



**The Corporation of the City of Stratford  
Community Services Committee  
Open Session  
AGENDA**

**Date:** Monday, July 24, 2017

**Time:** 6:30 P.M.

**Location:** Council Chamber, City Hall

**Committee Present:** Councillor Beatty - Chair Presiding, Councillor Bunting - Vice Chair, Mayor Mathieson, Councillor Brown, Councillor Clifford, Councillor Henderson, Councillor Ingram, Councillor Mark, Councillor McManus, Councillor Ritsma, Councillor Vassilakos

**Staff Present:** Ed Dujlovic - Acting CAO/Director of Infrastructure and Development Services, Andre Morin - Director of Corporate Services, David St. Louis - Director of Community Services, Carole Desmeules - Director of Social Services, John Paradis - Fire Chief, Joan Thomson - City Clerk, Jacqueline Mockler - Director of Human Resources, Tatiana Dafoe - Deputy Clerk

Pages

**1. Call to Order**

The Chair to call the Meeting to Order.

**2. Disclosure of Pecuniary Interest and the General Nature Thereof**

The *Municipal Conflict of Interest Act* requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a member of Council has not been disclosed by reason of the member's absence from the meeting, to disclose the interest at the first open meeting attended by the member of Council and otherwise comply with the *Act*.

Name, Item and General Nature of Pecuniary Interest

.....

### 3. Delegations

None scheduled.

### 4. Report of the Director of Community Services

#### 4.1 Transit Terminal Site Selection Public Consultation Results (COM17-013) 1 - 47

\*this item is also listed for consideration at the July 24, 2017 reconvene Council meeting.

Motion by \_\_\_\_\_

**Staff Recommendation: THAT Stratford Council approve the relocation of the Transit terminal to the Downie St. location;**

**THAT staff be authorized to prepare detailed design specifications for tender issue;**

**AND THAT staff be directed to implement a communication plan to advise the public of the new terminal and route details.**

#### 4.2 2018 Senior Curling Championships and Everest Challenge – Partnership, Stratford Country Club/City of Stratford Request to Waive Fees (COM17-014) 48 - 49

\*this item is also listed for consideration at the July 24, 2017 reconvene Council meeting.

Motion by \_\_\_\_\_

**Staff Recommendation: THAT the Stratford Country Club in partnership with the City of Stratford be granted the use of the Rotary Complex from March 19<sup>th</sup> to March 29<sup>th</sup>, 2018 to host the Canadian Senior Curling Championships and the Everest Challenge pending the award of the event;**

**AND THAT the facility rental fees in the amount of \$47,000 be funded through the 2018 Community grants program for use of the Rotary Recreation Complex for the 2018 Canadian Senior Curling Championship and the Everest Challenge.**

### 5. Adjournment

Meeting Start Time:

Meeting End Time :

Motion by \_\_\_\_\_

**Committee Decision: THAT the Community Services Committee meeting adjourn.**



## MANAGEMENT REPORT

**Date:** July 7, 2017  
**To:** Community Services Committee & Council  
**From:** David St. Louis, Director  
**Report#:** COM17-013  
**Attachments:** Site Selection Report & Management Report Dated May 17, 2017

**Title:** Transit Terminal Site Selection Public Consultation Results

**Objective:** To provide Council with the results of the Transit Terminal Site Selection consultation.

**Background:** At the May 23, 2017 Council meeting Chris Prentice of IBI Group provided a presentation on the Report titled "Transit Terminal Site Selection Analysis". He advised members of the Committee that the report identified potential locations for the new Transit Terminal. Various locations were identified and comparatively analyzed using a number of criteria and factors.

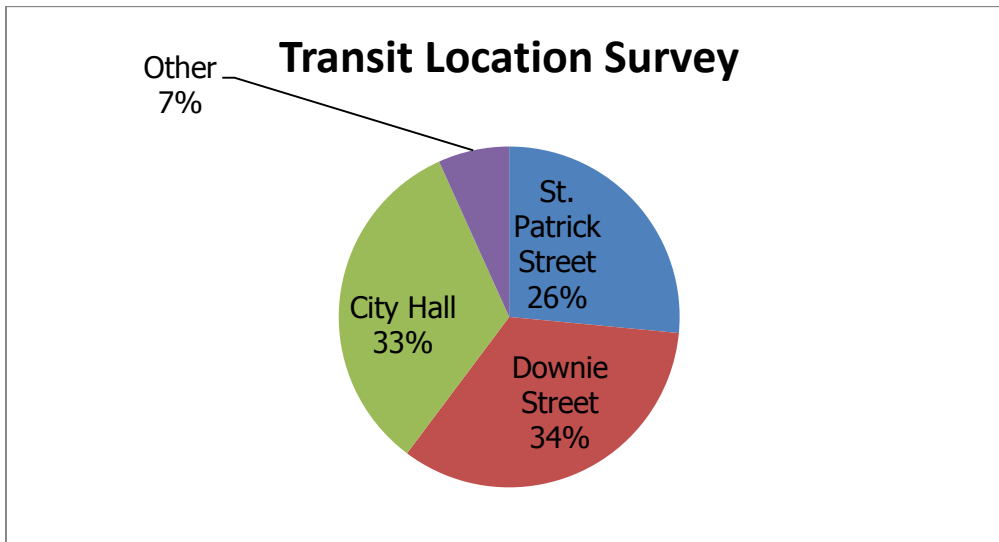
Following the review, and taking into consideration the possibility of future expansion, it was determined that the Downie Street location would be the optimal site for the new terminal and was recommended as the preferred option.

A motion was made at the May 23<sup>rd</sup> Council meeting directing staff to consult with the public on transit terminal site selection of Options 1 and 2 from the report entitled "Transit Terminal Site Selection Analysis" dated May 23, 2017 and on a City Hall option and a "what do you think option" for the transit terminal.

**Analysis:** Staff provided the public with several options to comment on the suggested locations:

1. June 8 – Public Survey launched at [www.stratfordtransit.ca](http://www.stratfordtransit.ca)
2. Hard copy surveys available at City of Stratford Offices
3. June 12 & June 14 (day) - Drop-in question and answer at the Festival Marketplace Mall
4. June 14 (evening) – Public open house at City Hall

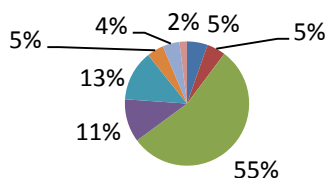
The online/hard copy survey closed June 30<sup>th</sup> (415 submissions received through online survey and hard copy) with the following results. Please note, "other" suggested locations were York Street, Erie Street, Cooper Site buildings, Festival Marketplace, Shakespeare Street and the LCBO property:



Downie St.	City Hall	St. Patrick St.	Other
140	137	110	28

### Suggested Amenities

- Self-Serve Kiosk
- Electronic Display
- Washrooms/Water Fountains
- Shelter
- Seating
- Employee Breakroom
- Concession Booth/ Vending Machine



General comments on the surveys and at the open houses included:

- Accessible washrooms needed
- Covered waiting area
- Lunchroom for bus drivers
- Security cameras
- An attendant on site in case riders have questions or want to purchase tickets
- Water fountain, location to purchase coffee
- Real time, electronic signage to show when buses are arriving
- If terminal is located elsewhere, ensure there are buses that travel to the downtown area

Other than the original discussion points, during the open house items that were discussed included

- a hubless transit system
- concerns regarding costs
- accessibility issues amongst the various sites
- washrooms

**Financial Impact:** Class D estimates are \$1,680,000. The funding sources identified will need to be finalized for this project but are currently estimated as:

Public Transit Infrastructure Fund -	\$529,815
Provincial Gas Tax -	\$400,185
Development Charges (rough estimate only) -	\$250,000
Long Term Debt -	\$500,000

**Staff Recommendation: THAT Stratford Council approve the relocation of the Transit terminal to the Downie St. location;**

**THAT staff be authorized to prepare detailed design specifications for tender issue;**

**AND THAT staff be directed to implement a communication plan to advise the public of the new terminal and route details.**




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Director of Community Services

A handwritten signature in black ink, reading "Rob Horne". The letters are cursive and fluid, with the first name "Rob" and last name "Horne" clearly distinguishable.

