



STAFF REPORT

DEPARTMENT: Planning and Building Services

CHAIR: Councillor J. Attwood

DATE: March 26, 2014

SUBJECT: **DOWNTOWN MASTER PLAN STUDY – TERMS OF REFERENCE AND REQUEST FOR PROPOSALS**

RECOMMENDATION:

1. That Council hereby approves the Municipal funding for the Downtown Master Plan Study as set out in Staff Report PL-2014-18, upon confirmation that RED funding from OMAFRA has been secured.
2. That Council hereby approves the Draft Terms of Reference and Request for Proposals for the Downtown Master Plan Study (subject to additions and changes determined by Committee) and same to be released upon confirmation that RED funding has been secured.
3. That Council hereby approves the composition of the Steering Committee for the Downtown Master Plan Study and upon confirmation that RED funding from OMAFRA has been secured that the Steering Committee be struck.

BACKGROUND:

In the fall of 2013, Council approved the submission of a grant application to be submitted to the Rural Economic Development Program (RED) administered by Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) for creation of a Downtown Master Plan Study. The application indicated that the focus of the Master Plan was to be an assessment of the opportunities and challenges associated with re-development and revitalization of Midland's Downtown. It is intended that the Master Plan will guide both public and private sector investment in the Downtown for 20 years.

The RED program will fund municipal projects up to 50%. Council endorsed the proposed budget concept for the application, in which 50% of the municipal funding for the Study was to be financed from the Planning Operating reserve and the 2014/2015 Economic Development budget.

Further, in anticipation of confirmation from OMAFRA that the RED application was successful in obtaining funding, the Planning and Building Services Department has prepared the Terms of Reference (TOR) and Request for Proposals (RFP) for the Downtown Master Plan Study. Staff recommend that Council approve, subject to any additions or changes identified by Committee in accordance with this report, the TOR and RFP for release once and if funding is secured.

The Planning and Building Services Department is also recommending the establishment of a Steering Committee to guide the Downtown Master Plan Study and are requesting Council approve its composition and upon confirmation that RED funding has been secured request BIA representation and residents to apply to Council to participate on the Committee as set out in this report.

ANALYSIS:

Funding for the Downtown Master Plan Study

The RED application requested \$63,000.00 from OMAFRA, constituting half of the intended \$126,000 budget for the Study. It is proposed that the Town's 50% of the study budget to be allotted from municipal funds in the following manner:

- \$31,500.00 from the Planning Operating Reserve;
- \$15,750.00 from the 2014 Economic Development budget;
- \$15,750.00 from the 2015 Economic Development budget.

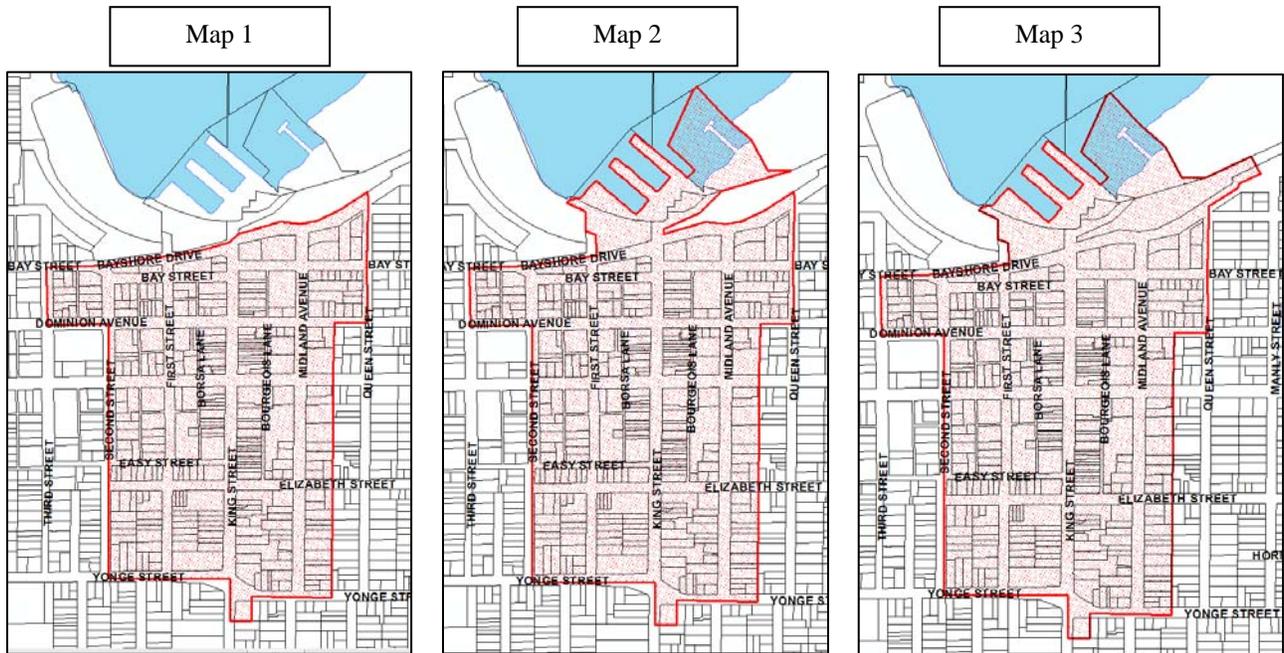
Funding the Town's portion of the study in this manner will not result in a direct budget impact in either 2014 or 2015. Funding a portion of the Town's costs from the Planning Operating Reserve would forecast the reserve, following surplus/deficit and budget approvals, at \$46,500 at the end of 2014. Staff recommend that Council approve the Municipal portion of the budget as set out above in readiness for the RED grant application approval.

