

Janet
Rosenberg
& Studio

Design for Redevelopment of Market Square

City of Stratford

RFP15-09
February 17, 2016



SHAKESPE



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superkül
Architecture

ERA Architects Inc.
Heritage Architecture

DEW - Dan Euser Waterarchitecture Inc.
Water Feature Architecture

EXP
C/M/E Engineering

Blackwell
Structural Engineering

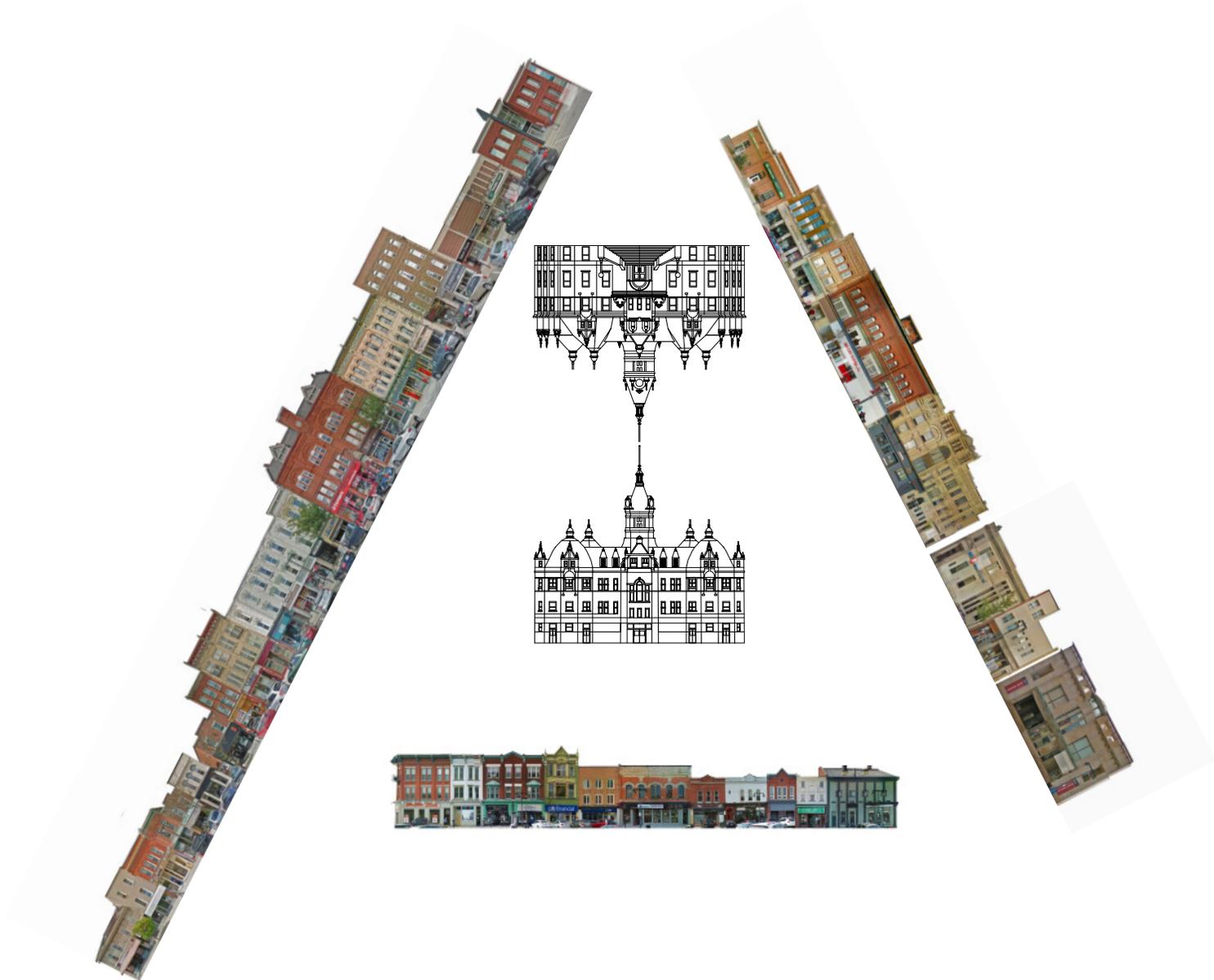
Éclairage Public
Lighting Design

ENTRO
Signage & Wayfinding

CIMCO Refrigeration
Ice Rink Refrigeration

CIS - Creative Irrigation Solutions Inc.
Irrigation

Cover Letter



February 17, 2016

City of Stratford, City Hall
P.O. Box 818
1 Wellington Street
Stratford, Ontario
N5A 6W1
Attention: Purchasing Department

RFP Submission - Design for Redevelopment of Market Square

BID # : RFP 15 - 09

Janet Rosenberg & Studio Inc. (JRS) is pleased to submit our proposal in this competition stage towards selection in the "Design for Redevelopment of Market Square."

Our Project Team was assembled to address the objectives, goals, and constraints stated in the competition document, and this letter addresses our compliance with the competition guidelines:

- We acknowledge receipt of two (2) addendums.
- The submission deadline is February 17, 2016.
- We are submitting the Technical Proposal in one original unbound and nine (9) bound copies.
- We are submitting the Financial Proposal in a separate envelope.

Should you wish to discuss any aspect of our submission further, please do not hesitate to contact me directly at (416) 656-6665 x 223 or via email at jrosenberg@jrstudio.ca.

Yours truly,



Janet Rosenberg
Founding Principal, Janet Rosenberg & Studio Inc.



Janet
Rosenberg
& Studio

Landscape Architecture and Urban
Design
Lead Consultant

148 Kenwood Ave.
Toronto ON M6C 2S3
t: (416) 656 6665
t: (416) 656 5756
e: jrosenberg@jrstudio.ca
w: www.jrstudio.ca



Cultural Heritage



Reflection



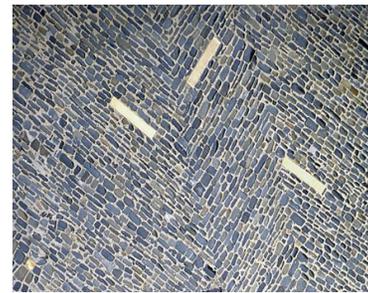
Animation



Character



Shared Space



Materiality



Geometry



Unity



Shade



Seating



Modernity

Executive Summary

1

What does it mean for a 21st-century city to be historic and modern at the same time? How can existing parks and open spaces be adapted to accommodate contemporary and future needs and expectations? These are important questions for our Project Team. At the centre of the City of Stratford, City Hall was designed to “*exploit its irregular site, presenting interesting façades from all angles.*” The adjacent historic Market Square is surrounded on all sides by heritage main street facades comprised of local businesses. Yet, modern demands have necessitated the use of the Market Square space for parking and public transit. This competition is a means to begin to address the choking presence of vehicular traffic and parking, and restore the setting to more orderly conditions.

We propose an ‘expanded’ Market Square, in which the design stretches across the streets, allowing all three entities of retail and commerce to benefit from a dynamic public space. For much of its existence, as evidenced in period photographs, the area was open, uniformly surfaced and active, complementing the reading of the City of Stratford flowing into Market Square and Market Square flowing through the City. At the scale of Phase 1, the current triangular ‘island’ formed by the perimeter of City Hall together with Market Square is the scope that meets the competition budget.

The genesis for the design was inspired by this framing of the City Hall structure within Market Square by the historic facades. The property edges on Wellington Street, as represented by their footprints, are used to cast a symbolic reflection of these in the ground as modulating bands of pavers. A similar acknowledgment of Downie Street results in a geometry that is a metaphorical net that spans from one edge of the expanded square to another.

The new Market Square is reconnected to its surrounding urban

fabric and provides innumerable seating opportunities — “*from all angles*” — for people having lunch or just for watching other people. Connections between the Square and the streets are re-established, and the people who wish to sit can do so in either sun or shade. Modeled on a traditional historic bench profile, the featured seating is made into a memorable site-specific element by virtue of wrapping around the bosque trees, thereby sheltering them from traffic and urban conditions.

Design should mirror the physical urban fabric as the physical role of architecture in the expression of cultural heritage, yet it should also reflect the economic and social activities that symbolize the community, whether in the past or still present. We have protected and celebrated the unique heritage of the site and context in the process showcasing the culture of Stratford. In our design, a water basin is positioned so as to offer a framed mirrored reflection of City Hall. Although budgeted for a later phase, water should serve as the tranquil medium to instill this contemplation. With a fountain, it also provides a focal point for gathering or casual encounters, as well as a source of play and animation for children and adults alike. When combined with dramatic lighting, it can expand the Square’s programming potential to include evening hours. A winter layout is further proposed for a later phase, to be captured as an independent donor opportunity.

JRS brings over thirty years of experience designing and implementing engaging and vibrant public spaces. The strength of our Studio lies in our artful approach to creating landscapes as year-round destinations, using innovative materials and creative ideas to bring comfort and enjoyment to people, even in the most extreme environmental conditions. Beautiful composition, materiality, quality detailing and the integration of artful elements are hallmarks of the Studio’s work. We look forward to the result of your discussions.

"Stratford City Hall National Historic Site of Canada is prominently located on a triangular-shaped civic 'square' that forms the centre of the business district in Stratford, Ontario. Built at the end of the 19th century, it is a monumental town hall constructed of red brick with a prominent clock tower. Its Picturesque design incorporates an eclectic blend of late-Victorian features. The formal recognition consists of the building on its legal property."

- Canada's Historic Places

Aerial view of Stratford City Hall and the Avon River



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1.0 Design Vision

1.1 Statement — Themes of the Design:

Guiding Principles

- *Materiality*
- *Civic Space*
- *Cultural Heritage*
- *Flexibility: Case Study of Guelph's Market Square*
- *Adaptability: Case Study of Newmarket's Riverwalk Commons*

1.2 Site Plan

1.3 Perspective

1.4 Cross Sections (2x)

1.5 Precedents

1.6 Diagrams

| | |
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| | <i>Region / Precinct Plan</i> |
| <i>i/ii</i> | <i>Winter Layout / Phasing</i> |
| <i>iii/iv</i> | <i>Expanded Square / Scope of Costing</i> |
| <i>v/vi</i> | <i>Dimensions - Circulation / Features</i> |
| <i>vii/viii</i> | <i>Geometry / Water Feature</i> |
| <i>ix/x</i> | <i>Fair Stalls / Special Event Seating</i> |
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"Place du Théâtre Français", Camille Pissarro, 1898

1.1 Statement

At the centre of town, City Hall was designed to “exploit its irregular site, presenting interesting façades from all angles”. The adjacent historic Market Square is surrounded on all sides by heritage main street facades comprised of local businesses. Modern demands have necessitated the use of the Market Square space for parking and public transit. However, since 2002, efforts have been made to determine an urban design strategy that would see the Market Square space revitalized. With recent funding contributions from various programs, Stratford is seeking to design and implement Phase 1 of a revitalization strategy for the square in time for the Canadian Sesquicentennial on July 1, 2017. In 2014 the City initiated a ‘Visioning Exercise’ with input from the public to determine the priorities and guiding principles for the redevelopment of Market Square.

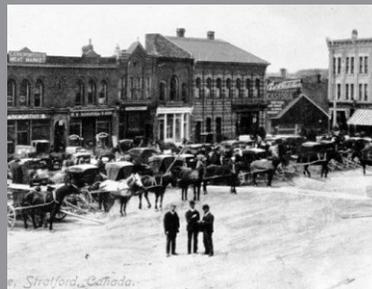
Guiding Principles

Key goals we understand from this exercise include:

- a Protect and celebrate the unique heritage of the site and context.
- b Move parking and buses away from Market Square (yet retaining a bus stop close to City Hall).
- c Make streets permanently one way, widen pedestrian access, and allow for road closures for city events.
- d Showcase the culture of Stratford.
- e Create an engaging and vibrant community space that is inviting day through night and during all four seasons through:
 - Dynamic lighting strategy.
 - Water Feature / Ice Skating Rink.
 - Integration of artful elements.
 - Flexible spaces to accommodate a wide range of programming opportunities such as local farmers’ markets, concerts, art shows, performances, city parties such as Canada Day.



Stratford's railway heritage



Market Square in the 19th-century



Street fair at Market Square



Typical day-to-day conditions

Materiality

We agree with the Heritage Conservation District Standards that “*Good design is achieved through expertise and sensitivity*”, and further yet, that “*It is possible that an excellent design solution may even disregard some of the recommendations usually appropriate to such renovations.*” Our collaboration with heritage architects, most notably, ERA Architects of Toronto, has generated work that “*reframes heritage*”. In the transformative solutions in Guelph and Newmarket that we present here, our collaboration with design architects — superkül in the latter, and RDH in the former — is the means by which we have collaboratively adopted a type in architecture that in its origin has the primary meaning of referring to a free-standing structure sited a short distance from a main residence, whose architecture makes it an object of pleasure! The design of

the new pavilion helps to further accentuate its position on the site and in the city, drawing visitors to the site and the building itself, while in partnership with the design of the landscape and the main building. A uniform paving strategy creates a cohesive and accessible space, yet the selection of the Kentucky Coffee- tree for its canopy branching structure and dappled light (as well as its tolerance to pollution and soils) provides comfort. In addition, while the market square in Guelph serves a dual function as a fountain in the summer and skating rink in the winter, it is drainable, and thereby stretches its size only when needed. Moreover, it is indeed modern technology, in the form of Silva cells below, that the design acts to privilege the growth of the trees by maintaining loose soil in the root zone in the midst of high pedestrian and vehicular circulation.