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Rob Horne, Chief Administrative Officer



Report

# Transit Terminal Site Selection Analysis

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Prepared for City of Stratford  
by IBI Group

May 19, 2017



## Document Control Page

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CLIENT:	City of Stratford
PROJECT NAME:	Transit Operations Review
REPORT TITLE:	Transit Terminal Site Selection Analysis
IBI REFERENCE:	38366
VERSION:	
DIGITAL MASTER:	J:\38366_StratfordRvw\10.0 Reports\Reports\Transit Terminal Site Selection\TTR_SiteSelection_2017-05-19.docx
ORIGINATOR:	Chris Prentice
REVIEWER:	[Name]
AUTHORIZATION:	[Name]
CIRCULATION LIST:	
HISTORY:	

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Appendix A – Cost Management Report

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# 1 Introduction and Background

The City's conventional transit system consists of six fixed routes which provide service to all areas of the City. Each of the routes effectively serves a section of the city reflecting the geographic layout and road network. For operational efficiency and transit user convenience, the six routes come together at a single location, or focal point, in the downtown behind City Hall. This location, commonly referred to as the transit "terminal", or terminus point for the transit routes, serves as the primary transfer point between routes for users who must take more than one route to complete their trip. The "terminal" is not a separate facility, per se, but rather consists of a sidewalk area at the rear of City Hall where buses come together and where transit users board and alight. There is space inside the lower rear entrance to City Hall where transit users can wait. Approximately 25% to 30% of transit users transfer between routes at the terminal during the course of each operating day.

The "terminal" is adjacent to a parking lot which is periodically transformed into a "farmers market" during the summer and is known as "Market Square".

As the focal point for the transit system, the terminal provides a high profile and high degree of visibility for the City's transit system. People in or passing through the downtown can readily see that a transit service exists.

The downtown is a vibrant part of the city with not only retail stores and restaurants catering to residents and visitors, but also social and education facilities including a campus of University of Waterloo University. As such, it is a major employment and economic area of the city. For transportation trips in general and for the transit system itself, the downtown is a major trip generator and a key origin and destination point for transit users. Accordingly, each of the City's six transit routes connect all areas of the city with the downtown.

As part of a plan to enhance the downtown, the City has decided to re-develop the market square area behind City Hall including the parking lot and transit "terminal" into a permanent recreational space. Accordingly, a new location for the transit system's focal point must be found. To do so, the City has undertaken a study to identify potential locations, evaluate the sites according to evaluation criteria and recommend the optimal location. This report presents the results of this study.

## 1.1 Need for Transit Terminal

Is there a need for a transit terminal or central transfer point between routes? The short answer, is "Yes" and the reasons have to do with making transit easy and convenient to use and ensuring long term sustainability.

Because travel patterns within the city are complex with multiple origins and destinations, it is not efficiently, effectively or conveniently possible to provide everyone with a single trip ride between their origin and destination. While minimizing the number of people who would have to take more than one route to reach their destination is a transit system design standard, it is not possible to do this for all trips.

The design of the transit system route network, as it exists today and as proposed in the 2015 operations review report, is essentially a radial focussed on the downtown. The six routes each of which serve a section of the city then come together at a central point in order to provide the needed connections so users can conveniently, quickly and efficiently transfer between buses. Because the downtown area is the primary origin and destination point for trips within the city, as well as the geographic centre of the city, it is the most logical location for the focal point.

In order to travel to various destinations within the city by transit, users need to be able to make convenient and quick transfer connections between various routes. It is neither practical nor efficient to try to give everyone a single ride between their origin and destination. As well, with the 30 minute service frequency and travel distances, it is neither practical nor convenient to transit users to remove a route from downtown and require people to transfer at a satellite location.

A well-designed and located terminal/focal point serves a variety of functions:

- provides a convenient, comfortable and safe location for users to wait and transfer between routes;
- serves as the operational centre for the system. Ensures buses operate on time and promotes communications between buses in the event of delays;
- provides high visibility for public transit in the community; and
- can act as a stimulus for economic development and activity around it.

## 1.2 Hubless Transit System

Suggestions have been made about implementing a “hubless” transit service whereby there is no single focal point or location where transit routes connect to allow transit users to transfer between routes to complete their trips. Although the operational details of a “hubless” service have not been specifically defined, it is understood that it might involve buses and routes stopping at different locations in the downtown area. Such an arrangement would make it difficult to coordinate connections between routes and make it difficult for transit users who need to use more than one route to reach their destination thereby increasing their travel time. In turn, this would negatively impact the attractiveness of using transit.

# 2 Transit Terminal Design Parameters

Design parameters or guidelines for a new transit terminal, or hub, were developed together with City staff and are based on industry practice. They reflect customer needs gained through previous consultation activities and operational requirements. Operational requirements include flexibility for bus movements into and out of the terminal from various directions, the ability to coordinate bus arrivals and departures through visual contact, as well as provide washroom and rest area amenities for transit staff. Additionally, the terminal should have a wide, raised platform to facilitate passenger boarding/disembarking from the buses and to meet Accessibility for Ontarians with Disabilities Act (AODA) requirements for people with disabilities and those who use mobility devices. Shelters and benches as well as information signage should be included which also requires a wide platform. A central platform is preferred instead of one long or multiple platforms in order to minimize passenger conflicts, reduce the time required for users to transfer between buses, and to maximize safe movements. In addition, there needs to be a good level of lighting and other amenities such as video cameras for security. Overall, the terminal should have capacity for, at a minimum, six routes and buses with two additional spaces for buses to layover when out of service as well as provide for possible future expansion in the number of routes and buses (for a total of 8 bays).

### 3 Candidate Sites

Sites for the transit terminal have been reviewed on previous occasions with the conclusion that, while not ideal, the City Hall location was the best location given its central geographic location, good access to important trip generators, and confluence of the principle road network. The previous locations which were evaluated included Market Square itself, the parking lot on Erie Street, the parking lot on Cooper Street (now the site of the University of Waterloo campus building), George Street (3 alternatives), Downie and Wellington Streets (buses parking on either side of City Hall) and the VIA station. The New Market Square development and proposal to locate buses on Downie and Wellington Streets is similar to the previously evaluated Downie/Wellington option and is not practical from a transit operations or customer standpoint in view of buses being separated on each street, the lengthy walk distance between routes for users who need to use more than one route, and limitations in being able to easily monitor operations.

For the current site analysis study, four additional sites have been identified and considered in detail following a thorough review of potential sites in the downtown/central core area of the city. These sites include two locations adjacent to the VIA station and are listed below as Options 1 to 4. A “generic” location (Option 5) has been included to represent a site away from the immediate downtown/central core area. One other location, a vacant lot on Downie Street at Falstaff Street, was not considered as the land is unavailable. The preliminary terminal concept plans are discussed further in section 4 and illustrated in Exhibits 4.1 to 4.4 inclusive. Photographs of each location are included with the descriptions. It should be noted that the generic terminal plan would be the same as the Downie Street/Exhibit 4.2 plan.

- a) Option 1 – St. Patrick Street. This location is situated opposite the University of Waterloo Campus building and utilizes a portion of the parking lot in front of the Courthouse and OPP offices as well as on-street parking on the north side of the street. It should be noted that post-secondary students are typically good transit users.



- b) Option 2 – Downie Street. This location would utilize a portion on the median between Downie Street and the parking lot just south of the YMCA building and opposite Shakespeare and Milton Streets.