Draft Terms of Reference and Request for Proposals

The Planning and Building Services Department has drafted the Terms of Reference and Request for Proposals for the Downtown Master Plan Study; however, there are some key matters which require Council direction in order to finalize the document.

Study Area

Staff have identified three options for the study area of the Downtown Master Plan as shown on the following Maps:



Map 1, includes all lands designated “Downtown District” in the Official Plan. Map 2 includes all lands designated “Downtown District” in the Official Plan and the waterfront lands owned by the Town (Town Dock and leased land to Central Marine) and one private property (The Boathouse Eatery). Map 3 includes all lands designated “Downtown District”, all Town waterfront lands, the Boathouse Eatery property and two Municipal parks (David Onley Park and Harbourview Park). Staff recommend that Council approve the Study Area as shown on Map 3. The addition of these lands will ensure that the Plan is as comprehensive and inclusive as possible, will address connectivity issues between the Downtown and Waterfront and examine the relationship these lands have with the planned development of the Unimin site.

There has been some discussion internally about including the Huronia Park lands within the study area. As the issues in respect of the long term use and development of Huronia Park are significantly different than those normally included in a Downtown Master Plan and are more appropriately included in a Parks and Recreation Master Plan, staff does not recommend the inclusion of Huronia Park.

Deliverables

The Draft RFP has proposed a three phase study: 1) preparing the Vision, 2) assessment and analysis of existing conditions and 3) developing the Downtown Master Plan. At the conclusion of each phase, the RFP requests various deliverables/products. Staff have identified and included specific deliverables; however, input from Council is sought in order to ensure the Town is receiving the best possible product.

The first phase is intended to include significant public consultation and engagement in order to generate a Community based vision for the Downtown Study Area. The RFP also requests that unique and creative consultation approaches to identify potential pilot projects be delivered during this Summer and next year in order to provide some early deliverables to the

project and tie into and support planned summer events. The key deliverables in this phase will be a “Vision” Statement for the Downtown and identification of community issues/concerns. If Council identifies any other deliverables, the RFP can be amended to include them.

The second phase will assess the built environment and bring together all the available information to assist in the development of the Plan. Although there has been some infrastructure improvements in the Downtown (sidewalks and light standards), there has not been a single comprehensive evaluation of the built environment. A SWOT (strength, weakness, opportunities and threats) evaluation will be conducted to assist in the preparation of the Master Plan. Key deliverables in this phase include: inventory report, description of SWOT findings, evaluation of existing conditions in relation to the vision obtained in Phase 1.

The third phase is the development of the Master Plan built upon by the first two phases. The Terms of Reference includes the following deliverables as part of the Study which are the recommendations of staff; however, others may be identified by Council or through the Phase 1 Vision exercise. The key objectives as proposed in the Terms of Reference are:

- Provide an urban design framework for public and private development project that addresses:
 - Urban design guiding principles;
 - Streetscape and public realm improvements;
 - Appropriate scale of development and design elements;
 - Existing cultural and heritage features;
 - Design compatibility with Downtown streetscapes;
 - Desirable conditions for retail, office, institutional and residential uses at a pedestrian scale.
- A parking strategy and consideration of alternative uses that address current and future parking needs and program for administering Municipal parking areas.
- Recommended Official Plan policies, including development of Community Improvement Plan (CIP).
- Recommended performance-based Zoning standards that reflect development opportunities, built form controls, and also clearly identifies the types of uses not permitted in the Downtown or only permitted in the Downtown.
- A recommended package of financial incentives that encourage and facilitate redevelopment.

Steering Committee

A seven (7) person Steering Committee is being proposed to select the consultant and guide the Study during the three phases. Staff is recommending that the Committee be comprised of:

- Three (3) members of Council. Given that the term of this Council expires in November 2014, new Council appointments will be necessary after the inauguration of the new Council.
- Two (2) members of the Downtown Midland BIA to be appointed by the BIA.