Jirské Square, Prague, Czech Republic

1.1

Civic Space

The streets are to remain open to vehicles, and have parking on the retail side, but can be closed for special events, thereby functionally enlarging Market Square as a civic space. We can present four keywords 'Functionality', 'Connectivity', 'Beauty,' and 'Green' as the four overarching principles to echo your goals. A beautiful and elegantly designed urban space also creates a rallying point for citizens, offering all sorts of activities at different times of day, in different seasons — creating a truly viable civic and civil alternative to mall entertainment. The mandate proposed is one of advocating and educating the entire community to make more public the critical discussion about design decisions in the public realm. We sense an urgency that is now shared at the city level. We believe that most important among the “practical things” are that the parking

spots in Market Square be relocated, vehicular circulation tamed, and the pedestrian environment and amenity support strengthened. The public realm should inhabit the Nolli diagram (a figure ground, named after the 18th century ichnographic plan of Rome), with privileged pedestrian life everywhere outdoors. In so doing, we will have:

- Improved the pedestrian experience.
- Created public spaces that animate Market Square.
- Supported events to provide support and functional infrastructure.
- Removed the majority of surface parking.
- Limited traffic in Market Square to remaining parking spots along the southern retail frontage.
- Maintained traffic patterns on Wellington and Downie Streets.
- Promoted clear designs for wayfinding.
- Allowed for discreet servicing and access to all buildings and

landscapes.



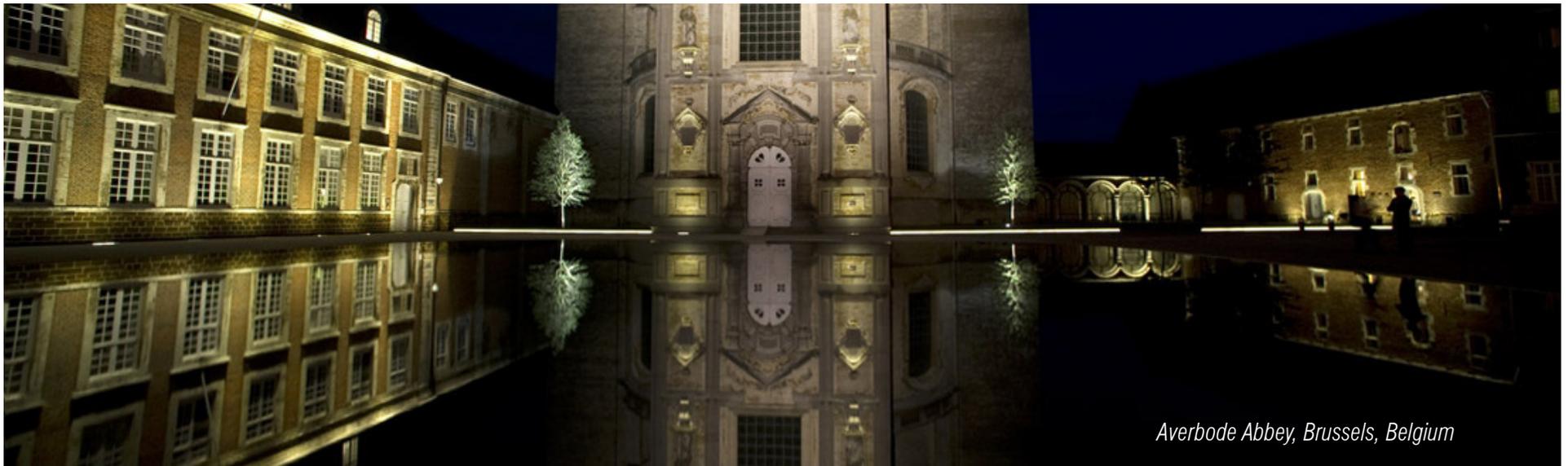
Cultural Heritage

We are influenced by the iconic character of the architecture framed within Market Square, and propose a water feature to capture this delight. Yet, reflection should also mirror the pursuit of gratification in the admiration of one's own attributes, as 'healthy narcissism' forms a constant, realistic self-interest and mature goals and principles and an ability to form deep object relations. Many a tourist to Stratford looks for a mirror image of him/herself in others, seeking criteria of beauty in the appreciation of theatre or music. The Stratford Shakespeare Festival brings hundreds of thousands of visitors, while the more recent Stratford Summer Music Festival features indoor and outdoor performances by international, classical, and world music artists, as well as young Canadian performers from the Stratford area. Locally, the Stratford Concert

"The past is never dead. It's not even past."
- William Faulkner.

9

Band traces its history to the early 20th-century. National Geographic writes *"Stratford itself is the type of walkable wholesome town Rodgers and Hammerstein might write a musical about."* Meanwhile, Stratford was an important railway junction Stratford within Perth County, which is Ontario's richest agricultural region and one of the most agriculturally productive counties in Ontario. Stratford has also been internationally recognized as a digital technology centre, and as a "smart city", placing in the *Top 7 Intelligent Communities* in recent years by the Intelligent Communities Forum in their selection that *"exemplifies best practices in broadband deployment and use, workforce development, innovation, digital inclusion and advocacy that offer lessons to regions, cities, towns and villages around the world"*.



Averbode Abbey, Brussels, Belgium

1.1

*Market Square, Guelph, Ontario
JRS, lead consultant, landscape architect
Completed 2012
2013 CSLA Award of Excellence, Regional Honour*

Guelph's civic heart was historically located in the wedge of land that straddles the railway through downtown dating back to the city's founder who planned it as the Market Grounds. By the late 20th-century, the 'heart' of downtown Guelph was undergoing major change that had the potential to significantly enhance the image of the city's core and provide a catalyst for further development. The area's historic character had always been defined by flexible spaces and a range of uses, including commerce, transportation, gatherings, military, recreation, exhibitions and governance. For much of its existence, the area was open, uniformly surfaced and active. The 19th century urban structures were, and remain, largely intact though well-worn. Market Square was planned to be a very important open space addition to the downtown



Case Study - Flexibility

of Guelph, to provide a setting for civic events, but also engage residents on a daily basis, and distinguish the city for visitors. It would further complement the old and new buildings around it and enhance the overall image of the downtown. Market Square was also to make a statement about Guelph's values as a community and its aspirations for the physical quality of the city.

The departure point for the Market Square concept plan was the idea that the space should contain distinct and clearly defined places that respond to the shape and character of the civic buildings, and which are linked by strong east-west pathways. A central premise held that Market Square should include not only the approximate 0.5-hectare in front of the old and new City Hall buildings,



"It's funny, I was down on Sunday morning picking up some baking from the (unbelievably great) French patisserie that's opened up on Carden and was suddenly struck again by what we'd accomplished. The sun was out, there were about a half-dozen patios all starting to serve brunch, the new candy/ice cream store, as well as the bakery were open, there was a wedding party being staged outside of a dress shop that's just opened as well. Across the street the water feature was running and kids were out although it was only 11:30. My visitors from Toronto couldn't believe the sophisticated but comfortable vibe that was happening. It reminded me to remember why we do what we do – Cheers." — From the client, Ian Panabaker, Corporate Manager of Guelph's Downtown Renewal.

as the 'Core Square', but also the sections of Carden Street and Wilson Street abutting these spaces, amounting to more than 1.0-hectare (2.5 acres). Engaging and enhancing the abutting streets would better integrate surrounding businesses in the daily life of Market Square, City Hall and the Provincial Courthouse. The streets were to remain open to vehicles, and have parking on one side, but could be closed for special events, thereby functionally enlarging the space. Keywords named as 'Functionality', 'Connectivity', 'Beauty,' and 'Green' were first presented here as the four overarching principles that would underpin the design concept that was to be completed by Janet Rosenberg & Studio.

Guelph has also been a case study in the theory and

practice of New Urbanism, with City Council praising "Smart Guelph" as the city of tomorrow today. The great advantage being that as a modern designer we now admit that the 2014 Margaret & Nicholas Hill Cultural Heritage Landscape Award bestowed to the City of Guelph for Market Square from the Architectural Conservancy of Ontario is a progressive recognition. The 2013 Jury for the CSLA [Canadian Society of Landscape Architects] Award of Excellence wrote "This project reintroduces the 'Town Square', in the medieval sense of the expression, into the heart of Guelph. A beautiful and elegantly designed urban space, it has also transformed into a rallying point for citizens, offering all sorts of activities at different times of day, in different seasons – creating a truly viable civic and civil alternative to mall entertainment."



1.1

*Riverwalk Commons, Newmarket, Ontario
JRS, lead consultant, landscape architect
Completed 2011
2013 CSLA Award of Excellence, Regional Merit*

Riverwalk Commons is a unique effort to provide the growing Newmarket community with an innovative destination and event space; one that links the old with the new and positions the town as a proponent of design excellence. The project, led by Janet Rosenberg & Studio, transformed an eight-acre downtown parking lot and brownfield site adjacent to Holland River Park and Fairy Lake into a multi-use, adaptable, and seasonally functional iconic destination for town-wide and regional events that connects a broad network of recreation trails.

The site was formally used primarily for parking and housed an old arena. Geographically, it is a key link to the Tom Taylor Trail and Holland River park system as well as Fairy Lake and the historic downtown. When the project began,



Case Study: Adaptability

these connections were ambiguous, dangerous and offered few aesthetic benefits. The park design strategy was to focus and link more defined connections that are supported by a strong design aesthetic respective of the site's natural and historic elements. JRS brought unique and thought-provoking elements to the space using colourful materials and patterns that play off each other and give reference to the river, the path system, and the new play areas. Native plant material and a dramatic lighting strategy complement the programmatic elements. A terraced platform was created to provide views to the once forgotten waterfall.

The project transformed the parking lot and brownfield site adjacent to the river and lake, as well as a commercial main street into a multi-use, adaptable, and seasonally functional



“Riverwalk Commons has become an inviting destination, offering year-round activities, linking old and new, and bringing a new energy and excitement to the area.”
— From the Jury Report, Canadian Society of Landscape Architects Awards of Excellence,, 2013

area for town-wide and regional events including a weekly farmers’ market, movie nights, concerts and exhibits. The design sought to make local and regional connections by strategically integrating the historic downtown with key links to the trails and water systems.

An open and inclusive public facilitation process, through the use of Public Information Centers, enabled the team to negotiate a controversial proposal to a very positive end result. The design accommodates flexible programming throughout the year, for all ages and abilities, within a naturalized watershed.

The park has become a source of civic pride, adaptable to a space for skating in the winter, cooling off in the splash pad

in the summer, stopping to enjoy a rest by the river while enjoying the trails, and a place where neighbours meet at the farmers’ market. As the population grows, Newmarket requires more flexible amenities to meet the needs of a diverse community. The design created an urban event space that helps to support a wide range of programming such as farmers’ markets, fundraising events, concerts, performances, or art exhibits throughout all seasons. It attracts visitors and residents alike, rejuvenating the downtown core, and inspiring economic change.



1.2 Site Plan

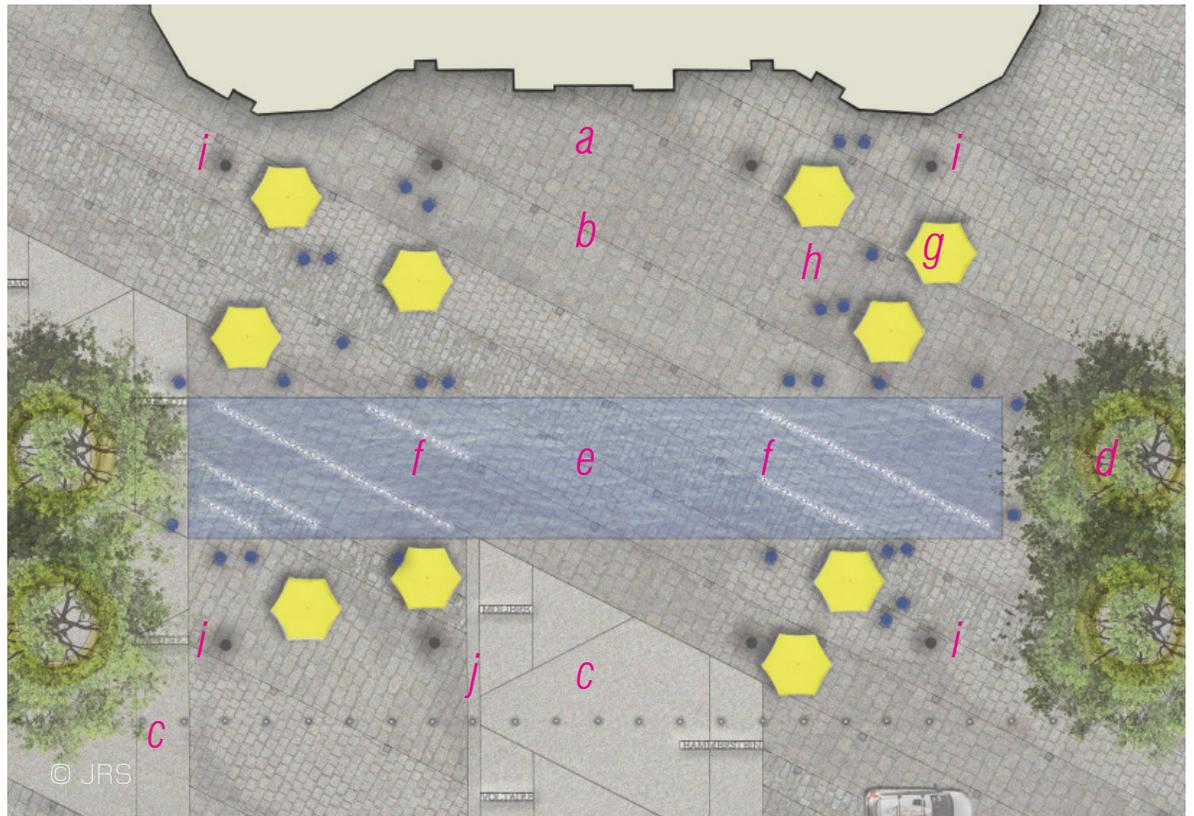
Key to Site Plan [p15]