- c) Option 3 – Shakespeare Street at VIA Station, west of station. This location widens and lengthens the existing curbside car/taxi parking area in front of the VIA station. To meet transit and accessibility requirements, the steps at the west end of the property, the decorative planter boxes and ramped walkway at the front entrance to the station would be removed and reconstructed. In addition to widening the “pull in” area to accommodate buses, the sidewalk would be widened to meet AODA requirements and to provide space for two or three shelters. It is assumed at this location that transit employees would utilize washroom and rest room space inside the station building.



- d) Option 4 – Shakespeare Street at VIA Station, east of station. This location would utilize a large portion of the existing station parking site to the east of the station auxiliary building. Some limited parking for approximately 24 station staff and/or VIA passengers would remain. Access to the parking lot would be to the east of the existing CN building opposite the bend in Shakespeare Street. This arrangement may require consultation with CN to ensure it is acceptable.



- e) Option 5 – Generic Site. The Downie Street or St. Patrick Street terminal plans could be utilized for any site considered outside the downtown area although the actual design would be subject to the specifics of the selected site.

The VIA station site has been considered again within the context of potentially creating a “transportation hub” to link local transit service with VIA rail services.

## 4 Preliminary Designs and Cost Estimates

For each of the terminal locations described in the previous section, preliminary designs were prepared based on the design criteria outlined in section 2 which were reviewed and confirmed with City staff. Following this step, preliminary cost estimates for each option were prepared by an independent cost consultant. Each of the terminal location designs is illustrated in Exhibits 4.1 to 4.4. The plan for the “generic” site (Option 5), as noted in Section 3, is represented by the Downie Street plan (Option 2).

For concept options 1, 2 and 4, the terminal design incorporates a centre island platform with buses stopping on each side. A total of 4 buses can be accommodated on either side which provides for potential future transit service expansion to 7 routes and space for out-of-service or extra buses to layover during breaks. A centre island platform design is the typical industry standard as it minimizes the time for transit users to transfer between routes, it consolidates pedestrian movement on the platform to maximize safety, and it provides the required space for accessibility considerations. In order to minimize the space requirement, and overall cost, a parallel island platform design has been used instead of the preferred and more common “saw-tooth” design. A saw-tooth design would provide dedicated bays (locations) for each route/bus and would allow buses to independently enter and exit from their assigned bay. With the parallel designs, buses would line-up one-behind-the-other. In Options 1 and 4, there would be no ability for buses to exit prior to the bus ahead exiting first. *This could present operational issues should a bus in front of other buses not be able to move due to an equipment failure.* In Option 2, given its location along busy Downie Street, the ability for a bus to pull out and pass the one ahead has been included.

In Option 3, all buses are lined up one-behind-the other. However, due to the limited available curb space, only 6 buses can be accommodated instead of the desired 8 buses. This will require out of service buses or any future transit route expansion to be accommodated elsewhere.

Options 1, 2 and 5 also include a separate small building with a washroom and storage or rest room for transit employees. For options 3 and 4, it is assumed that employees would utilize washroom and rest room space within the VIA station. This will require permission and an agreement with VIA Rail or Canadian National as owners of the building.

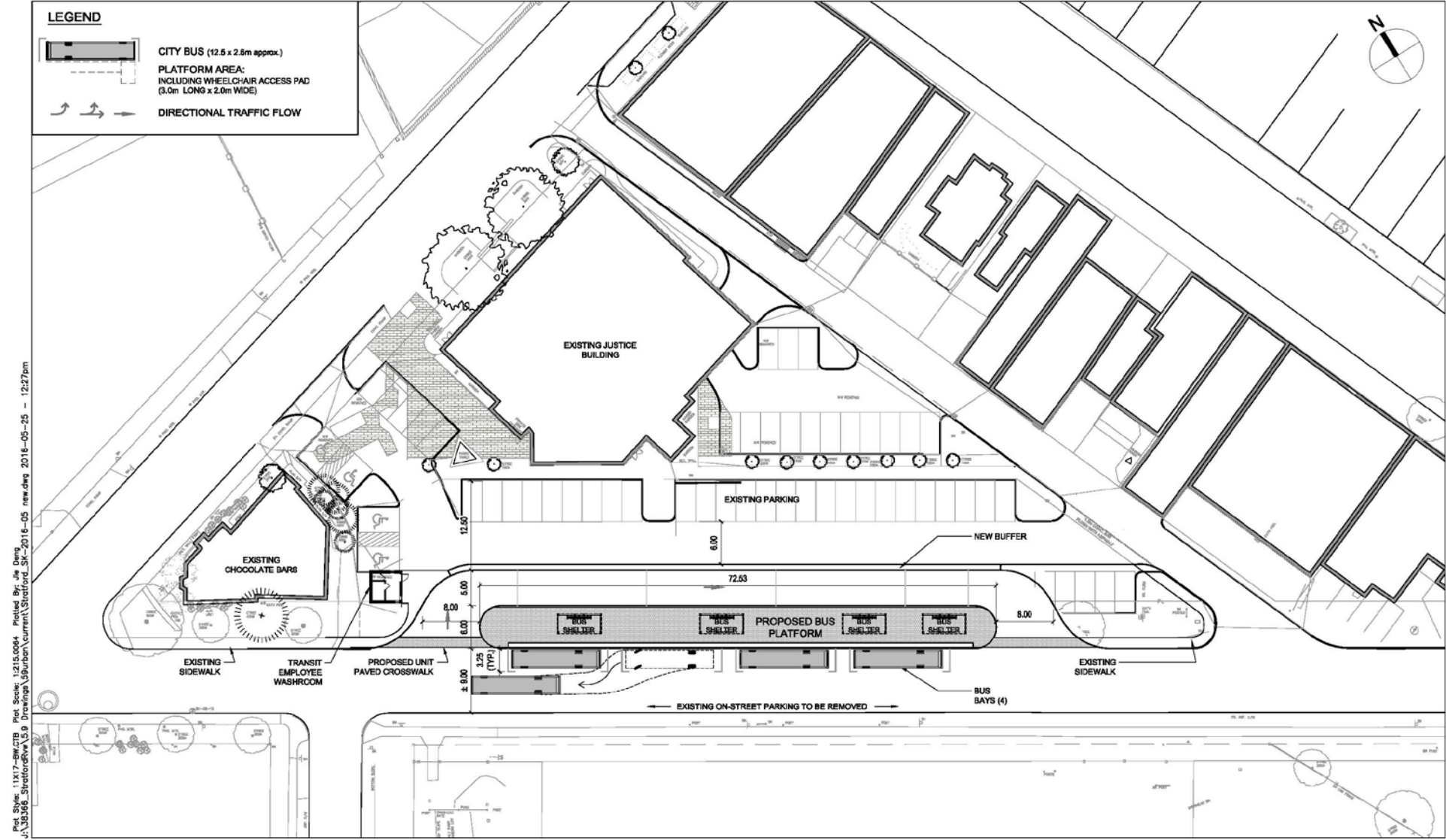
Each design option includes on-platform shelters, benches, waste receptacles, lighting and information signage (route signs, route map, and terminal sign). Landscaping (trees, planters) could be incorporated into the design if so desired although this expense is not included in the terminal cost estimates at this level.

There is no provision for public washrooms as this is not a typical feature for a small transit terminal. They also represent an additional level of responsibility including a requirement for supervision, security and maintenance with operating budget implications.

However, a public washroom and waiting room could be incorporated into Options 1 and 2 as an addition to the transit employee washroom and rest room but at added expense and an overall increase in the size of the terminal footprint. The washroom/waiting room building should be located on the platform in order to maximize visibility and supervision of the facility as well as



Exhibit 4.1: Option 1 – St. Patrick Street







**LEGEND**

CITY BUS (12.5 x 2.6m approx.)

