all responses**
- **Currently 14 Guiding Principles have been developed**

## Draft Guiding Principles

- **Protect heritage of 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 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**



## Vision Scenario A: Full Re-Development

- Develop the back of City Hall by
  - Building permanent structures
  - Moving parking away
  - Moving transportation away
  - Closing streets to cars
- Develop the front of City Hall by “refurbishing” and allowing for temporary features – incorporate into “entire” space
- Mirror European and Canadian experiences
- Showcase the “culture of Stratford” (e.g. theatre, statues, university, innovation, lightshow, art/theatre)
- Focus on vibrancy, “people gathering” and “participating”
- Incorporate a water structure to be used “year round”
- Incorporate unique use of lighting to welcome and celebrate evenings

## Vision Scenario B: Moderate Re-Development

- Develop the back of City Hall only
- Offer optional “re-furbishing options” for the front
- Move parking away, close to downtown
- Allow buses to stop on side streets (not in the square)
- 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
- 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). No other permanent structures
- Incorporate creative permanent and temporary use for various seasons (e.g. Ice Rink and Winter Sculpture Festival, water/splash pool)
- Incorporate unique use of lighting to welcome and celebrate evenings

## Vision Scenario C: Modest Re-Development

- Refurbish the back of City Hall only
- Move a percentage of parking away – leaving some parking in this area
- Limit bus parking to “peak periods”, otherwise only allow buses to stop on side streets (not in the Square)
- Leave streets two way with more focus on pedestrian access (e.g. more cross ways or closure of streets at “peak” Square times)
- Mainly focus on “green” and allowing for pop-up/temporary food/goods/art stalls and stages. No permanent structures including no permanent green space (e.g. parkland)
- Incorporate creative temporary use for winter season

<b>Element</b>	<b>Option A: Full</b>	<b>Option B: Moderate</b>	<b>Option C: Modest</b>
<b>Where</b>	Front and back	Back only. Optional front	Back only
<b>Buses</b>	No buses behind City Hall	No buses behind City Hall	Allowed in peak periods
<b>Parking</b>	Move away from back of City Hall	Move close to downtown. Not behind City Hall	A percentages stays, some moved
<b>Permanent Features</b>	Yes	Mix of permanent and temporary	No
<b>Temporary/Scalable Features</b>	Yes, but lean towards permanent	Yes full scalable temporarily	In minor way, pop-up/temporary food/goods/art stalls and stages
<b>Pedestrian Friendly</b>	Close adjacent streets	One way streets, widen streets. In summer and peak times close streets	No change to streets
<b>Focus on “Culture of Stratford”</b>	Reflect culture	Yes, temporarily (e.g. temporary stages, galleries, “schools”, music performances)	Minimally
<b>Celebrate “Gathering Space”</b>	Yes	Yes	No
<b>Celebrate “Stratford Nights”</b>	Yes	Yes	No
<b>Likely Level of Support based on Consultation</b>	Med	High – maybe phased in with overall Vision established	Low
<b>Likely Estimated Financial Impact</b>	Highest (estimate only)	Mid (estimate only)	Lowest (estimate only)
<b>Likely Ongoing Operational Costs</b>	Yes	May be significant depending on “move of temporary” structures	Not significant

## Next Steps

- Vision selected by Council
- Prepare Request for Proposals for design
- Release request For Proposals for design
- Select preferred designer
- Prepare tender documents for construction
- Release tender
- Select contractor
- Start construction
- Complete construction by June 2017