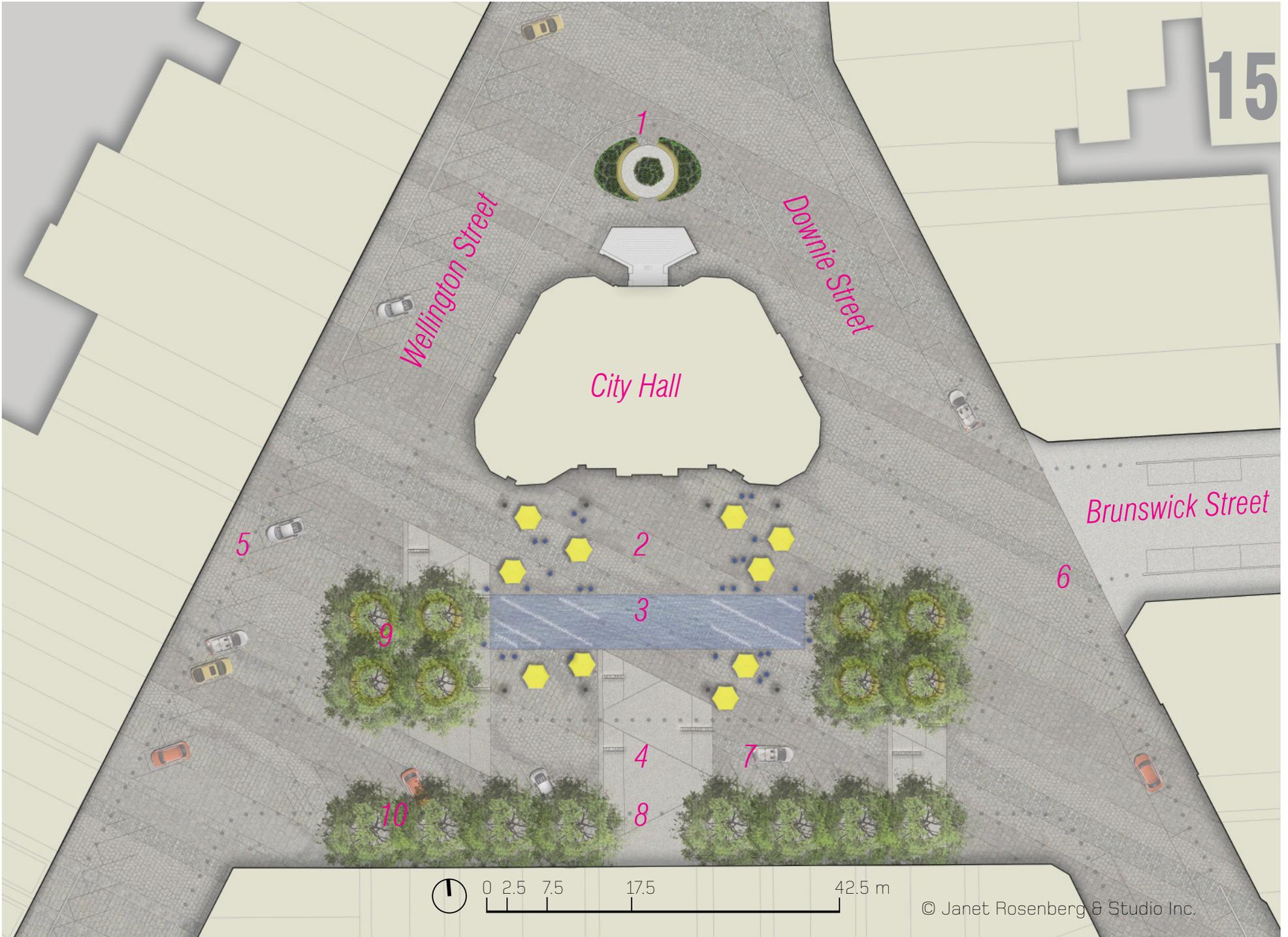
- 1 Lloyd Robertson Garden
- 2 Unifying paver bands
- 3 Shallow water basin
- 4 Playwright text block area
- 5 Bollard line
- 6 Edge of band paving
- 7 Fire & parking lane
- 8 Widened sidewalk
- 9 Bosque of trees
- 10 Sidewalk trees

Key to Detail Plan [p14]

- a Paver bands
- b Transition between bands
- c Playwright text block area
- d Bosque & tree bench
- e Shallow water basin
- f Water planes fountain
- g Umbrellas
- h Café bistro furniture
- i Light poles [4x]
- j Metal band in text block area

The design features a strategy to unify all adjacent retail frontages with a continuous surface from building face to building face. At the scale of Phase 1, the current triangular “island” formed by the perimeter of City Hall together with Market Square is the scope that meets the competition budget — see diagram ‘iii’ on page 30, which also indicates that the water feature [item 3/e] is in a later phase. The budget as proposed encompasses all other elements shown.





Wellington Street

Downie Street

City Hall

Brunswick Street

5

2

6

3

9

4

7

10

8



0 2.5 7.5 17.5 42.5 m

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15

1.3 Perspective

The new Market Square is reconnected to its surrounding urban fabric and provides innumerable seating opportunities for people having lunch or just for watching other people. By opening up Market Square to its built edges, the connections between the Square and the street are re-established, and the people who wish to sit can do so in either sun or shade. Modeled on a traditional historic bench profile, the seating is made into a memorable site-specific element by virtue of wrapping around the bosque trees, thereby sheltering them from foot traffic and urban conditions. The pale yellow hue was selected because of its reflectivity, further enlivening this public space in a family of urban 'instruments' of contemporary life. The metal band in the foreground (at right) makes reference to the region's rail heritage, while the ground text plates celebrate the City's cultural life, as well as its lineage to Shakespeare's birthplace.





SHAKESPEARE

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1.4 Site Section – East-West





1.4 Site Section – North-South





A view through the symmetric axis of Market Square — from the Lloyd Robertson Garden and the City's traditional Christmas Tree on the right of the drawing through to the southern retail frontage on the left — on a winter festival day when the through access lane for the southern retail frontage can be closed to vehicular traffic. LED fixtures within contemporary yet unobtrusive lighting poles add to the animation of site with programmable choreographed lighting and music.

1.5 Precedents

Cultural Heritage

What does it mean for a 21st-century city to be historic and modern at the same time? How can existing parks and open spaces be adapted to accommodate contemporary and future needs and expectations? And, how can innovative landscape planning and design techniques be developed? The City of Stratford Heritage Conservation District Standards states rightly that it is the aggregate not only of the buildings, but of the streets and open spaces as a whole, that is the collective asset to the community, as its special character distinguishes it from its surroundings. The establishment of the Heritage Conservation District has vested in the City of Stratford the ability to protect this character through the course of change. We agree with the conservation standards in that *“Good design is achieved through expertise and sensitivity.” City Hall here in 1912.*



Reflection

Design should mirror the physical urban fabric as the physical role of architecture in the expression of cultural heritage, yet it should also reflect the economic and social activities that symbolize the community, whether in the past or still present. Water serves as the tranquil medium to instill this contemplative understanding. It also provides a focal point for gathering or casual encounters, as well as a source of play and animation for children and adults alike. When combined with dramatic lighting it expands the square's programming potential to include evening hours. The water feature can also be integrated with a winter skating option. Our submission proposes a water feature to be implemented in a later phase. *This image is of the new City Centre in Nottingham, England, where reflections are created in a shallow basin that can be quickly drained.*



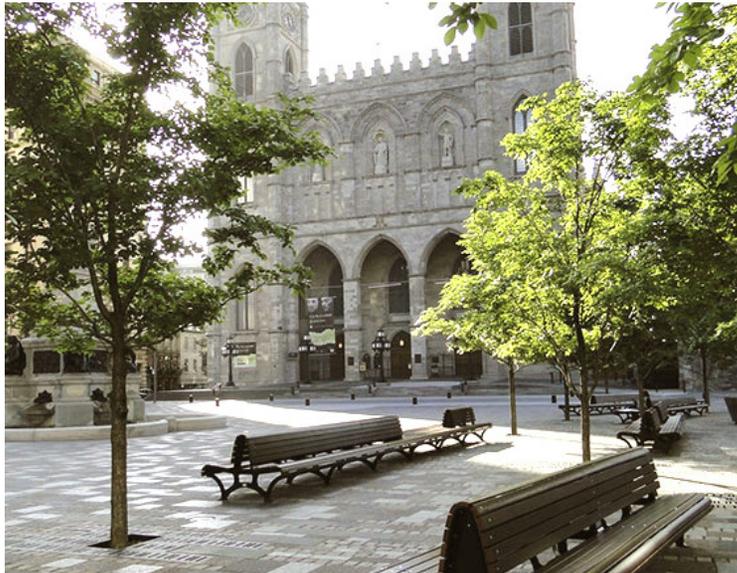
Animation

Animation need not exclude the area of the basin for special events. At Guelph's Market Square, the fountain is termed a "skin pond," with a maximum depth of 2 inches (50 mm). The 755 m² (8,127 square feet / 2.0 acres) translates to a volume of 36.5 liters [9.636 ga — note that 1 ft³ holds 7.48 ga] that is re-circulated by a pump with a capacity of 3,000-gpm. An underground reservoir 3.6-m deep and 28.5 m² in area, houses 91.9 m³ [24,261 ga], and has a rain capacity of 31,371 m³ [8,280 ga]. The entire basin can be removed in about 4 minutes, with a filtration turnaround time of 27 minutes (translating to a speed of 15 gpm per square foot). The water in the reservoir continually re-circulates, supplemented by supply only to account for losses. *The image here from Dundas Square in Toronto illustrates a planar form for the water spray.*



Character

Strengthening heritage character with contemporary design takes a cue from this example in Montreal. The lively mosaic floor, executed from building front to building front, skillfully reveals and defines its new boundaries. Furthermore, it highlights the rich history of Montreal while affirming its unique character, determinedly “*turned towards the future*”. The site at Place d’Armes shares with Stratford’s Market Square its civic role as the main theatre for the social and economic life of the city, right up until the 20th-century. The design is also based on the superb quality of the heritage architecture of the built environment that surrounds it, and the richness of the archeological vestiges that still remain. Stratford claims a further lineage in its naming after Stratford-upon-Avon in England, the birthplace of William Shakespeare. *Place d’Armes in Montreal.*



Shared Space

Shared space is an urban design approach which seeks to minimize demarcations between vehicular traffic and pedestrians, often by removing features such as curbs, road surface markings, traffic signs, and regulations. The concept is based on the suggestion that by creating a greater sense of uncertainty, and making it unclear who has the right of way, drivers reduce their speed, and the level of risk is reduced for everyone. It is also often motivated by a desire to reduce the dominance of vehicles, speeds, and road casualty rates. Statistics confirm the positive effects on road safety, traffic volume, economic vitality, and community cohesion when a user’s behaviour becomes influenced and controlled by natural human interactions, rather than by artificial regulation. *The image here from Paris is increasingly characteristic of ‘new’ restorations.*



Materiality

Heritage materials such as granite are now cheaply sourced and can compete with asphalt and concrete on price. Moreover, the many finishes available for a single granite offer differing reactions to light, allowing for subtle opportunities in pattern-making. European market squares are exemplary as examples of thousand-year old sites. The uniqueness of Jiřské Square shown here is due to the site's rich palimpsest in the variety of historical layers concentrated on a small area. The design does not differentiate between the quality or the historical originality or value of the existing fragments of paving — they are all used to their full extent. The “new” is the repair of spaces filled over time with tar or concrete. *Jirské Square at Prague Castle in the Czech Republic.*



Geometry

Using geometry as an instrument in design creates solutions that are invariably ‘out-of-the-box’ in originality, yet entirely representative of the context, and to the man-on-the-street, entirely appropriate. In addition to cost benefits from new sourcing, modern computer cutting and processing techniques also permit a wide variation in size that no longer require a rigorous standardization in dimensions. In Manhattan, as a result of the City's closing of Eighth Avenue in Times Square, new public realm was created and the use of geometry at the scale of the paver made reference to the criss-crossing by Broadway in its coursing through the city. In Stratford, Wellington and Downie Streets also make a significant geometric mark on the city fabric, more in keeping with the regional imprint created by train tracks. *The image is of the new paving in New York City's Times Square..*



Unity

The public realm should inhabit the Nolli diagram (figure ground), with privileged pedestrian life everywhere outdoors. Engaging and enhancing the retail blocks would better integrate surrounding businesses on Stratford's Wellington and Downie Streets in the daily life of Market Square. The streets should remain open to vehicles, and maintain parking, but be closed for special events, thereby functionally enlarging the space. Accessibility is paramount in the design of details for edges to be flush, including the edge of the water basin. Vehicular lanes are marked with bollards without curbs. We anticipate the project will involve extensive consultation with stakeholders, as it did at Guelph Market Square, in order to address issues of disruptions and logistics in construction. *The image below of Market Place in Bruges, Belgium is representative of the unity at centuries-old markets in Europe.*



Comfort

Toward highlighting views, Stratford's Market Square speaks to the need for gathering space that can be flexible and adaptable within a singular and holistic identity. A uniform paving strategy creates a cohesive and accessible space, yet it can also be planted with Kentucky Coffee trees, a species known for its open canopy branching structure and dappled light in its shadows. It is also remarkably tolerant of city pollution and soils. Moreover, a fountain at Market Square could serve a dual function as a fountain in the summer and skating rink in the winter, as at Guelph's Market Square, because the basin is drainable. In this way, programming opportunities are increased to include summer concerts in the shade of the trees with seating on the dry basin. *The image below shows the small leaves on a skeletal branching structure that provides optimum shade while maintaining views.*



Seating

Seating can be respectful of a site's historic tradition by being modeled on a traditional historic and graceful bench profile, yet made 'new' in the extrusion through which the profile is drawn out. Is the result traditional or contemporary? This is the sentiment carried in similar contemporary projects, such as Martha Schwartz' back and forth looping bench for New York City's Jacob Javits Plaza in which she adopted the City's vernacular park bench, yet made into an integrated site element that spoke to the innumerable choices people now had in where to sit. In the example below, the design makes literary reference to the author's literary picture of the city. Through their graceful form these benches energize the flat plane of the site. *Dan Turèll's Square, Vangede, Denmark.*