PLATFORM AREA:  
INCLUDING WHEELCHAIR ACCESS PAD  
(3.0m LONG x 2.0m WIDE)

DIRECTIONAL TRAFFIC FLOW

SHAKESPEARE STREET

LINE OF PROPOSED CURB

LINE OF EXISTING CURB

EXISTING PLANTERS TO BE REMOVED

EXISTING STAIRS TO BE RELOCATED

PROPOSED SIDEWALK

7.00

1:1117-BW/CTB Plot Scale: 1:215,004 Posted By: Engr. Hoang  
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[illegible]

for safety reasons by eliminating the need for users to cross the driveway. This would require a widening of the platform in order to locate the building on the platform. In addition to the additional capital construction costs associated with the larger building and increased terminal footprint, annual operating costs associated with maintaining the building and for security measures would be involved. The additional costs for the larger building and increased terminal footprint are estimated at approximately \$350,000. No estimate for the additional operating costs are available at this time.

## 4.1 Preliminary Cost Estimates

Preliminary capital cost estimates, consisting of construction work, design fees, permits and contingencies for each location were developed using current (2016) values. The cost estimates do not include land costs, site remediation (due to contamination), legal or other similar costs. HST is excluded. The detailed cost report is attached as Appendix A.

The scope of work includes a raised platform with glazed bus shelters (between 2 and 4), new driveway and curbs, and a building with a washroom and rest room. The work also includes mechanical and electrical services as well as demolition and grading where required.

The construction estimates are based on the following other assumptions:

- New roadway in bus stopping/parking areas to be concrete paving;
- New platform to be concrete pavers; and
- No major cut & fill required;
- Construction and construction contingencies of 20%; and
- Design fees at 10% of construction costs.

The estimates exclude the following:

- Planning, administrative and financing costs;
- Unforeseen ground conditions and associated extras;
- Environmental remediation outside site area;
- Unforeseen existing building/site conditions; and
- Cost escalation past September 2016.

Based on the above details and assumptions, Exhibit 4.5 presents the cost estimates for the four options illustrated in Exhibits 4.1 to 4.4. Note that Option 1 includes a separate building with a washroom for transit employees only while Option 2 includes public washrooms together with the transit employee washrooms on the platform. It is assumed for Options 3 and 4 (the VIA station sites) that a washroom and rest room within the station building would be used.

As can be seen, Option 3 would be the least expensive as it is the simplest design while Option 2 would have the highest cost given the larger area for the terminal and employee and public washrooms and presence of utilities along the street which may need relocating. Option 1 has the next lowest cost. All cost estimates are preliminary and subject to final design and tendering.

Exhibit 4.5: Cost Estimates for Transit Terminal Site Alternatives

COST ITEM	OPTION 1	OPTION 2	OPTION 3	OPTION 4
Construction	\$841,000	\$1,029,300	\$485,000	\$870,000
Allowances	\$174,00	\$243,000	\$101,000	\$181,000
Professional Fees	\$102,000	\$282,000	\$59,000	\$105,000
Municipal and Connection Fees	\$102,000	\$125,000	\$59,000	\$105,000
<b>Total Cost</b>	<b>\$1,219,000</b>	<b>\$1,679,300</b>	<b>\$704,000</b>	<b>\$1,261,000</b>

## 5 Evaluation of Sites

In view of the need to relocate the current transit “terminal”, the opportunity should be taken to develop a more suitable design which meets the various needs of the transit system, its users, the community as a whole, downtown merchants, and the City. With several potential locations under consideration, a process for evaluating and identifying a preferred location was developed using a range of evaluation criteria. Each location was then rated using a numerical scoring process in order to identify the preferred location. *Overall the objective in selecting a suitable site should be to enhance the usefulness of the transit service by attracting or retaining transit riders and answer the question “Does it contribute to increasing transit use?”.*

The evaluation criteria include the following 14 topics:

- Customer safety and security. This criterion addresses the issue of how safe the terminal design and location is as well as the sense of security it provides to transit users especially in the early morning, late evening and on weekends.
- Transit User convenience (impact on travel time). This criterion considers the impact the terminal location has on overall transit travel times and access to key destinations.
- Accessibility (AODA compliance). This criterion reflects compliance with AODA.
- Operational efficiency and safe bus operation. This criterion measures how the terminal design affects bus operations and any limitation on operational flexibility.
- Customer amenities (availability of washroom, covered area, seating). This criterion considers provision for customer amenities as noted.
- Amenities for transit employees (washroom, lunch room).
- Operational/service control. This criterion considers how readily the design allows for ease of service control and visual coordination of arrivals/departures and observance of transit user movements by the bus operators.
- Access to shopping, businesses and related services. This criterion reflects the proximity of the terminal location to key trip generators in the downtown/central core area.
- Walkability (sidewalks, use of surrounding streets).

- Visibility and awareness of transit. This criterion reflects how readily the terminal location is visible to residents, visitors in terms of publicizing the presence of the transit service in the city.
- Compatibility with surrounding land uses. This criterion answers the question “Is the transit terminal location compatible with surrounding land uses?” which is important so that the terminal is not controversial or a source of on-going debate.
- Ease of implementation. This criterion reflects any potential barriers to constructing the terminal at the specific location. This would include ownership of land, building and the need for any permits or agreements with land or building owners.
- Parking. Impact on availability of public parking. Note, for the Option 4 (VIA station), this includes impact of loss of customer parking at the site.
- Cost. This criterion reflects the estimated capital cost for the terminal. It does not consider on-going operating costs as these are considered neutral for all sites for the given design. Note, if a public washroom or rent was required to use a building, then this would be an extra but is not considered at this point as the costs are undefined.

For scoring, a numerical value was assigned to each criteria, according to its relative importance. Each the sites were then evaluated and scored by the consultant and City staff using a value of 0 to 3 for each site which was then multiplied by the points to reach a final score. The values of 0 to 3 represented:

- 0 – Unacceptable
- 1 – Low/poor
- 2 – Medium/average
- 3 – Best/excellent

The total potential score is 245. The results of the scoring is summarized in Exhibit 5.1.

On the basis of the application of the evaluation criteria and scoring, ***the St. Patrick and Downie Street sites scored the highest. Of the two, the preferred location is Downie Street.*** It should be noted, however, that the Downie Street site presents potential traffic control issues given its location directly opposite and “within” the intersections of Milton and Shakespeare Streets as well as how buses would enter and exit the site from Downie Street. The next highest ranked location was Option 4. Scoring of Option 5, while equal to Option 4, is highly subject to the identification of a specific location.

The St Patrick site ranked highest in several key areas - visibility for transit, proximity to important trip generators (downtown and adjacent to the University of Waterloo campus) and ease of access to/from the surrounding street network. As well, there are no known approvals required. The site would, however, displace approximately 25 parking spaces both on-street and in the parking lot although cursory observations indicated that these spaces are not well-used and contrast with the approximate 1,000 daily transit users who would benefit from the new terminal.