- Two (2) property owners/business owners from outside the BIA but located within the Study area.

The Appointment of the two property/business owners to the Steering Committee would be by Council after accepting applications from interested residents. Supporting staff would include staff from the Planning and Building Services, the Public Works, Engineering, Parks and Recreation and the Clerk's Department.

CONCLUSIONS

Council has recognized the Downtown's importance in the policies of the Official Plan noting that "*a strong and energetic Town center is essential in promoting community growth and prosperity.*" The Official Plan further states that the downtown "*should be constantly developed, strengthen and improved*". It is these policies that highlight the importance of the creation of a Downtown Master Plan which will "secure the future success and investment confidence in the Downtown District".

If the Town is successful in obtaining RED funding, it is vital that these decisions have been made and the TOR and RFP documents have been approved by Council in order to proceed immediately with the Downtown Master Plan.

FINANCIAL IMPACT:

As noted above, the budget for the Downtown Master Plan Study will be partially funded through the RED Program (50%) and the remaining monies will be allocated from the Planning Department Reserves and the 2014 and 2015 Economic Development Budget. The total Study costs are not to exceed \$126,000.00, with \$120,000 allocated to consulting fees and \$6,000.00 to be allocated for study expenses (e.g. advertising, printing, meeting expenses).

Prepared by: Andrea Betty, Planner

Reviewed by: Wes Crown, Deputy CAO/Director of Planning and Building Services

Reviewed by: Carolyn Tripp, CAO

Attachment:

#1 Draft Terms of Reference and Request for Proposals

P:\D00 Development and Planning- General\Downtown Master Plan\Staff Reports\Staff Report PL-2014-18

TOWN OF MIDLAND



TERMS OF REFERENCE AND REQUEST FOR PROPOSALS

DOWNTOWN MASTER PLAN STUDY

MARCH 2014

Proposal Submission Deadline
Xxx xx, 2014

Town of Midland
Planning and Building Services
575 Dominion Avenue
Midland, Ontario
L4R 1R2
705-526-4275 ext 2216

TOWN OF MIDLAND

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TOWN OF MIDLAND

SECTION A

GENERAL INFORMATION

DRAFT

TOWN OF MIDLAND

SECTION A

INFORMATION

1. Scope of Proposals

The Corporation of the Town of Midland invites proposals for the **Downtown Master Plan Study** for the Town's Downtown and adjacent areas (Town Dock, David Onley Park, Harbourview Park and/or Huronia Park) pursuant to the Terms of Reference provided in Section B of this document.

2. Terms of this Request for Proposals

The Terms of Reference for the Study are set out in Section B to this document. The requirements for the Proposal Submission are set out in Section C of this document. All three sections of this document comprise the REQUEST FOR PROPOSAL (RFP) for the **Downtown Master Plan Study**.

3. Questions and Clarifications

Proponents having questions and seeking clarification respecting the RFP shall do so in the following manner:

- a. Questions shall only be submitted in writing and by email to the Director of Planning and Building Services at wcrown@midland.ca
- b. Questions shall be submitted by 12:00 p.m. (noon) on **xxxx, 2014**.
- c. Answers to all submitted questions will be emailed to the invited consultants on **xxxx, 2014**.

TOWN OF MIDLAND

SECTION B

TERMS OF REFERENCE

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**TERMS OF REFERENCE
DOWNTOWN MASTER PLAN STUDY
TOWN OF MIDLAND**

1. Purpose

The Town of Midland is seeking proposals from qualified consultants to carry out a phased study for the Town's Downtown to develop a Comprehensive Master Plan that can be utilized by both the public and private sectors to revitalize the Downtown and adjacent areas. The Plan will take community goals into account with previous planning efforts in order to provide a clear guide and predictable framework for both private and public investment and for citizens with a stake in the Downtown. The Plan will serve as a powerful tool for visualizing preferred Downtown redevelopment and revitalization and will be detailed enough to offer guidance for major Downtown reconstruction. The Plan shall also provide the framework for updates to the Town's Official Plan, Zoning By-law, and development of a Community Improvement Plan all to support the implementation of the Master Plan.

2. Background

The Town of Midland is a lower tier municipality located on the picturesque shores of Georgian Bay on Lake Huron in northern Simcoe County. The Town is the local government and provides a full range of Municipal services to its residents including: Police, Fire, Engineering Services, Library, cultural and recreation services and facilities, Town Dock and the administrative centre and staff in respect to the provision of these services. Midland has been identified as a Primary Urban Settlement in the Growth Plan for the Greater Golden Horseshoe and is anticipating continued growth and development pressures over the coming years. During the summer months there is an influx of seasonal residents and visitors to the area and the Downtown serves as a primary destination for commerce, culture, tourism, hospitality and institutional activities.