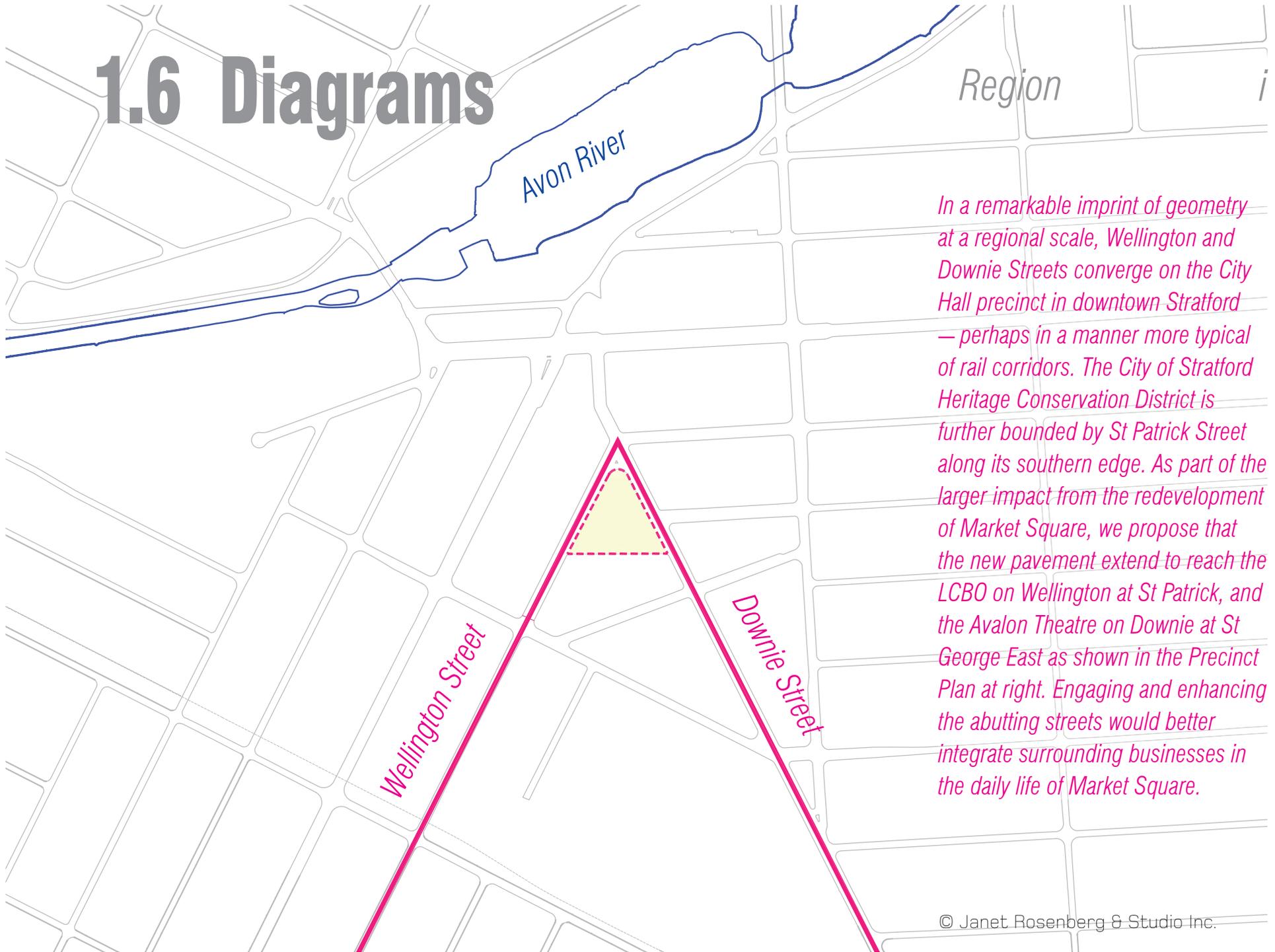


Modernity

Contemporary design can further make reference to history by way of symbolism through the use of materials. A material in a particular form can also further be linked to direction, as in the example here in which a series of four-inch bands of steel embedded in the pavement visually connect the building with its separate parking structure. In Stratford, we suggest that both the use of metal and its use in a directional manner can be an allusion to the region's railway heritage. In this way, directionality is embedded in steel, thereby providing clues to the visitor in the interpretation of our metal bands in the text block areas. At the same time, the metallic playwright text blocks themselves create a modern cultural foil. *South Coast Plaza Town Center, Orange County, California*



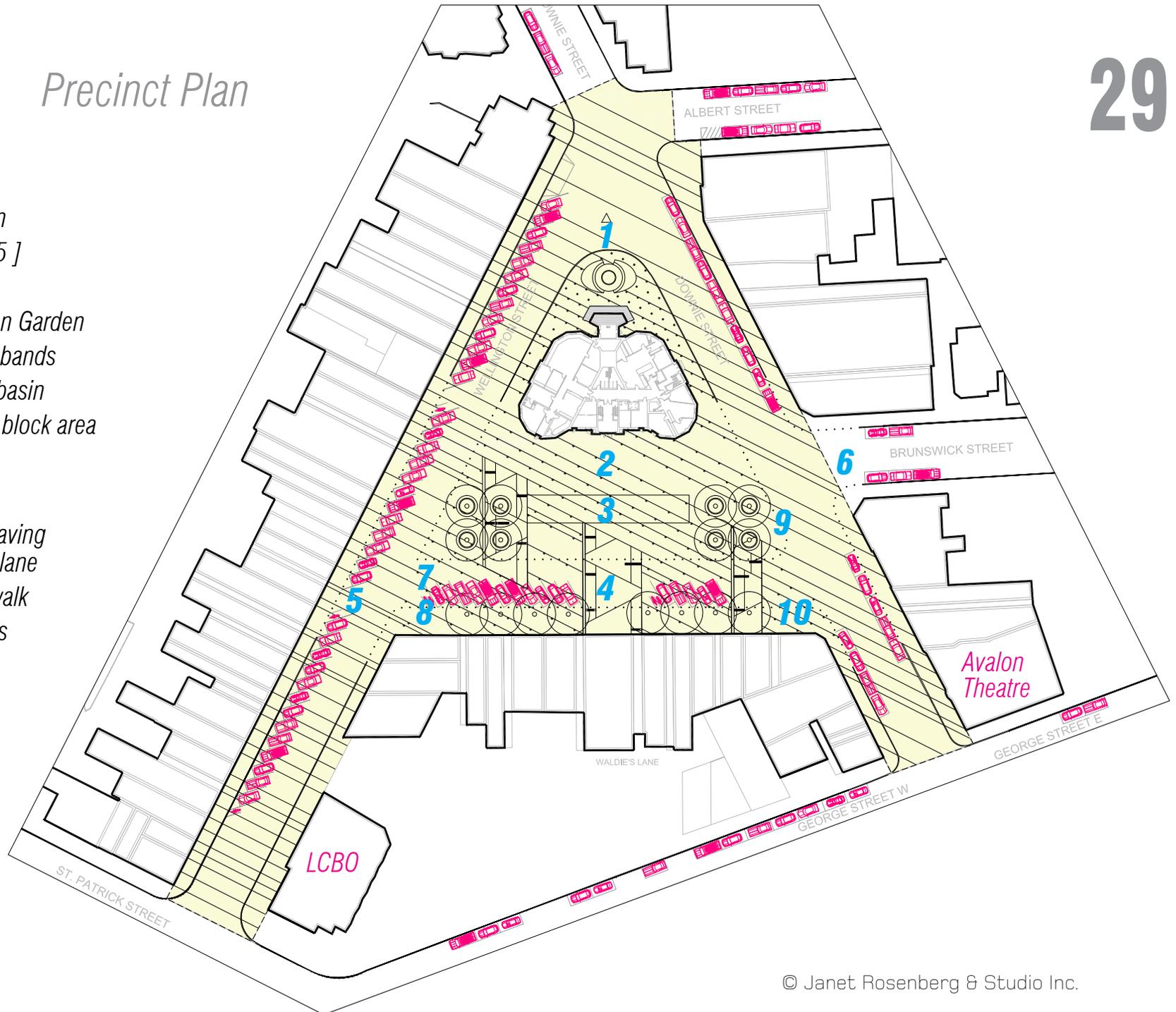
1.6 Diagrams



In a remarkable imprint of geometry at a regional scale, Wellington and Downie Streets converge on the City Hall precinct in downtown Stratford — perhaps in a manner more typical of rail corridors. The City of Stratford Heritage Conservation District is further bounded by St Patrick Street along its southern edge. As part of the larger impact from the redevelopment of Market Square, we propose that the new pavement extend to reach the LCBO on Wellington at St Patrick, and the Avalon Theatre on Downie at St George East as shown in the Precinct Plan at right. Engaging and enhancing the abutting streets would better integrate surrounding businesses in the daily life of Market Square.

Key to Precinct Plan
[see also pp 14-15]

- 1** Lloyd Robertson Garden
- 2** Unifying paver bands
- 3** Shallow water basin
- 4** Playwright text block area
[one of three]
- 5** Bollard line
- 6** Edge of band paving
- 7** Fire & parking lane
- 8** Widened sidewalk
- 9** Bosque of trees
- 10** Sidewalk trees



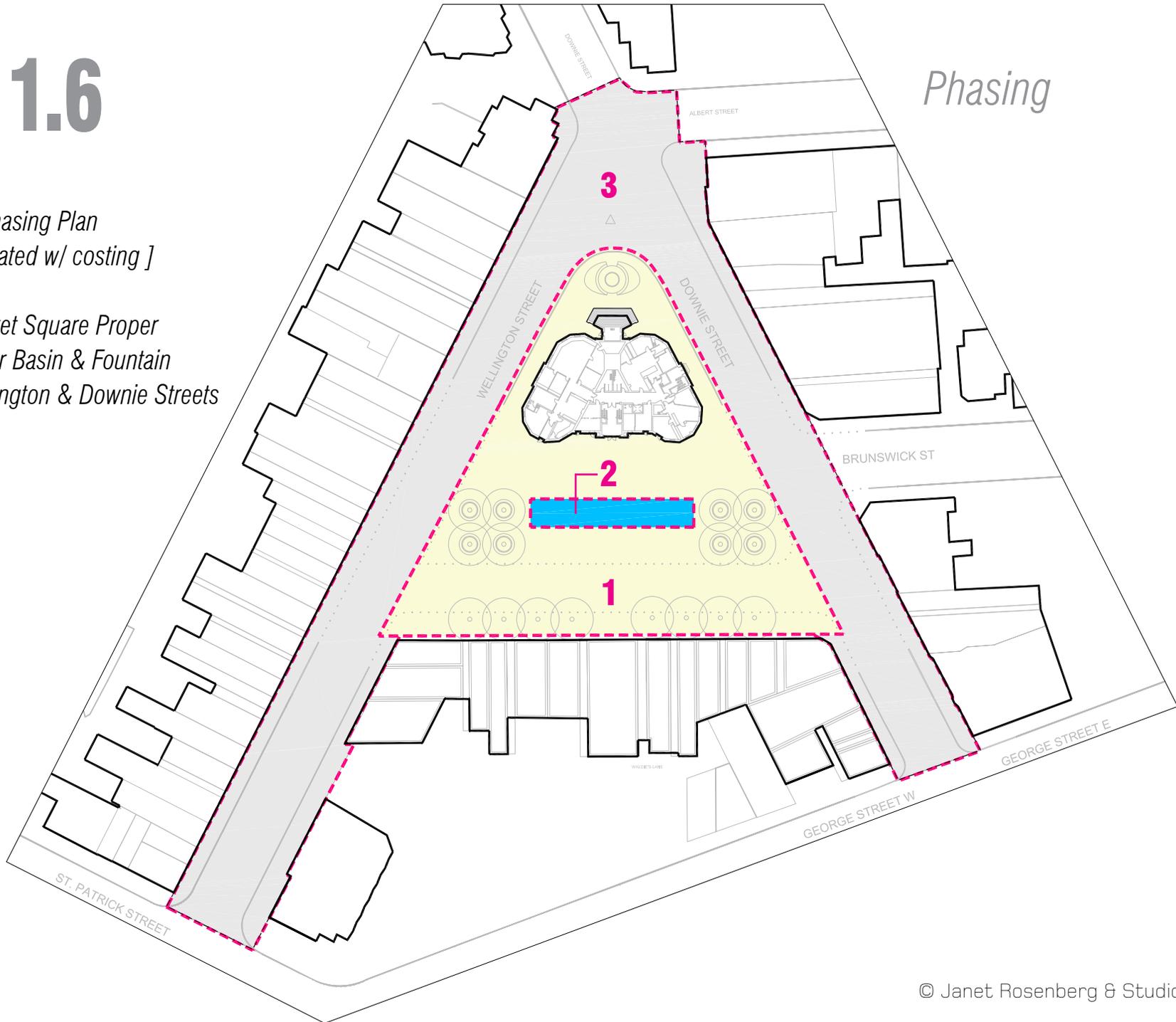
1.6

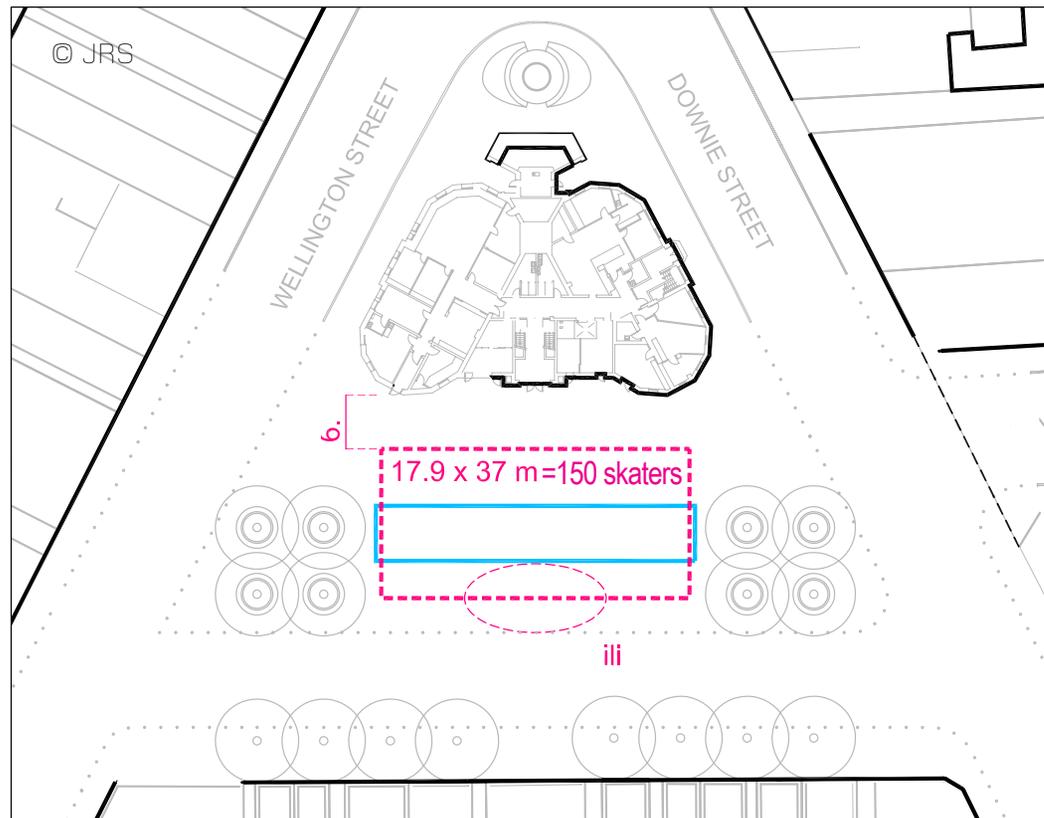
Phasing

iii

Key to Phasing Plan
[coordinated w/ costing]