Exhibit 5.1: Summary of Evaluation of Terminal Site Options

CRITERIA		POINTS	SITE LOCATION AND SCORE				
			1 St. Patrick	2 Downie	3 Shakespeare	4 VIA Stn	Generic **
1	Transit User convenience (impact on travel time/route structure)	10	30	25	10	10	10
2	Customer safety and security	5	15	15	5	5	15
3	Transit employee amenities and access	5	15	15	15	15	15
4	Accessibility/AODA compliance	5	15	15	10	15	15
5	Operational efficiency and safe bus operations	5	15	10	10	15	5
6	Customer amenities (covered area, waiting, seating)	5	15	15	10	15	15
7	Visibility and awareness of transit	10	30	30	10	10	10
8	Operations/service control/ coordination	5	15	15	10	15	15
9	Walkability (sidewalks, streets)	5	15	15	10	10	5
10	Adjacency to trip generators/ important destinations	10	30	25	10	10	20
11	Compatibility with surrounding land uses including residential impact	2.5	5	7.5	2.5	2.5	5
12	Ease of implementation (legal, zoning, land availability, traffic)	2.5	5	2.5	5*	2.5*	2.5
13	Parking	5	0	5	2.5	2.5	0
14	Cost	10	20	10	30	20	10
<b>TOTAL</b>			<b>225</b>	<b>205</b>	<b>140</b>	<b>147.5</b>	<b>142.5</b>

\*CN and VIA approvals required

\*\*Rating dependent on location

It is understood that there may be resistance from the University of Waterloo campus people to the location of the transit terminal on St. Patrick Street. However, it should be noted that there are numerous examples of transit terminals being located on or adjacent to university and college campuses across Ontario and elsewhere. Ontario examples include St. Clair College (Sarnia), University of Western Ontario (London), Mohawk College and McMaster University (Hamilton), Centennial College and U of T Scarborough Campus (Toronto), Brock University and Niagara College Glendale Campus (St. Catharines). College and universities are typically supportive of transit facilities on site and good public transit access to their campuses in order to both promote the use of public transit as well as reduce requirements and cost associated with student parking.

As noted earlier, the VIA station has been considered in the context of creating a "transportation hub" by linking the transit service with inter-city rail service. At present there are 4 trains per day, two Toronto-bound at 8:40am and 9:05pm, and two arriving from Toronto at 1:07pm and 7:53pm. The number of train passenger activity (both boarding and alighting) is understood to be limited. The two VIA station sites ranked lowest with regard to:

- non-compatibility with the surrounding land use (residential);
- negative impact on transit routes 1 and 3 which would need to be extensively modified in order to access the station site;
- requirement to use surrounding residential streets;

- potential safety concerns due to proximity to rail tracks (Option 4);
- ease of implementation as permission would be required from Canadian National Railway to occupy and develop on their site while permission would be required from VIA Rail and potentially CN for the use of a washroom in the VIA building by transit employees; and
- security, in view of the remote, relatively isolated nature of the location and limited activity in the area.

Use of the VIA station site would have an impact on the surrounding private residences. If the VIA station location is considered, public consultation should be undertaken to receive feedback on the transit terminal proposal prior to deciding whether or not to proceed with this site.

While the St. Patrick site is most supportive of enhancing and increasing transit use given its visibility, location and no impact on the transit route network, the Downie Street site is preferred in view of having less of an impact on surrounding businesses and parking.

## 6 Conclusions

In view of the re-development of Market Square, the transit terminal/transfer point must be relocated. Four potential locations were identified by the consultant team and City staff, and preliminary terminal designs based on transit operations and user needs prepared for each site. The four sites are: St. Patrick Street (Option 1), Downie Street at Shakespeare/Milton Streets (Option 2), and two at the VIA station (Options 3 and 4).

The terminal design incorporates a raised platform for passengers to board/alight from the buses, parking space for 6 to 8 buses, shelters, benches, lighting and information signage. A separate washroom facility for transit employees is included in two of the sites (St. Patrick and Downie) and public washrooms in Option 2 (Downie) while the VIA station building is assumed to be utilized for Options 3 and 4.

Preliminary cost estimates were prepared and range from \$704,000 for Option 3 (west side of the VIA station) excluding any rental costs or maintenance costs associated with using the station, to \$1,679,300 for Option 2 (Downie Street).

The four sites were evaluated and scored according to 14 criteria which included customer, transit operations, legal, accessibility, safety, security factors, parking and cost. The St. Patrick and Downie Street sites ranked highest with the St. Patrick Street site rated higher with regard to visibility for transit, proximity to important trip generators (downtown and U of Waterloo campus) and ease of access to/from the surrounding street network. It is also viewed as being the most supportive of enhancing and increasing transit use given its visibility, location to the downtown as an important trip generator, and no impact on the transit route network in comparison to the other three locations. However, it would mean the loss of parking spaces and would potentially have an impact on neighbouring businesses. On this basis, the Downie Street site is the preferred and recommended location for a new transit terminal/transfer point.

## 7 Recommendations

It is recommended that:

1. This report be received;



2. Council approve relocation of the transit terminal/transfer point to Downie Street (Option2) in accordance with the preliminary design (Exhibit 4.1) within this report and at an estimated cost of \$1,679,300 subject to detailed design;
3. Staff be authorized to proceed with design and construction of a new terminal/transfer point by selecting a design consultant, preparing detailed drawings and tendering the construction work at the earliest opportunity in view of the urgency of the need to relocate the transit terminal.

## Appendix A – Cost Management Report

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**COST MANAGEMENT REPORT**

# *Stratford Transit Bus Terminal*

REPORT NUMBER 1.2

SEPTEMBER 21, 2016

PREPARED FOR:

*IBI Group*

127 John St, Toronto, ON M5V 2E2

T 416 596 9339

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Prepared By	Reviewed By	Date
George Chen	Darren Cash	September 21, 2016



## 1.0 Introduction

### 1.1 Instructions Received

This report has been prepared by BTY Group ("BTY") at the request of IBI Group (the "Client").

IBI Group has appointed BTY to provide a Class D estimate developed for bus terminal in City of Stratford (the "Project"). The delivery model has yet to be determined and, therefore, BTY strongly recommends that estimates are prepared at each of the key design milestones.

Information related to the Project for the purposes of this report was received by BTY on September 13, 2016. Please refer to Section 13.0 for confirmation of what information has been reviewed for the purposes of producing this report.

### 1.2 Report Reliance

This report has been prepared in accordance with the scope of our Fee Letter dated September 13, 2016. This report is for the sole and confidential use and reliance of the Client. BTY Group, its Directors, staff or agents do not make any representation or warranty as to the factual accuracy of the information provided to us, the Client or other third party consultants or agents, upon which this report is based. BTY Group will not be liable for the result of any information not received which, if produced, could have materially changed the opinions or conclusions stated in this report. This report shall not be reproduced or distributed to any party without the express permission of BTY Group.

Any advice, opinions, or recommendations within this document should be read and relied upon only in the context of this report as a whole. The contents of this report do not provide legal, insurance or tax advice or opinion. Opinions in this report are not an advocate for any party and if called upon to give oral or written testimony it will be given on the same assumption.

### 1.3 Contacts

Should you have any queries regarding the content of this report, please do not hesitate to contact either of the following:

**George Chen, MRICS, PQS**  
Associate Director  
Tel: 416-596-9339  
Email: GeorgeChen@bty.com

**Darren Cash, MRICS, PQS**  
Director  
Tel: 416-596-9339  
Email: DarrenCash@bty.com



## 2.0 Executive Summary

### 2.1 Report Purpose

The purpose of this report is to provide a realistic assessment of the Project cost based on the information available at the time of writing.

The opinion expressed in this report has been prepared without the benefit of reviewing any detailed architectural, structural, civil, mechanical or electrical drawings and should, therefore, be considered as a Class D estimate. Based on the documents reviewed, our opinion on cost would be correct within a range of approximately +/- 15% to 20%.

In order to provide an accurate cost estimate for the Project, BTY Group strongly recommends that a professional Quantity Surveying organization, such as BTY Group, be retained to provide a detailed analysis of any design information produced on behalf of the Client during the design development and construction phases.

### 2.2 Project Background and Description

The project is construction of a new Bus Terminal in City of Stratford. Currently, there are four options under consideration that are located in St. Patrick St, Downie St and two other options both on Shakespeare St.

The scope of work includes new platform with glazed bus shelters, new driveway and curbs, a building with Transit washroom, etc. It also includes the mechanical and electrical side services as well as demolition and grading where required.

