

October 30, 2014

Jeff Leunissen  
Manager of Development Services  
City of Stratford

Re: Market Square Vision & Community Consultation

**atfocus** is very pleased to submit this proposal to assist in articulating an overall vision for Market Square. We are aware that you are familiar with our Firm and work, including our lead facilitator Moosha Gulycz. As such, we have not included a write up of our qualifications and experience. However, we would be pleased to provide any additional information you require.

## Our Approach

We have developed an approach that we believe accomplishes your objectives of articulating an overall vision for Market Square through consultation that allows the community the opportunity to provide constructive input. Our approach is grouped into 3 phases.

- Phase 1: Articulate overall parameters of the Vision
- Phase 2: Community Consultation
- Phase 3: Council Validation

## Phase 1 – January 2015

Our first Phase is comprised of 4 Steps.

**Step 1: Background Reading:** Prior to our Start Up Meeting (Step 2) we will review all background information and document a “starting position” or a framework of previous decisions/discussion points. This will allow us to understand where future consultations are required and what has been presented in the past.

**Step 2: Start Up Meeting:** At this first meeting we will define in more detail our approach and workplan. We will review work to-date and the overall objectives for this project. Roles, responsibilities and deliverables will be outlined. From our background reading, we will bring forward assumptions, consultation parameters and a discussion framework for our workshops.

**Step 3: Staff Workshops:** We propose conduction 2 staff workshops. Each will be about 3 hours in length and with up to 10 participants. The objective for these workshops is to outline the position of staff and the options from the perspective of

the City experts. This information will frame the overall discussion/options for the Community consultation efforts.

**Step 4: Draft Consultation Scenarios:** As a final step, we will draft a community consultation approach with suggested scenarios that will be presented and discussed. The intention is not to constrain the consultation but to provide a starting point of realistic possibilities.

*The deliverable for this Phase is a consultation approach, consultation scenarios and possible guiding principles to establishing the vision for Market Square.*

## Phase 2 – Late January – End February 2015

Our second Phase is comprised of 3 Steps.

**Step 1: Web Survey:** Our first prong of Community Consultation is to develop and deploy a web survey. We will draft the survey based on the results of Phase 1. City staff will review the survey and assist in determining how to target respondents and facilitate higher participation levels. The survey will be designed to solicit input on possible Vision components from a broad spectrum of stakeholders. Each survey will be targeted to a specific stakeholder group. We anticipate deploying web surveys to 5 Stakeholder groups.

**Step 2: Community Focus Groups:** Once the web survey results are finalized and analyzed we will hold 4 community focus groups (2.5 hours in length, to be held 2 per day). We will determine focus group participants and makeup at our Start Up Meeting. The focus group could be a cross section of community participants or each can focus on a selection of the community. We will determine the size of these focus groups at our Start Up Meeting. We have assume 1 facilitator from AtFocus and that City staff will be in attendance to assist (if the groups are larger than 20 people). We also can deploy our voting technology for groups up to 25 individuals at no extra charge.

**Step 3: Draft Vision/Guiding Principles:** Our final step for Phase 2 is to draft up to 3 possible Vision scenarios to be presented to Council. Prior to conducting the workshop with Council we will discuss the Vision scenarios with City staff. Please note these are not “graphical/visual” they will be completed as text write ups in word.

*The deliverable for this Phase includes up to 3 Vision Scenarios to be presented to Council.*

## Phase 3 Late February – Early March 2015

Our final phase is comprised of 3 Steps.

**Step 1: Council Workshop:** Together with City staff we will hold a 3 hour workshop to present the Vision Scenarios and solicit input from Council.

**Step 2: Articulation of Final Vision:** Post Council workshop, working with City staff we will develop a final vision to be included in your RFP for detailed design.

**Step 3: Council Validation:** As an optional Step we have included one final presentation to Council. This allows for any final edits made after the Council workshop to be presented back to Council. We have not included this final presentation in our fees.

*The deliverable for this Phase is a final Vision Scenario to be included in your RFP for detailed design.*

## Our Team And Fees

Our team will be comprised of Moosha Gulycz (as lead facilitator on all workshops), Stan Brown and Bob McGrath. Stan and Bob will assist Moosha primarily with consultation efforts. The table that follows provides the estimated hours and fees by Phase.

Phase	Estimated Hours	Estimated Fees
Phase 1	32	\$8,960
Phase 2	52	\$13,800
Phase 3	16	\$4,480

Our total fees for the work outlined in this proposal are \$27,240. (not including expenses or tax). We have assumed that the City will print all required documents. We have estimated expenses at \$1500 (assumes 6 round trips, with 2 overnight stays and 1 hard copy of each major deliverable). We are pleased to provide a 10% discount in our fees to demonstrate our desire to continue our relationship with the City of Stratford. As such, our total fees for this work, as outlined in our proposal are \$24,516. In estimating our fees we have assumed the following:

- 1 on-site Start Up meeting
- 2 on-site internal/staff focus groups (to be held on same day or consecutive days)
- 5 stakeholder web surveys approximately 10 questions with 1-2 being open ended text. (the majority of the questions would remain the same for all stakeholders)
- 4 community focus groups (2.5 hours each, to be held 2 per day)
- 3 Vision Scenarios for Council consideration (documented in “Word” does not include drawings or visual representations)
- 1 session with Council
- 1 hard copy of each major deliverables, all other printed material will be the responsibility of the City including focus group handouts, etc
- All meeting/focus group requirements are the responsibility of the City e.g. focus group recruiting, space, refreshments
- Final Council session not included

We look forward to the opportunity to work with you again. Please let me know if you have any questions or concerns.

Regards

Moosha Gulycz

Partner, **a t f o c u s**