- 1** Market Square Proper
- 2** Water Basin & Fountain
- 3** Wellington & Downie Streets



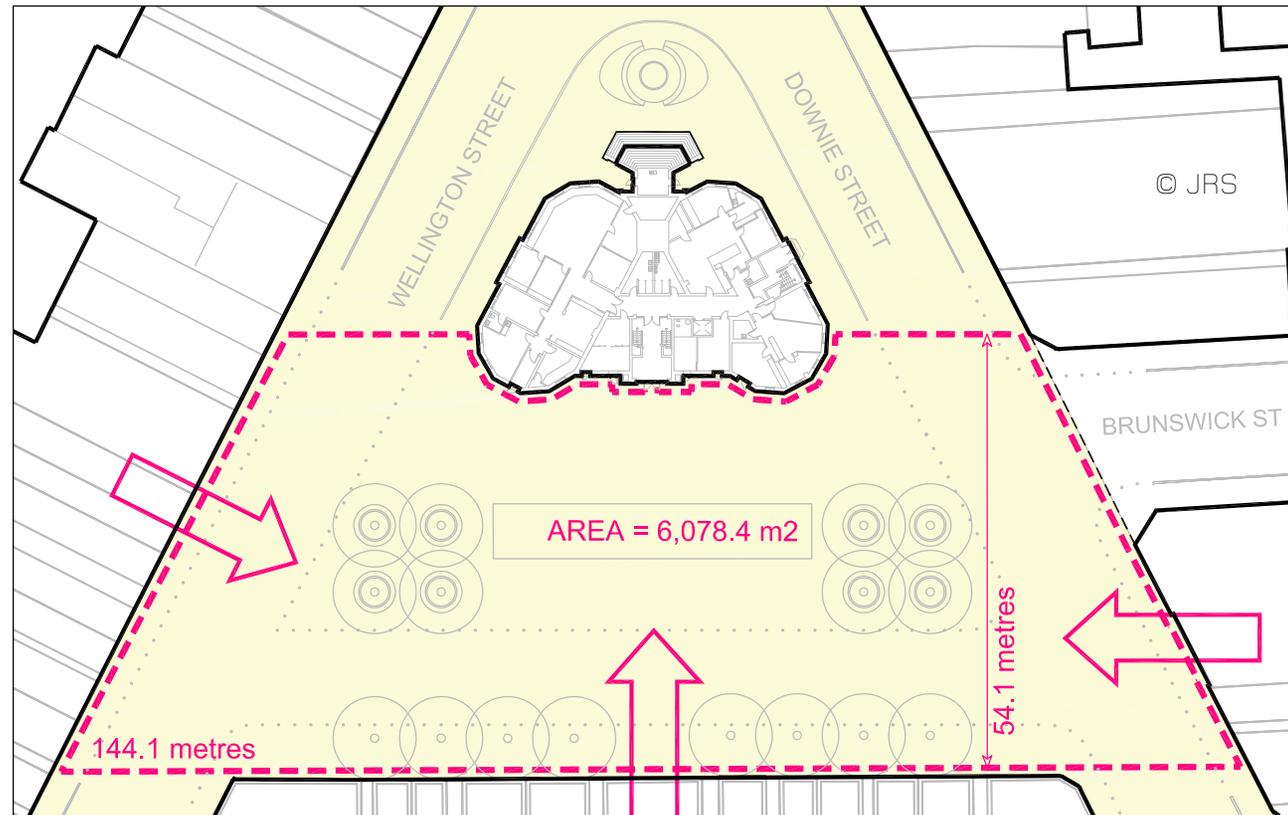


A winter layout is proposed for a later phase, to be captured as an independent donor opportunity – as it was at Guelph’s Market Square by a voluntary group named the “Rink Rats” which raised the majority of the funds required to build the infrastructure (and change pavilion / zamboni garage) that allows the basin to transform into a self-contained skating rink in the winter. We provide this diagram to indicate that a rink would need to be wider than the water basin proposed. For comparison, the rink at Rockefeller Center in New York City has the footprint shown in the dashed line, with the added guideline that for security purposes, this dimension safely accommodates 150 skaters at any one time.

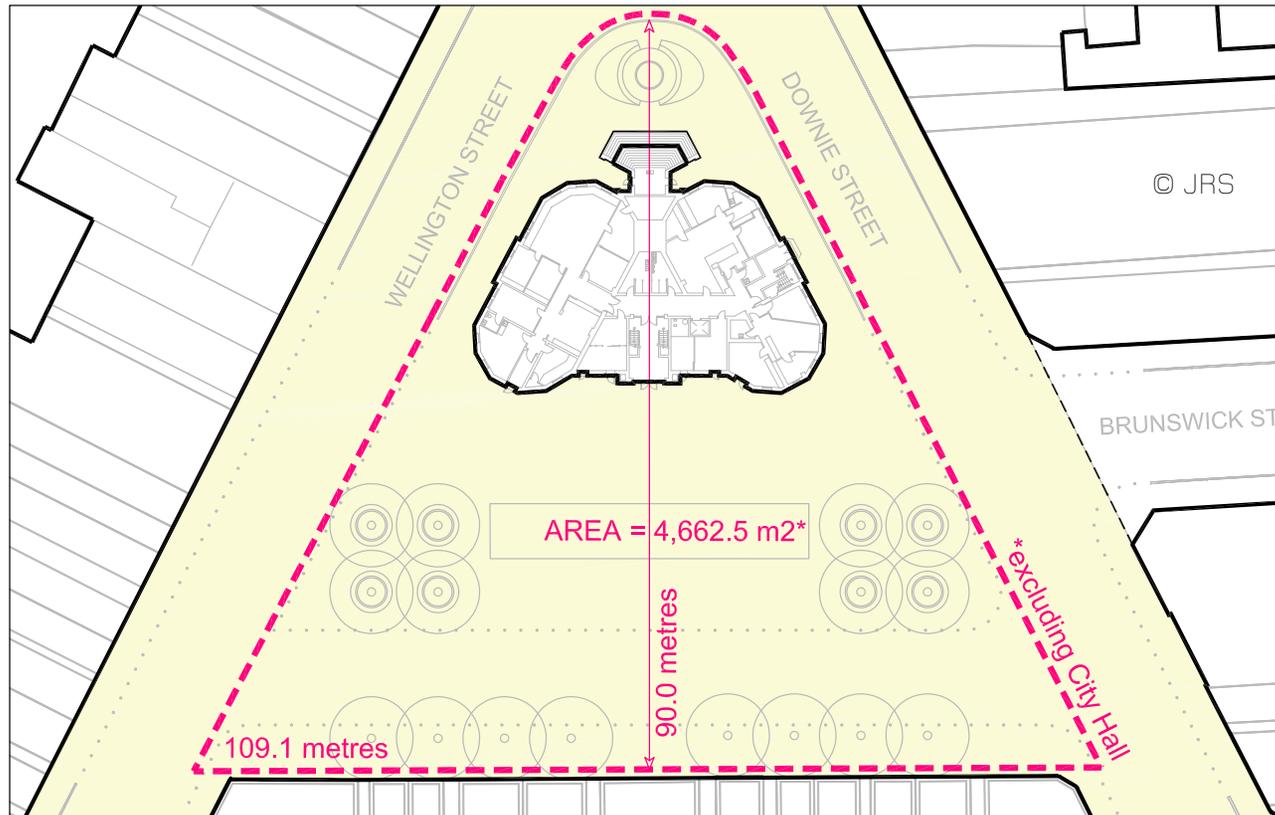
1.6

Expanded Square

We propose an 'expanded' Market Square, in which the design stretches across the streets, allowing all three entities of retail and commercial blocks to benefit from a dynamic public space. For much of its existence, as evidenced in period photographs [see Section 1.0 Vision Statement], the area was open, uniformly surfaced and active, complementing the reading of the City of Stratford flowing into Market Square and Market Square flowing through the City.

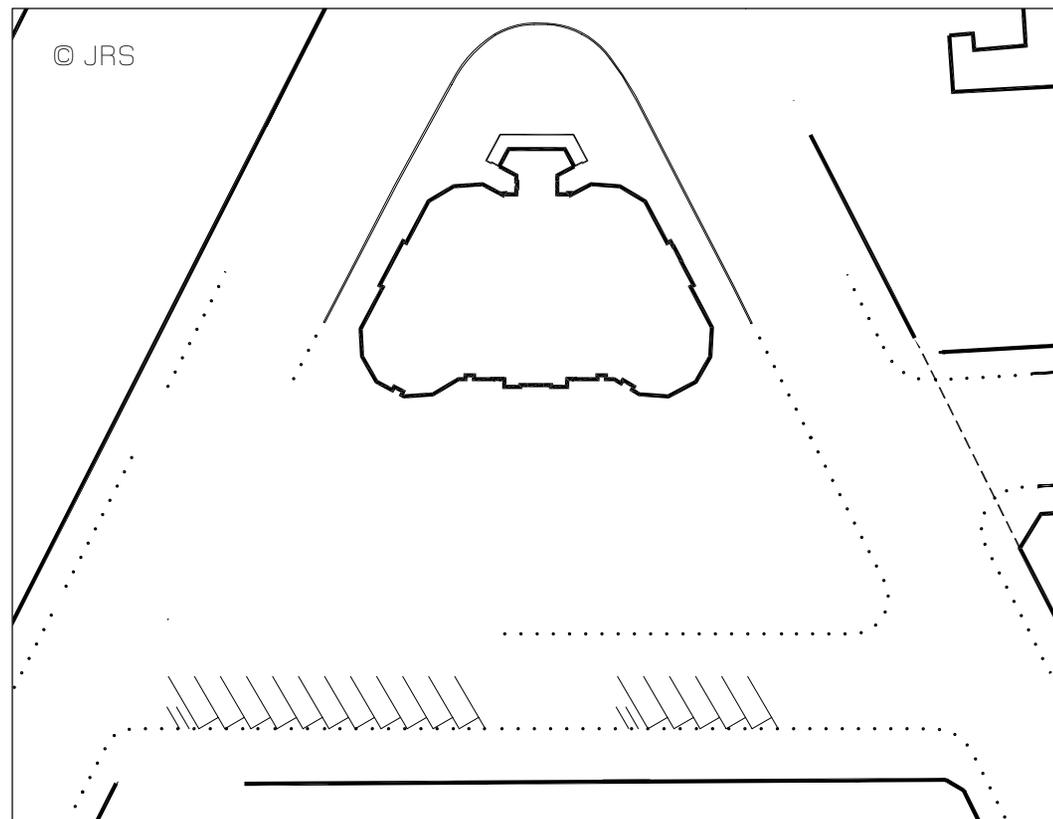


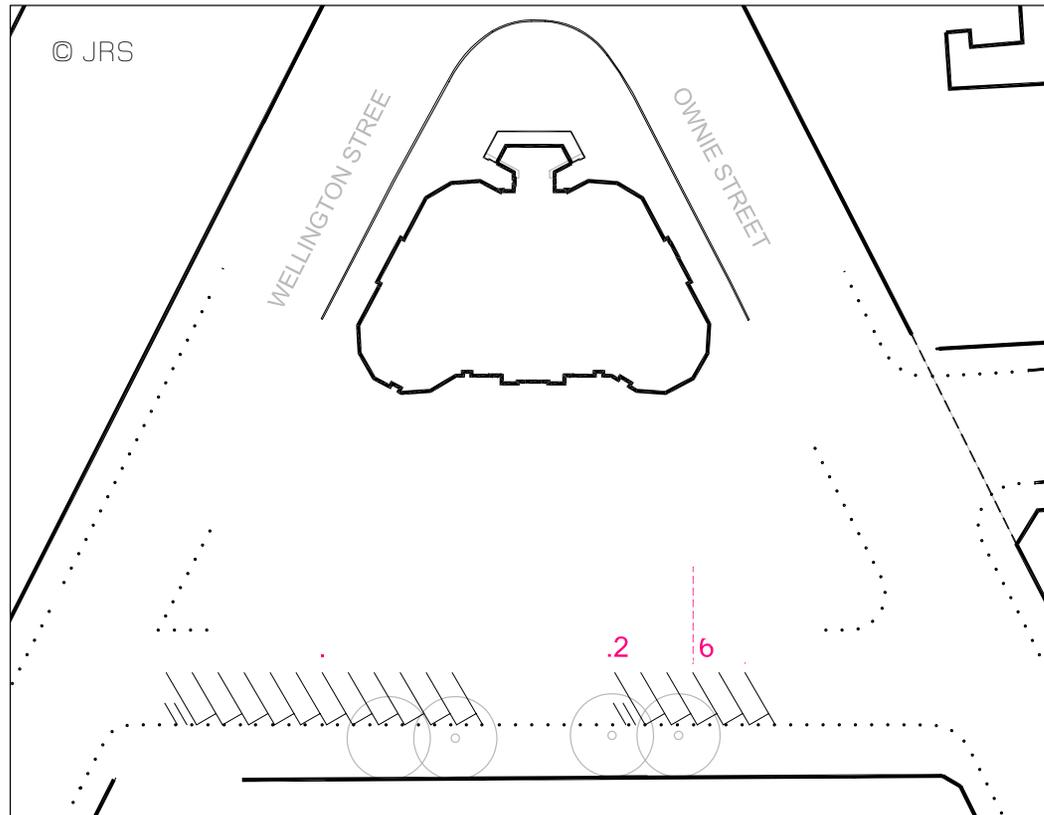
The boundary of the project — as determined by our costing document — is limited to the boundary as set by the competition for Phase 1, and is represented below with the dashed line. It marks the immediate area of Market Square, to encompass not only the area south of City Hall, but also the sidewalk perimeter of the building, and notably the Lloyd Robertson Garden at the foot of the steps on the northern aspect of City Hall.