### 2.3 Project Overview

Construction Budget	Opt. 1	Opt. 2	Opt. 3	Opt. 4
Budget	N/A	N/A	N/A	N/A
Forecast Estimate	\$1,219,000	\$1,317,000	\$704,000	\$1,261,000
Variance from previous report	N/A	N/A	N/A	N/A
Cost / m <sup>2</sup>	\$3,277 /m <sup>2</sup>	\$2,814 /m <sup>2</sup>	\$1,641 /m <sup>2</sup>	\$3,455 /m <sup>2</sup>
Project Specifics				
GFA	372 m <sup>2</sup>	468 m <sup>2</sup>	429 m <sup>2</sup>	365 m <sup>2</sup>
Construction Start	N/A	N/A	N/A	N/A
Construction Completion	N/A	N/A	N/A	N/A
Escalation	0%	0%	0%	0%
Design Contingency	15.0%	15.0%	15.0%	15.0%
Construction Contingency	5.0%	5.0%	5.0%	5.0%
Design Fees	10.0%	10.0%	10.0%	10.0%
Approvals	10.0%	10.0%	10.0%	10.0%

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*This report has been prepared at the request of IBI Group and is the exclusive property of BTY Group. The information must be treated as confidential and not to be disclosed, reproduced or permitted to be disclosed to any party without the prior consent of BTY Group.*



### 3.0 Development Cost Summary

The current estimated cost of the project may be summarized as follows:

	Item	Opt. 1 (\$)	Opt. 2 (\$)	Opt. 3 (\$)	Opt. 4 (\$)
A	Land Cost (Excluded)	0	0	0	0
B	Construction	841,000	909,000	485,000	870,000
C	Allowances	174,000	188,000	101,000	181,000
D	Professional Fees	102,000	110,000	59,000	105,000
E	Municipal & Connection Fees	102,000	110,000	59,000	105,000
F	Management & Overhead	0	0	0	0
G	Project Contingency	0	0	0	0
H	Furnishing, Fittings & Equipment	0	0	0	0
I	Financing Costs	0	0	0	0
J	Harmonized Sales Tax	0	0	0	0
	Total Project Cost (3Q 2016 Dollars)	1,219,000	1,317,000	704,000	1,261,000
K	Escalation (excluded)	0	0	0	0
	Escalated Project Cost	1,219,000	1,317,000	704,000	1,261,000

Please note that, where zero dollar values are stated, BTY has excluded these costs and the values should be carried in a separate budget (if applicable).

### 4.0 Basis & Assumptions

The construction estimate is based on the following list of assumptions:

- New roadway to be concrete paving
- New platform to be concrete pavers
- No traffic signal system required
- No major cut & fill required
- No heated slab required
- No LEED required
- All works to be carried out during normal working hours

Please note that BTY is not qualified to act as engineering and architectural consultants. Where assumptions have been made these assumptions cannot be relied upon as accurate assessments and should be reviewed by the design team.



## 5.0 Exclusions

The construction estimate includes all direct and indirect construction costs identified in the drawings and other information provided by the Prime Consultant.

The estimate specifically excludes the following:

- Land costs
- Planning, administrative and financing costs
- Legal fees and agreement costs / conditions
- Temporary facilities for user groups during construction
- Unforeseen ground conditions and associated extras
- Hazardous material removal
- Environmental remediation outside site area
- Off-site works
- Phasing of the works and accelerated schedule
- Decanting & moving
- Project commissioning to be carried out by an independent consultant
- Erratic market conditions, such as lack of bidders, proprietary specifications
- Unforeseen existing building/site conditions
- Code upgrades
- Cost escalation past September 2016





## 6.0 Construction Cost Summary

The estimated construction cost of the project may be summarized as follows:

Description	Construction Cost	GR's & Fee	Contingencies		Soft Costs		Total	Unit Cost
			Design	Construction	Design Fees	Approvals		
A. Option 1: St. Patrick Bus Terminal	751,000	90,000	126,000	48,000	102,000	102,000	<b>\$1,219,000</b>	3,276.88
B. Option 2: Downie Bus Terminal	812,000	97,000	136,000	52,000	110,000	110,000	<b>\$1,317,000</b>	2,814.10
C. Option 3: Shakespeare Bus Terminal	433,000	52,000	73,000	28,000	59,000	59,000	<b>\$704,000</b>	1,641.03
D. Option 4: Shakespeare Bus Terminal	777,000	93,000	131,000	50,000	105,000	105,000	<b>\$1,261,000</b>	3,454.79

## 7.0 Areas

The gross floor area of the project measured in accordance with the guidelines established by the Canadian Institute of Quantity Surveyors is:

Location	GFA			
	Opt. 1	Opt. 2	Opt. 3	Opt. 4
Platform Area	372	468	429	365
<b>Total:</b>	<b>372</b>	<b>468</b>	<b>429</b>	<b>365</b>

## 8.0 Taxes

The estimate excludes the Harmonized Sales Tax (H.S.T.).

## 9.0 Project Schedule & Escalation

No cost escalation allowance has been included in the estimate. BTY strongly recommends that the client establish a separate budget to cover the escalation cost from the date of this estimate to the mid-point of construction for the project. Our current projected escalation rates are shown below.

Current BTY Group Forecast	2016	2017	2018
	1%	2%	1%



## 10.0 Pricing

The estimate has been priced at current rates taking into account the size, location and nature of the project. The unit rates utilized are considered competitive for a project of this type, bid under a stipulated lump-sum form of tender in an open market, with a minimum of five (5) bids, supported by the requisite number of sub-contractors.

The estimate allows for labour, material, equipment and other input costs at current rates and levels of productivity. It does not take into account extraordinary market conditions, where bidders may be few and may include in their tenders disproportionate contingencies and profit margins.

## 11.0 Risk Mitigation

BTY Group recommends that the Owner, Project Manager and Design Team carefully review this document, including exclusions, inclusions and assumptions, contingencies, escalation and mark-ups. If the project is over budget, or if there are unresolved budgeting issues, alternative systems/schemes should be evaluated before proceeding into the next design phase.

Requests for modifications of any apparent errors or omissions to this document must be made to BTY Group within ten (10) days of receipt of this estimate. Otherwise, it will be understood that the contents have been concurred with and accepted.

It is recommended that BTY Group design and propose a cost management framework for implementation. This framework would require that a series of further estimates be undertaken at key design stage milestones and a final update estimate produced which is representative of the completed tender documents, project delivery model and schedule. The final updated estimate will address changes and additions to the documents, as well as addenda issued during the bidding process. BTY Group is unable to reconcile bid results to any estimate not produced from bid documents including all addenda.

## 12.0 Contingencies

### 12.1 Design Contingency

A design contingency of Fifteen Percent (15.0%) has been included in the estimate to cover modifications to the program, drawings and specifications during the design.

### 12.2 Construction Contingency

An allowance of Five Percent (5.0%) has been included in the estimate for changes occurring during the construction period of the project. This amount may be expended due to site conditions or if there are modifications to the drawings and specifications.



### 13.0 Documents Reviewed

The list below confirms the information that we have reviewed in order to prepare our opinion contained within this report:

Drawing No.	Description	Date
	City of Stratford Transit (4 sheets)	Sep. 12, 2016



## **COST MANAGEMENT REPORT**

# *Stratford Transit Bus Terminal*

## **APPENDICES**

Appendix 1: Construction Cost Summary

Appendix 2: Cost Plan



## APPENDIX 1

# *Construction Cost Summary*

1 PAGE

Description	Construction Cost	GR's & Fee	Contingencies		Soft Costs		Total	Unit Cost
			Design	Construction	Design Fees	Approvals		
A. Option 1: St. Patrick Bus Terminal	751,000	90,000	126,000	48,000	102,000	102,000	<b>\$1,219,000</b>	3,276.88
B. Option 2: Downie Bus Terminal	812,000	97,000	136,000	52,000	110,000	110,000	<b>\$1,317,000</b>	2,814.10
C. Option 3: Shakespeare Bus Terminal	433,000	52,000	73,000	28,000	59,000	59,000	<b>\$704,000</b>	1,641.03
D. Option 4: Shakespeare Bus Terminal	777,000	93,000	131,000	50,000	105,000	105,000	<b>\$1,261,000</b>	3,454.79



**APPENDIX 2**

# *Cost Plan*

**8 PAGES**

Description	Quantity	Unit	Rate	Amount
<b>Phase / Location</b>				
<b>A. Option 1: St. Patrick Bus Terminal</b>				
Allowance for existing on-street parking to be removed Include removal and dispose asphalt, sidewalk, curbs, trees, soft landscaping, etc.	1,167	m <sup>2</sup>	30.00	35,000
Allowance for concrete paving at removed on-street parking Include excavation, supply & place granular stone & heavy duty concrete paving	1,167	m <sup>2</sup>	120.00	140,000
Allowance for proposed bus platform concrete pavers  Include excavation, supply & place concrete pavers, etc.	372	m <sup>2</sup>	200.00	74,300
Allowance for New buffer area Concrete Paving Include excavation, supply & place granular stone & concrete pavement	69	m <sup>2</sup>	120.00	8,300
Allowance for proposed unit paved crosswalk Include excavation, supply & place granular stone & place unit pavers	39	m <sup>2</sup>	200.00	7,800
Allowance for Curbs around bus platform Include excavation, supply & place granular stone & install precast curbs	154	m	50.00	7,700
Allowance for Bus Shelter-4 each @18m <sup>2</sup> /each Include structural aluminum, preformed aluminum panels, tempered glazing, LED lighting, bench, LCD display board and associated electrical services	4	ea	62,500.00	250,000
Allowance for mechanical site services Include plumbing & drainage, drainage connection, concrete trenching and fill	372	m <sup>2</sup>	120.00	44,600
Allowance for electrical site services-Site lighting Include New service panel, Concrete base, Pole Mounted Lighting Fixture, wiring, conduit & excavation	3	each	8,500.00	25,500



Description	Quantity	Unit	Rate	Amount
<b>Phase / Location</b>				
<b>A. Option 1: St. Patrick Bus Terminal</b>				
Allowance for Transit Employee Washroom -1 each @ 20.25 m <sup>2</sup> /each	20	m <sup>2</sup>	4,400.00	89,100
Structure (Foundation, SOB, Roof Structure)	1	sum	7,300.00	
Exterior Enclosure (Architectural)	1	sum	25,500.00	
Interior fit-up (Architectural)	1	sum	10,100.00	
Mechanical	1	sum	34,700.00	
Electrical	1	sum	11,500.00	
Allowance for demolition existing site condition and potential soil abatement assume 10% of the hard construction cost	1	sum	68,200.00	68,200

<b>Total Option 1: St. Patrick Bus Terminal</b>	<b>\$750,500</b>
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Description	Quantity	Unit	Rate	Amount
<b>Phase / Location</b>				
<b>B. Option 2: Downie Bus Terminal</b>				
Allowance for existing hard surfaces and landscaping to be removed Include removal and dispose existing sidewalks, asphalt, curbs, sod and trees, etc.	1,023	m <sup>2</sup>	30.00	30,700
Allowance for proposed bus platform concrete pavers Include excavation, supply & place concrete pavers, etc.	468	m <sup>2</sup>	200.00	93,600
Allowance for Curbs around bus platform Include excavation, supply & place granular stone & install precast curbs	303	m	50.00	15,100
Allowance for concrete paving at removed on-street parking Include excavation, supply & place granular stone & concrete pavement	1,452	m <sup>2</sup>	120.00	174,300
Allowance for existing driveway to be removed & restored Include removal and dispose excess material and restore existing asphalt paving	41	m <sup>2</sup>	85.00	3,500
Allowance for Bus Shelter-4 each @18m <sup>2</sup> /each Include structural aluminum, preformed aluminum panels, tempered glazing, LED lighting, bench, LCD display board and associated electrical services	4	ea	62,500.00	250,000
Allowance for mechanical work in Bus shelter Include plumbing & drainage, drainage connection, concrete trenching and fill	468	m <sup>2</sup>	120.00	56,200
Allowance for electrical site services-Site lighting Include New service panel, Concrete base, Pole Mounted Lighting Fixture, wiring, conduit & excavation	3	each	8,500.00	25,500
Allowance for Transit Employee Washroom -1 each @ 20.25 m <sup>2</sup> /each	20	m <sup>2</sup>	4,400.00	89,100
Structure (Foundation, SOB, Roof Structure)	1	sum	7,300.00	
Exterior Enclosure (Architectural)	1	sum	25,500.00	
Interior fit-up (Architectural)	1	sum	10,100.00	
Mechanical	1	sum	34,700.00	
Electrical	1	sum	11,500.00	

Description	Quantity	Unit	Rate	Amount
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Phase / Location

**B. Option 2: Downie Bus Terminal**

Allowance for demolition existing site condition and potential soil abatement assume 10% of the hard construction cost	1	sum	73,800.00	73,800
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<b><i>Total Option 2: Downie Bus Terminal</i></b>	<b><i>\$811,800</i></b>
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Description	Quantity	Unit	Rate	Amount
<b>Phase / Location</b>				
<b>C. Option 3: Shakespeare Bus Terminal</b>				
Allowance for existing hard surfaces and landscaping to be removed Include removal and dispose sodding/soft landscaping, exterior stairs, planters, re-grading, etc.	529	m <sup>2</sup>	30.00	15,900
Allowance for proposed bus platform concrete pavers, assumed area Include excavation, supply & place granular stone & concrete pavers	429	m <sup>2</sup>	200.00	85,800
Allowance for concrete paving Include excavation, supply & place granular stone & heavy duty concrete paving	288	m <sup>2</sup>	120.00	34,600
Allowance for Curbs around bus platform Include excavation, supply & place granular stone & install precast curbs	246	m	50.00	12,300
Allowance for Bus Shelter-4 each @18m <sup>2</sup> /each Include structural aluminum, preformed aluminum panels, tempered glazing, LED lighting, bench, LCD display board and associated electrical services	3	ea	62,500.00	187,500
Allowance for mechanical site services Include plumbing & drainage, drainage connection, concrete trenching and fill	429	m <sup>2</sup>	75.00	32,200
Allowance for electrical site services-Site lighting Include New service panel, Concrete base, Pole Mounted Lighting Fixture, wiring, conduit & excavation	3	each	8,500.00	25,500
Allowance for Transit Employee Washroom -1 each @ 20.25 m <sup>2</sup> /each			Not Required	
Structure (Foundation, SOB, Roof Structure)	1	sum	7,300.00	
Exterior Enclosure (Architectural)	1	sum	25,500.00	
Interior fit-up (Architectural)	1	sum	10,100.00	
Mechanical	1	sum	34,700.00	
Electrical	1	sum	11,500.00	

Description	Quantity	Unit	Rate	Amount
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Phase / Location