1.6

The water feature is positioned so as to offer a mirrored reflection of City Hall on approach from the south. The permeable paving offer 'green' (permeable) parking areas that are unified into the design of Market Square as a public space where the streets can be closed to traffic on special events. The retail sidewalk along the southern boundary has also been made wider to permit outdoor seating and dining, as well as shading from trees. Traffic and transportation planning invoke concepts such as dispersal and collection, and diffusion and concentration, extremes that are essential in the successful collaboration with the City in the redevelopment.

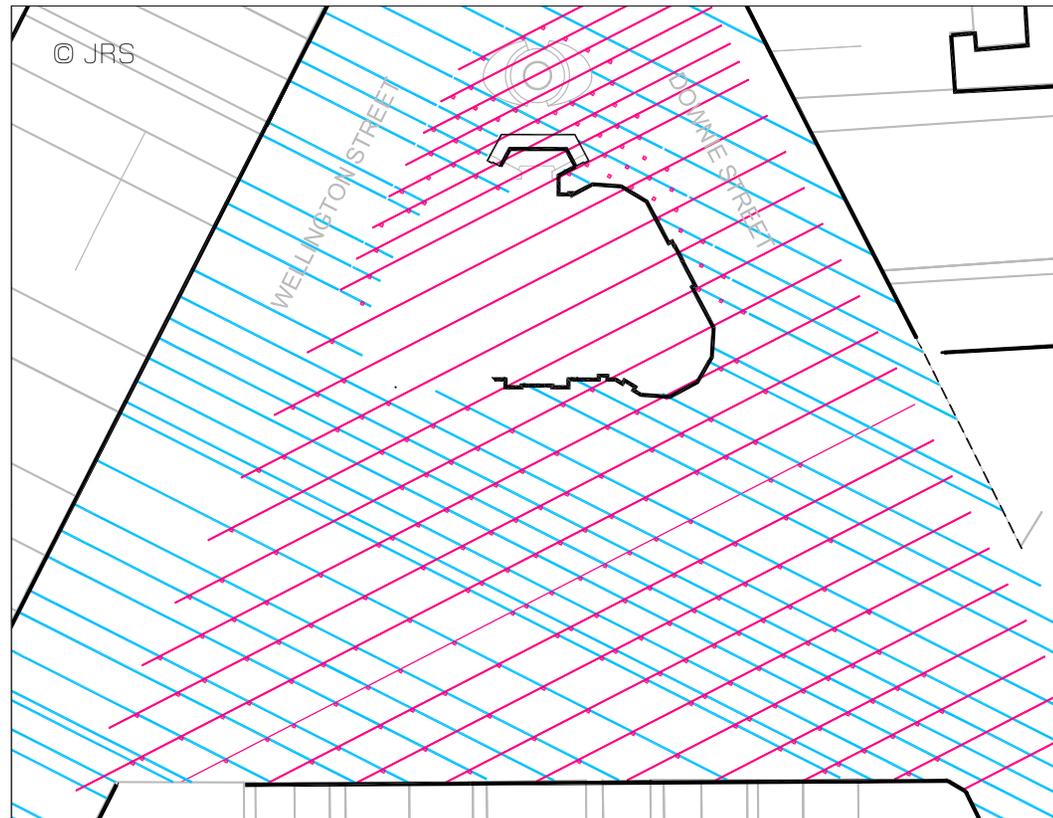


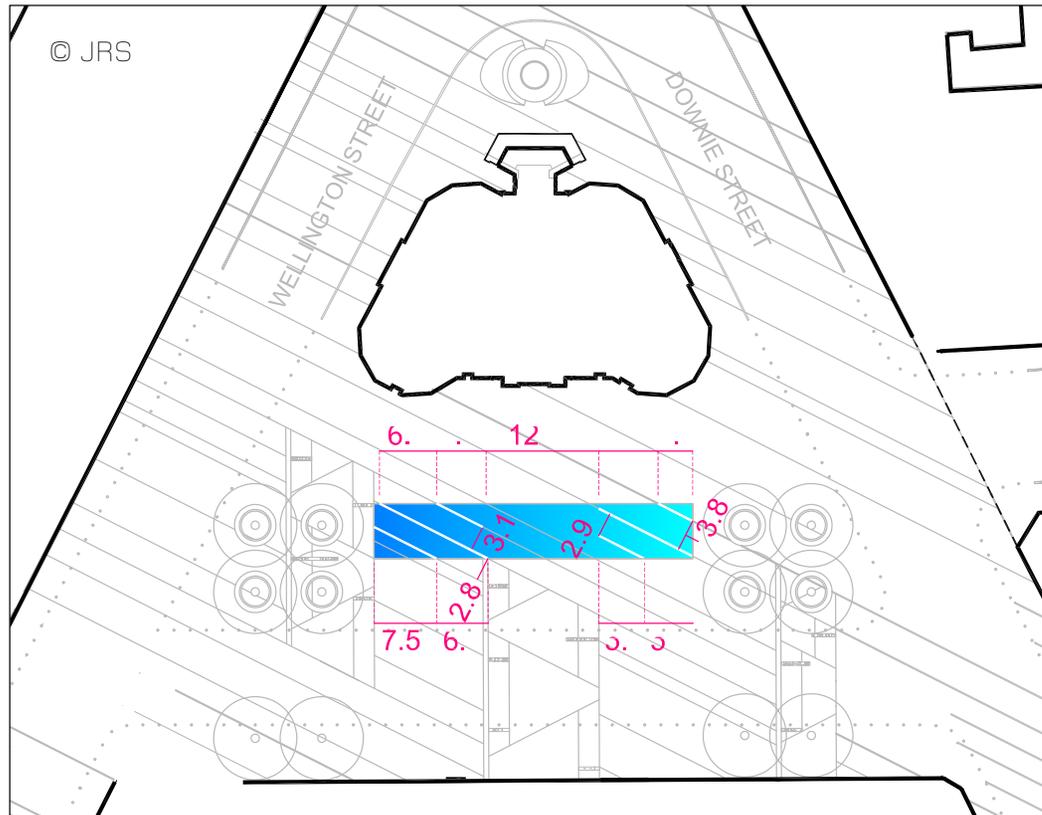


The water basin frames the width of the City Hall building so that from a vantage point south of it, the entire building is mirrored in the water. Sustainability, flexibility, and adaptability are key to an integrated mandate that results in features such as a shallow basin and a low turnaround time, allowing for the fountain to be quickly drained for special events such as concerts. Water from the entire basin can be removed in a matter of minutes. Other sustainability features include high-reflectivity paving to combat the heat-island effect, in addition to the comfort from trees in the two bosques and newly lining the southern retail frontage.

1.6

The genesis for the design was inspired by the framing of the City Hall structure within Market Square by the historic facades of the storefront blocks. The storefront edges on Wellington Street, as represented by their footprints, are used to cast a symbolic reflection of these in the ground as modulating bands of pavers. To recognize the symmetry which exists in the City Hall structure, as well as in the road layout, we have cast imaginary lines similarly from Downie Street, yet here as a uniform grid of lines, highlighting only the intersections with a square paver. The geometric result is a metaphorical net that spans from one edge of the expanded square to another.

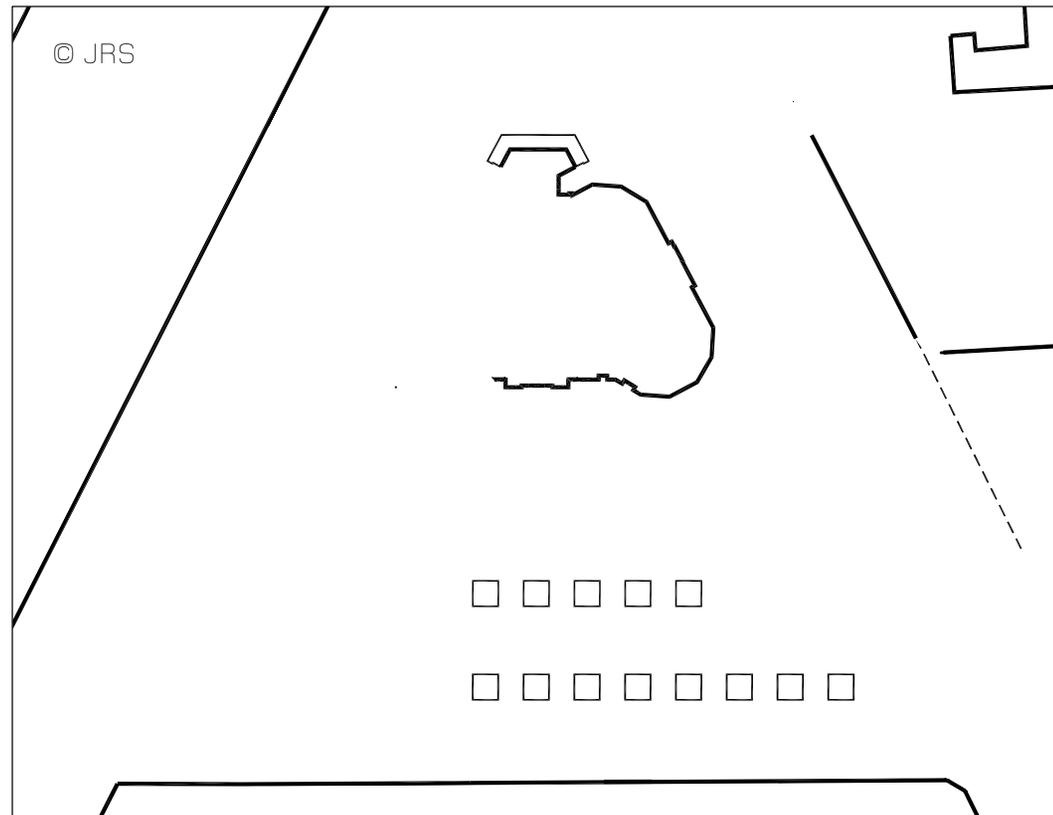


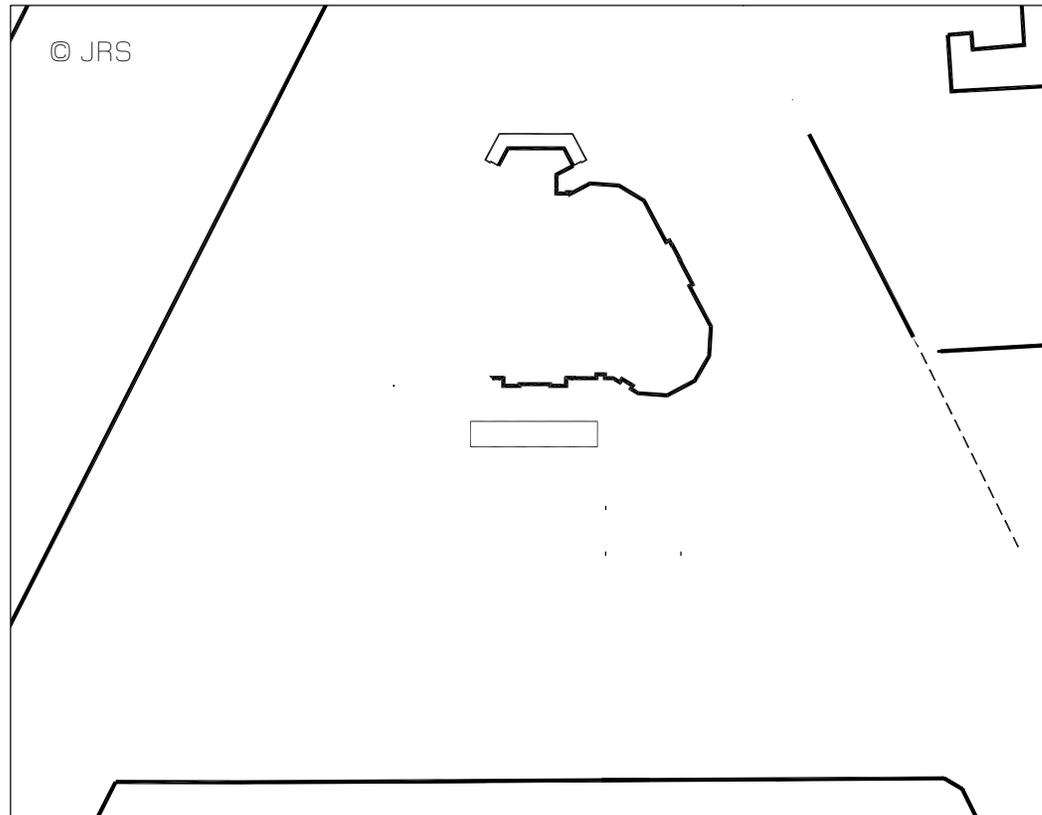


The image shown in our precedents [section 1.5] adopts the planar form for the spray from the water jets, to a height of about 2 metres. The water in the reservoir located underground continually re-circulates, and would be supplemented by supply only to account for losses. The jets add play interest, animating the water for children, while also creating the opportunities for everyone in the discovery of the architectural reflections in between bursts of activity.