**C. Option 3: Shakespeare Bus Terminal**

Allowance for demolition existing site condition and assume 10% of the hard construction cost	1	sum	39,400.00	39,400
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<b><i>Total Option 3: Shakespeare Bus Terminal</i></b>	<b><i>\$433,200</i></b>
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Description	Quantity	Unit	Rate	Amount
<b>Phase / Location</b>				
<b>D. Option 4: Shakespeare Bus Terminal</b>				
Allowance for existing hard surfaces and soft landscaping to be removed Include removal and disposal of sidewalks, asphalt, curbs, driveway, etc.	1,178	m <sup>2</sup>	30.00	35,300
Allowance for retaining wall Include stone retaining wall, guardrail, etc.	80	lm	800.00	64,000
Allowance for proposed bus platform concrete pavers assumed area Include excavation, supply & place granular stone & concrete pavers	365	m <sup>2</sup>	200.00	72,900
Allowance for Curbs Include excavation, supply & place granular stone & install precast curbs	289	m	50.00	14,400
Allowance for concrete paving+C9 Include excavation, supply & place granular stone & heavy duty concrete paving	813	m <sup>2</sup>	120.00	97,600
Allowance for Bus Shelter-4 each @18m <sup>2</sup> /each Include structural aluminum, preformed aluminum panels, tempered glazing, LED lighting, bench, LCD display board and associated electrical services	4	ea	62,500.00	250,000
Allowance for mechanical site services Include plumbing & drainage, drainage connection, concrete trenching and fill	365	m <sup>2</sup>	375.00	136,900
Allowance for electrical site services-Site lighting Include New service panel, Concrete base, Pole Mounted Lighting Fixture, wiring, conduit & excavation	3	each	8,500.00	25,500
Allowance for Transit Employee Washroom -1 each @ 20.25 m <sup>2</sup> /each	20	m <sup>2</sup>	Not Required	
Structure (Foundation, SOB, Roof Structure)	1	sum	7,300.00	
Exterior Enclosure (Architectural)	1	sum	25,500.00	
Interior fit-up (Architectural)	1	sum	10,100.00	
Mechanical	1	sum	34,700.00	
Electrical	1	sum	11,500.00	

Description	Quantity	Unit	Rate	Amount
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Phase / Location

**D. Option 4: Shakespeare Bus Terminal**

Allowance for repairing and making good of existing parking lot	1	sum	10,000.00	10,000
Allowance for demolition existing site condition and potential soil abatement assume 10% of the hard construction cost	1	sum	70,700.00	70,700

<b><i>Total Option 4: Shakespeare Bus Terminal</i></b>	<b><i>\$777,300</i></b>
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## MANAGEMENT REPORT

**Date:** May 17, 2017  
**To:** Community Services Committee  
**From:** David St. Louis  
**Report#:** COM17-005  
**Attachments:** Terminal Site Selection Reports (2)

---

**Title:** Management Report - Transit Terminal Site Selection.docx

**Objective:** To hear a presentation by Mr. Chris Prentice of IBI Group, to consider the Transit Terminal Site Selection Analysis report document and to recommend a new Transit terminal location.

**Background:** The Community Services Department recently undertook a Transit Service and Terminal Needs Review, as was approved in the 2015 Capital Budget. Included in this review was Sunday Service, route changes and new terminal location. This review was received by Council on January 11, 2016.

At the April 11, 2016 meeting, a motion was made to move the buses from the rear of City Hall to St. Patrick St. for a one month trial period. A second motion was then made that this request be referred to staff for a detailed report, which is being tabled at this meeting.

**Analysis:** Staff have consulted with CUTA and OPTA, City of Kitchener and Woodstock regarding transit terminal evaluation criteria and found that there aren't any, apart from AODA requirements.

Included in the presentation are photos of the Woodstock terminal. Staff also consulted with Woodstock and confirmed with them the success of their design and location of their relatively new Transit terminal.

Although VIA is a consideration, it has issues with PTIF funding as these funds cannot be allocated to leased land improvements. Also, in preliminary conversations with VIA, the expected lease costs for a terminal area and station use for washrooms and seating, as well as security, would be considered by the department as cost prohibitive.

The Downie St. location is being recommended above the St. Patrick St. location as St. Patrick Street would require the loss of a minimum of 25 parking spots in the downtown area (no spots will be lost in Downie St. lot). Also, the University of Waterloo has indicated they have significant concerns with the buses being located on St. Patrick Street.

**Financial Impact:** Class D estimates for Option 2 are \$1,680,000. The funding sources identified will need to be finalized for this project but are currently estimated as:

Public Transit Infrastructure Fund -	\$529,815
Provincial Gas Tax -	\$400,185
Development Charges (rough estimate only) -	\$250,000
Long Term Debt -	\$500,000
(There may be a requirement for traffic control estimated to be \$80,000)	

The PTIF monies must be spent by March 31. 2018.

**Staff Recommendation: That the report entitled "Transit Terminal Site Selection Analysis" prepared by the IBI Group and dated May 23, 2017 be received for information;**

**That Stratford Council approve the relocation of the Transit terminal to the Downie St. location (Option 2);**

**That staff be authorized to prepare detailed design specifications for tender issue;**

**And that staff be directed to implement a communication plan to advise the public of the new terminal and route details.**



Director of Community Services



Rob Horne, Chief Administrative Officer



## MANAGEMENT REPORT

**Date:** July 17, 2017  
**To:** Community Services Committee  
**From:** David St. Louis, Director  
**Report#:** COM17-014  
**Attachments:** None

**Title:** 2018 Senior Curling Championships and Everest Challenge – Partnership, Stratford Country Club/City of Stratford Request to Waive Fees

**Objective:** To consider the request from the partnership to use the Rotary Recreation Complex ice pads (2) and halls A and B in the Complex at no cost to host the 2018 Everest Canadian Senior Curling Championship. The dates in 2018 are March 24 (start play) to March 29<sup>th</sup> for the actual curling event. The ice pads would be unavailable from March 19<sup>th</sup> to the 30<sup>th</sup> (11 days).

**Background:** The Department of Community Services received a call from Curl Canada to inquiry if we had an interest in hosting the 2018 Everest Canadian Seniors Curling Championships in Stratford. The event features the top senior male and female curlers from around the country.

The Canadian Senior Curling Championships will attract 112 participants along with an ice making crew and a team of ice officials generating substantial economic benefit. For example this event could generate a minimum of 550 room nights during the event. An economic impact assessment of the 2016 event showed a spending value of \$458,000. The entire event will also be live streamed on CBC.

Curling Canada will provide:

- An event manager
- Ice techs, Curling stones and all field of play equipment and materials for ice making
- Arrange transport of teams to and from airport
- Provide vehicles for in town transportation
- Build and maintain website
- Build and maintain social media
- Coordinate media

- Coordinate photography
- Accommodations at Curling Canada expense

Host responsibility:

- Provide a facility to host event minimum of 8 sheets (complex would be 10 sheets)
- Provide Volunteers for event executive, game timers, ceremonies, drivers, facility event staff estimated to be roughly 120

**Analysis:** The drawback of hosting this event is the displacement of the currently booked ice rental contracts for the length of 11 days. In conversation with our local user groups it was concluded that because of the time of year that other arrangements can be made to accommodate the required ice time.

As a bonus to hosting the Canadian Seniors event sponsored by Everest there is also an opportunity to host the Everest Challenge. The Everest Curling Challenge is a world-class curling event with a novel game format. The event will air across Canada on TSN, and in the U.S. and will bring together 32 of the world's top women's and men's curlers to compete for the single largest cash prize in the sport.

The date has not yet been confirmed although this year's event is scheduled for August 25th to 27th. Again, hosting this event with the suggested dates will pose some challenges, with accommodations and hosting visitors as the event in Fredericton was sold out quickly in a 1300 seat venue.

**Financial Impact:** Total cost of facility revenue lost is \$47,000.

**Staff Recommendation: THAT the Stratford Country Club in partnership with the City of Stratford be granted the use of the Rotary Complex from March 19<sup>th</sup> to March 29<sup>th</sup>, 2018 to host the Canadian Senior Curling Championships and the Everest Challenge pending the award of the event.**

**AND THAT the facility rental fees in the amount of \$47,000 be funded through the 2018 Community grants program for use of the Rotary Recreation Complex for the 2018 Canadian Senior Curling Championship and the Everest Challenge.**



Director of Community Services



Rob Horne, Chief Administrative Officer