1.6

The layout shown here for three rows of event tents (at 10 feet square, for a total of 31 booths) on the one hand permits the water basin to remain, yet it can also be drained quickly to facilitate circulation. The intention is to build on the success of the Slow Food Sunday Market which has been taking place outdoors in Market Square, as well as the annual food festivals, such as the Slow Food Perth County's Pork Party in Market Square during the month of August.

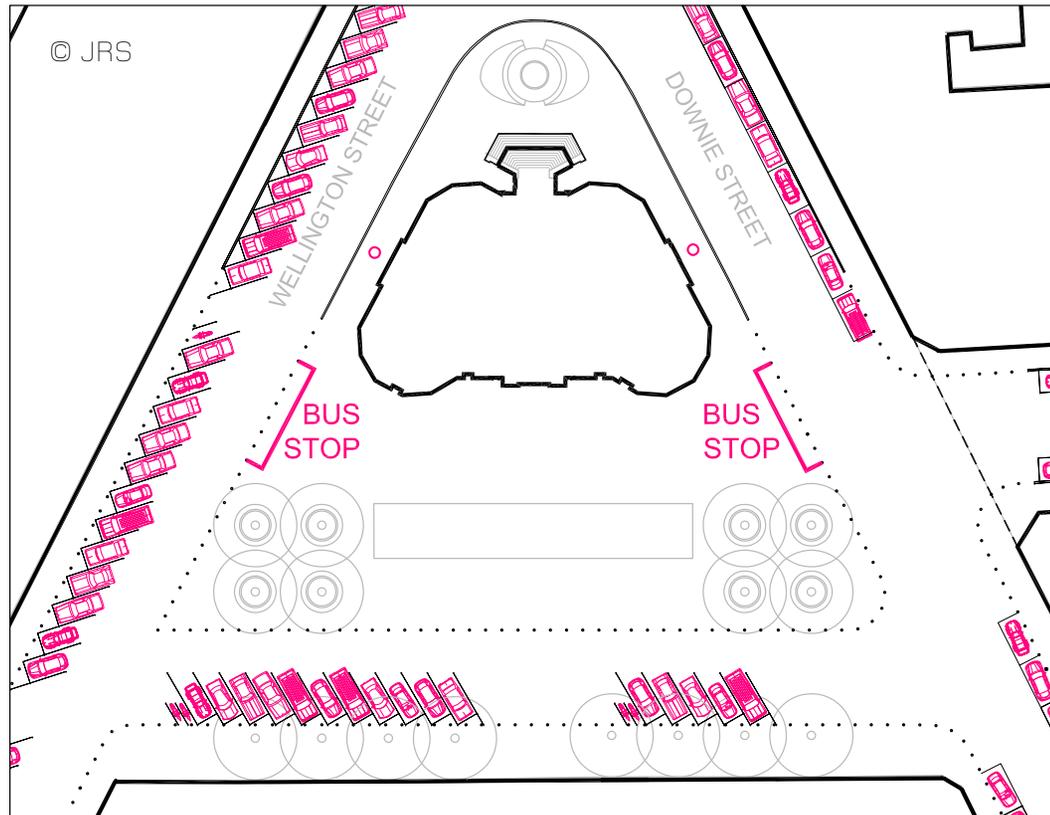


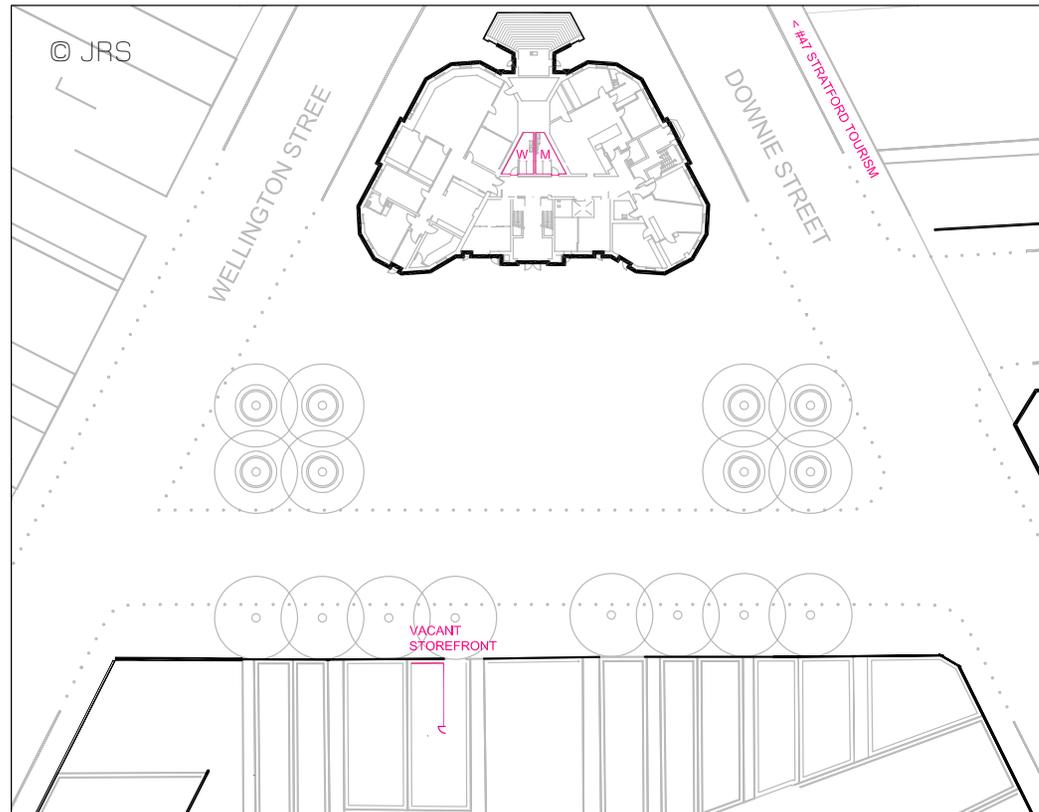


Market Square as the symbolic heart of the City of Stratford should become a concert venue during the favorable weather months. The layout shown here for concert seating offers three blocks of 90 seats each — occupying the dry surface of the drained basin — as well as a generous stage.

1.6

This competition is a means to begin to address the choking presence of vehicular traffic and parking, and restore the setting to more orderly conditions. Depending on projections of future vehicular presence the need for strategic roadway access will be a significant subject in the redevelopment of Market Square. If the trend is determined to be upward, reflecting an ever-increasing tourist population, the City may also need to address the (un)likely need for underground parking. Yet, in our layout, only a few parking spaces have been removed, only to offer a clear bridge to Market Square. Moreover, potential bus stops are shown adjacent to seating and shade.





A storefront — that is labeled as vacant in the competition digital files — offers one opportunity for addressing the shortage of washroom facilities in the vicinity of Market Square. Currently, the public has been granted access to those on the ground level of City Hall, but these are inadequate to satisfy the needs of an active city square. The competition materials also indicate that the Stratford Tourism Office, located at 47 Downie Street, offers restrooms for public use.

2.0 Design Approach

2.1 Methodology

Lead Profile

a Overall Design Approach

b Sub-Consultant Team

c Work Plan & Tasks

d Approach to Public Consultation

e

2.2 Schedule

2.3 Project Management & Cost Control Measures

2.4 Key JRS Staff and Key Demonstrated Experience

2.1 Methodology

JRS brings over thirty years of experience designing and implementing engaging and vibrant public spaces. The strength of our Studio lies in our artful approach to creating landscapes as year-round destinations, using innovative materials and creative ideas to bring comfort and enjoyment to people, even in the most extreme environmental conditions. Beautiful composition, materiality, quality detailing and the integration of artful elements are hallmarks of the Studio's work. Further, we have the imagination and technical expertise to design and build landmark spaces on limited budgets. Janet Rosenberg & Studio's years of technical experience enables the firm to efficiently and effectively manage both commercial and municipal projects, navigating the permit and approvals process to build detailed design solutions with a fresh yet sustainable vision. Our team of experienced professionals continually tests the boundaries of materials and technologies, with a focus on contemporary thinking about how people interact with the public realm.

JRS embraces the design approach to create environments that are functional yet flexible and adaptable for future growth, as well as technological upgrades and programmatic changes. In addition, Janet Rosenberg & Studio believes in creating responsible urban environments with sustainability incorporated into every project. The execution of the design for Market Square will confirm the City of Stratford's commitment to sustainability and design excellence. We will work directly with the City of Stratford to balance our efforts so that we deliver a well-designed and sustainable project that achieves exemplary sustainability criteria on ecological, social, and economic levels.

Janet Rosenberg & Studio is a widely published and award-winning company, that is recognized globally for innovation, design excellence, and a creative approach to different and difficult site challenges. The Studio is located in midtown Toronto, with three Principals and a team of approximately twenty landscape architects, designers and project managers. The Studio has worked with many municipalities and institutions across Canada, including: City of Toronto, City of Edmonton, City of Calgary, City of Guelph, Town of Newmarket, City of Kingston, Canada Lands Company (CLC), National Capital Commission (NCC), University of Manitoba, University of Toronto, University of Guelph, University of Alberta, University of Western Ontario, and the Royal Botanical Gardens (RBG) in Burlington, Ontario.

JRS has been recognized with over one hundred awards. Recent notables include a 2014 National Urban Design Award from the RAIC, and a 2014 Architectural Conservancy of Ontario Heritage Award, both for the dynamic and seasonal Market Square in Guelph, Ontario [see pp 10□ 11]. Joel Weeks Park (Toronto), Riverwalk Commons (Newmarket) [see pp 12-13], and Market Square (Guelph) were all recognized with 2013 Canadian Society of Landscape Architects (CSLA) Awards of Excellence.

Our team is incredibly excited about the opportunities inherent in the Redevelopment of Market Square. We have partnered with our Project Team in response to the heightened construction timetable, as a highly valuable and important measure of confidence and expertise for you as our client.

2.1

Inspiration

Our vision aims to create a unified and fluid space, where geography, culture and recreation influence and activate the civic realm. Our thoughts for Market Square are inspired by the poetics of the site, and grounded in an understanding of the scale, program, and circulation required. At the same time, we are encouraged by the designation of the site within the City of Stratford Heritage Conservation District. We propose as well to establish a built framework to which future developments can benefit. Our intention is to deliver a project that will make Market Square a catalyst for new activities. Trees and other planting will be incorporated in the design to provide comfort in the hot summer months.

Key Elements

We believe the design should address the three necessary key elements of the project — site connections, accessible circulation, and integrated landscape and urban design — and that it be developed through the following lenses:

Experience, Identity and Sense of Place

The elements should read as a unified whole with a strong visual identity that makes it memorable and attractive. It should be welcoming from the community.

Circulation

Market Square offers a natural confluence of movement where the regional road layout naturally leads to City Hall.

Overall Design Approach

b

These connections should be strengthened, and integrated into the Market Square redevelopment design.

Seasonality

Stratford is a four-season city that offers a variety of colours, textures, and opportunities for engagement. Any strategy should also find ways to celebrate the beauty of winter through the exploration of winter activities and to facilitate winter maintenance.

Precedent Thoughts

Our Project Team has explored a number of precedents and historic references and illustrated them in our Section 1.6. These may align in scale or materiality with this project, imparting an approach that makes sense for Stratford in the context of Market Square.

Programming

Market Square should offer a mix of engaging active and passive opportunities throughout the seasons, and from day through night. Central to our vision is the creation of a flexible public space that celebrates the heritage of Stratford and sets the stage for a diverse range of programming opportunities. We envision a public square that can support active daily life in Stratford as well as city-wide celebrations and events. A water element, for instance, can be playful and whimsical, as well as beautiful. Civic programming with civic events, markets, and concerts will activate the nodes and complement more passive

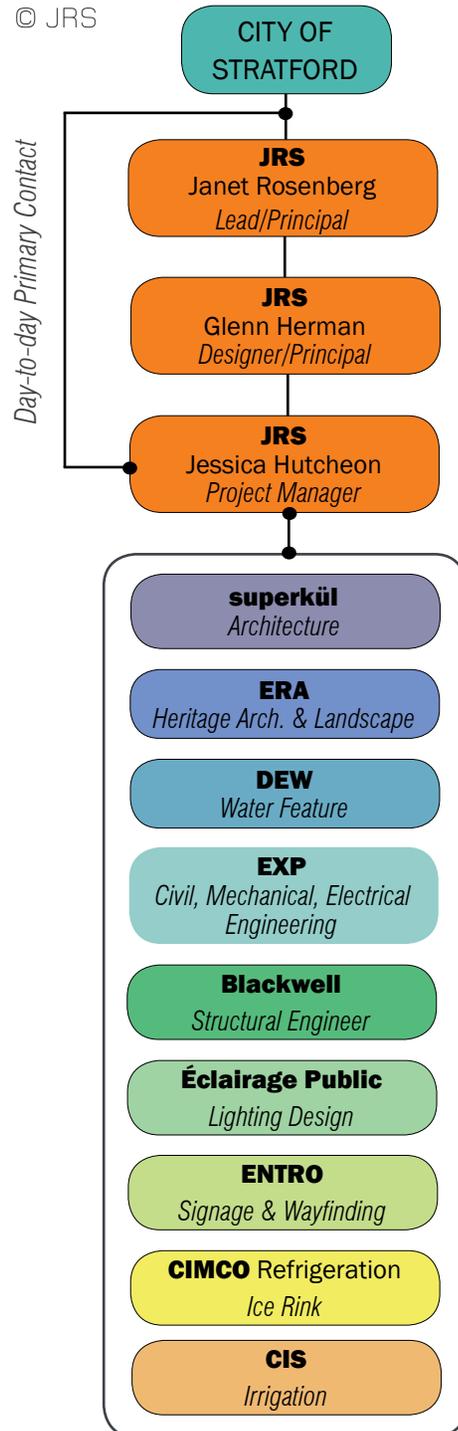
opportunities to picnic, read, or exercise as a group or on one's own. Even the consideration of a long dining table – say, for 1,200 people, as in Winnipeg – can be anticipated. Dynamic lighting and sound strategies, along with a drainable water feature, will allow for a myriad of innovative activities. Moreover, a cohesive paving pattern, stretching across the square and roads will allow the entire space to read as one during road closures for city-wide events. Programming opportunities for Market Square might include:

- *Slow Food Sunday Farmers Market (currently)*
- *Art Shows*
- *Artisan Markets*
- *Music Concerts*
- *Theatrical Performances*
- *Venue for Summer Music Festival*
- *Winter Wonderland - Holiday Lights, Ice Sculptures, Street performers*
- *Holiday Night Market*
- *Winter Skating (Design Option beyond Phase 1)*
- *New Year's Eve Party*
- *Halloween Pumpkin Carving Contest*
- *Food Trucks*
- *Canada Day Party*
- *Movie Nights*
- *Kids Programs / 'Fun Days'*
- *Antiques Show*
- *Craft Beer Garden*
- *Stratford Garlic Festival Venue*
- *Savour Stratford Perth Country Culinary Festival Venue*
- *Summer - informal splashing in the water feature*
- *Passive activities - casual café furniture and shade umbrellas for meeting for a coffee, eating lunch, reading, people watching*
- *Meeting spot for historic walking tours.*



2.1

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Sub-Consultant Team

C

As outlined in our RFPQ submission, our entire Project Team will be led by Janet Rosenberg as the *Principal-in-Charge*. Janet will work closely with Principal and Senior Designer, Glenn Herman, and Senior Project Manager Jessica Hutcheon. Janet, Glenn and Jessica comprised the core design team for the highly successful and award-winning Guelph Market Square (2012). Jessica will be the primary contact for the City of Stratford, and will handle all day-to-day requirements of the project and document production. Our dedicated core team will remain consistent for the duration of the project.

Per our RFPQ submission, JRS has brought together an experienced and knowledgeable sub-consultant team, all experts in their respective fields. JRS has worked with all of these sub-consultants on projects of similar nature and scope, which will allow us to provide efficient and top-quality professional services. In summary form, the key staff from our sub-consultants, and the numerous collaborations between us are listed here:

superkül **Architecture**

Key Staff:

Andre D'Elia, Principal, B.Arch, OAA, MRAIC
Meg Graham, Principal, BES, B.Arch, MDesS, OAA, FRAIC

ERA Architects Inc.

Heritage Architecture

Key Staff:

Brendan Stewart, MLA OALA

2.1

Work Plan & Tasks

d

We will structure our project delivery method around a process designed to achieve the vision outlined in our *Vision Statement* [Section 1.0], on time and on budget.

All work will be in compliance with the City of Stratford.

Schematic Design Refinement & Design Development

Timeline: 4 months | Completion: June 30, 2016

Upon award of the contract on March 8, 2016, JRS will immediately begin refining our design in coordination with the City of Stratford and our entire Project Team. Key tasks during this design phase will include:

- Kick-off meeting with the City of Stratford to review design and prioritize changes if required.
- Meet with various municipal departments (Heritage, Infrastructure & Development Services, Community Services, Development Services, and Regional Tourism).
- Review the Approvals and Permit process to maintain a fast-track schedule.
- Meet with stakeholders.
- Refine and value-engineer the design based on comments from the City, stakeholders and community.
- Coordinate with the design sub-consultant team.
- Prepare a revised Schematic Design and Cost Estimate.
- Present the revised design to City Council / Public Meeting.
- Incorporate comments from this meeting into the design, and prepare the Final Schematic Design and Cost Estimate to be submitted to City of Stratford and posted to City website.
- Approval to proceed from Council - June 30, 2016.

Construction Documents & Approvals /Permits

Timeline: 3 months | Completion: September 30, 2016

Upon approval to proceed from the City, JRS and our sub-consultant team will prepare a complete and coordinated set of documents for Phase 1, suitable for tendering and construction, which will include these tasks:

- Prepare detailed design drawings.
- Prepare specifications.
- Prepare a Class B Cost Estimate.
- Coordinate with the City of Stratford and sub-consultant team.
- Attend project meetings – we assume 4 - 6 meetings.
- Submit drawings for 60% review and at 90% for the City to review in order to facilitate the approvals process.
- Revise drawings to reflect comments from the City, and re-submit to the City.
- Issue construction package for Tender.
- Issue 100% Construction Documents for City approval and to secure permits.
- Assist the City of Stratford with the Tender Process.
- Attend the Pre-Bid meeting.
- Respond to Bidder RFI's.
- Review Bids and provide recommendation for award.

Construction Administration

Timeline: 9 months | Completion: July 1, 2017

During this phase, JRS will provide contract administration services to ensure that the design intent is maintained during construction on site. Tasks will include:

- Attend Construction Meetings and Site Visits / Reviews.
- Review shop drawings.
- Prepare Site Instructions and Issue Change Orders.
- Site visit to Plant Nursery to tag specimen tree / plant material.
- Provide the Record Drawing Set. The contractor is to provide JRS with up-to-date As-Built Drawings for integration into the Record Drawings.
- Perform the deficiency review.
- Issue Substantial Completion.
- Perform the Warranty Review.

2.1

Approach to Public Consultation

e

Janet Rosenberg & Studio understands that developing a successful design will require effective synthesis and the ability to educate and build consensus among the community. All of the members of the JRS core design team [Section 2.4] have significant experience with stakeholder consultation, education, and consensus building. We are experienced and skilled at finding the most appropriate format for public and stakeholder engagement, as well as at executing the consultation process in a way that allows people to feel that their voice has been heard.

Upon award of the contract we anticipate refining and developing our design scheme to reflect comments from the Public Open House on February 22nd, and comments from the City. Further, we propose meeting with various City

departments and stakeholders (local businesses, members of the community, and the Market Square Advisory Committee), to discuss opportunities, constraints and factors for the site and the proposed design. We anticipate holding a further public meeting and presentation of the refined concept to City Council at some point in April 2016. JRS will prepare all visual materials required for this consultation. Following the public meeting, JRS will review feedback with the City of Stratford project staff. Building from this feedback, the team will develop a final consolidated design for City approval.

Throughout the process, JRS will continue to provide web-ready updates to the City, which can be posted on the City website.

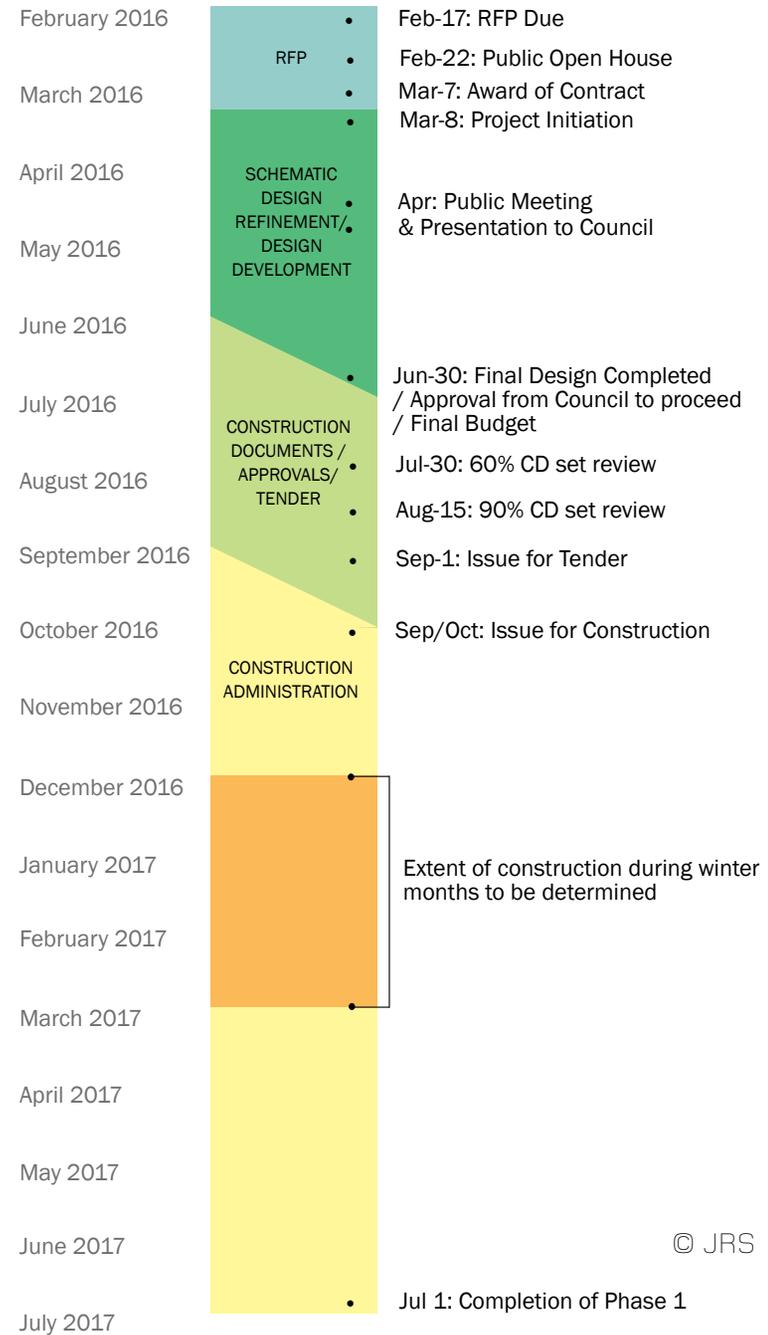


2.2 Schedule

JRS is prepared to start work immediately upon award of the contract. We anticipate working in a fluid and collaborative manner with the City of Stratford. JRS has the resources to be flexible, and we will adjust our Work Plan to best meet project goals, deadlines and approvals as they evolve.

We understand that the City plans to construct the first phase of the redevelopment of Market Square by July 1, 2017.

To ensure the project delivers on time and on budget, JRS proposes to the City that it establish an evolving committee of decision makers who can help guide the project, and also quickly alter direction if necessary in order to facilitate timely progress, review and approvals. As indicated in our Work Plan, JRS suggests 60% and 90% document review thresholds during Construction Documents so that the City has detailed awareness of the technical components of the project.



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2.3 Management & Controls

Quality of Design Skills & Presentation Drawings

As a team of creative thinkers, Janet Rosenberg & Studio and our sub-consultant team share a common design philosophy rooted in socially and ecologically responsible landscape and building design. We believe in collaborative discussions, building upon individual strengths to drive the design process.

We see design diagrams and models as the best method for communicating our vision and explaining the experience of the project to ensure that everyone involved understands the context, functionality, and scale. Our ability to convey design possibilities is critical to confirm that the final project meets the City's expectations. Drawings and renderings will be an invaluable tool towards communicating design ideas to diverse audiences at various stages in the process. Being proficient in multiple graphic tools is a key strength of our Project Team. Following is a brief overview of a few of the techniques that will be used during the project:

- Functional relationships and general design concepts will be clearly defined through the use of single line diagrams. These allow us to work through design ideas very quickly, clearly creating a conceptual framework for the detailed design of the project.
- Digital and physical models will be used to generate and illustrate design ideas, and will be very useful in describing the project.

Quality of Technical Skills & Working Drawings

As important as any aspect of the project, the technical drawings should be used to clearly communicate the overall story to a contractor. Clear and thorough documents enable the contractor to accurately price and build the project, minimizing risk for the City of Stratford and ensuring fewer requirements for clarification during construction.

Our team has extensive technical experience working on projects located in both urban and natural contexts. As part of our commitment to quality throughout the project, we believe project team continuity is very important to the success of the technical documentation. In addition, our Project Team members often co-locate with contractors during construction to increase our familiarity with current best practices. These strategies have proven to be invaluable ways to learn from our projects and use the experience to inform our next set of construction documents.

Our design process is augmented by the network of technical expertise in our sub-consultant team. We have nurtured this network and have greatly benefited from the ingenuity and technological advances being investigated in these disciplines.

As a Project Team, we offer significant value-added benefits. Our Project Team will employ a balanced scorecard management approach towards the delivery of the project. A balanced scorecard management approach promotes the

development of a road map for strategic execution of a design. It is a mixture of qualitative and quantitative measures to create performance targets and design principles that can help provide direction for the integration of all elements. With the City of Stratford, our Project Team will help create a scorecard of goals and objectives. Priorities will be assigned to each measure so that when we review the design progress it is possible to more accurately determine if the current design meets expectations and achieves the design, scheduling, and technical goals of the project. Without this clear strategic road map of what success looks like, important design elements can be lost, or timelines extended. Innovation requires direction in order to be successful. As such, the goals of this project are unique and will remain in constant focus.

3.0 Forms

3.1 Bidder Declaration [not included in PUBLIC copy]

3.2 Insurance Certificates [not included in PUBLIC copy]

3.2 Confirmation of Compliance with AODA

3.1 Bidder Declaration

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NOT INCLUDED IN PUBLIC COPY

3.2

Insurance certificates shown here
on pp 58-59.

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3.3 Confirmation of AODA

JRS believes in designing innovative public spaces that are open and welcoming to people of all ages and abilities. In every public realm design that we create, we place a great emphasis on universal accessibility. We are experienced in using colour and texture as wayfinding tools, designing landscapes with barrier-free curbs and ramps, and developing paving strategies that allow only for minimal gaps and obstructions.

JRS will follow the requirements of the *Accessibility Standard for the Design of Public Spaces* which is part of the Ontario Regulation 191/11 under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).

Our entire staff has been trained to be in compliance with Ontario Regulation 429/07 – *Accessibility Standards for Customer Service*.

In addition, JRS has reviewed the City of Stratford's *Accessibility Plan*, and the *Accessible Communications Reference Guide*. JRS acknowledges and confirms that our work shall be prepared in accordance with these documents.



Janet
Rosenberg
& Studio

RFP15-09

February 17, 2016