The Town, along with the Downtown Midland Business Improvement Association (BIA), manage the historic Downtown Core of the Community. Downtown of Midland has seen significant changes since incorporation in the early 1900's, as well as significant investment both private and public. In the 1980's the CN rail lines were removed from the waterfront, opening up the connection from the downtown to town dock areas. More recently the Town has partnered with the Downtown BIA to replace the sidewalks and light fixtures of King Street as a means creating a distinct look and feel to the area. In 2009 the Town began a multi-million dollar expansion of the Midland Public Library located at a key intersection in Downtown and most recently, the construction of the Midland Cultural Centre, a 16,000 square foot joint cultural centre which is also located at a key intersection of Downtown. The Town is also planning for the future, with a full reconstruction of King Street proposed for 2017. Although many of these ventures have contributed to revitalizing the Downtown, there has never been a comprehensive plan in place to guide development and redevelopment.

3. Study Area

The study area is shown on Attachment A and includes all areas designated Downtown District in the Official Plan as well as the area known as the Town Dock and surrounding parkland (David Onley Park and Harbourview Park).

The area designated Downtown District covers approximately 32 hectares of land and includes over 290 parcels of land in public and private ownership along with a wide variety of uses. The study area is centred on historic King Street, which runs in a north-west direction and the shoulder streets of Midland Avenue and First Street. Running east west are the arterial roads of Yonge Street and Bayshore Drive, and the collector streets of Hugel Avenue, Elizabeth Street and Bay Street. The total building within the downtown is approximately 65,145 square metres.

The Town Dock area is approximately 65 hectares in size and is a hub for summer recreation and events including the Miss Midland boat tours. The Town Dock area has recently transferred ownership from the Department of Fisheries and Oceans (DFO) to the Town. It features a number of private boat slips, mooring for the Miss Midland and other larger vessels, extensive municipal parking and the main trail head of the Rotary Waterfront Trail.

The adjacent parklands, David Onley Park and Harbourview Park have seen recent improvements by the Town and will be an important link between the downtown/Town Dock and future development lands known as the Unimin site.

4. Scope of Work

The Downtown Master Plan Study shall be comprised of three phases:

Phase 1 – Prepare the Vision

What do we as Midlanders want our Downtown to be like in 5 years and in 25 years? What role will and should the Downtown play in the lives of residents and in the communities served by Midland? How can we revitalize the Downtown and improve the linkages to the waterfront?

This is a visioning exercise that will require extensive public consultation with a wide range of Community Stakeholders. In this exercise an examination of the history of Downtown, the role it has played in the past and present and the identification of opportunities and constraints will be made. The visioning exercise should examine such things as: What role does the Downtown play in the commercial, cultural, residential, and recreational life of the Community? How do people and goods move through the Downtown? What uses should be permitted or not permitted in the Downtown? What is an appropriate scale and what form should development or redevelopment take in the Downtown? How can the Downtown improve linkages to the Town Dock, shoulder areas and the Unimin site? Should the Town provide incentives or grant programs for Downtown revitalization? What works and what does not work in the Downtown?

Part of this phase could include trial exercises or pilot projects for such things as: as pedestrian scrambles, temporary closing of streets, opportunities for outdoor cafes or retail areas, etc. The purpose of this portion of the study is to identify immediate products/programs that can be implemented at little cost to the Municipality.

It is expected that there will be many points of view expressed and that the process of creating a Vision for the Downtown will all for the expression of ideas to achieve a consensus that will guide the Master Plan Study.

Deliverables

- Descriptive “Vision Statement” to guide the Study based on Community input.
- Key takeaways and issues raised in the community consultation and trial exercises.

Phase 2 – Assessment and Analysis of Existing Conditions

What do we have Downtown? What is needed? What needs to be replaced or upgraded? What is significant and important to the character of Downtown? How does the existing condition of the Downtown relate to the Vision and what has to be done to achieve the Vision? How do goods and people move through the Downtown? How is parking accommodated in Downtown?

Phase 2 will require an evaluation of the physical elements of the Downtown. The Town of Midland has an extensive inventory of the Municipal resources and infrastructure of the Downtown and will provide the information to the consultant. A SWOT analysis will be needed to evaluate the existing conditions in relation to the vision obtained in Phase 1.

Deliverables

- Report including an inventory of private buildings, public spaces, park facilities and amenities, parking facilities and street parking, pedestrian counts, street furniture.
- Description of SWOT findings.
- Evaluation report based on the existing conditions in relation to the vision obtained in Phase 1.

Phase 3 – Draft the Master Plan

What are the principles that will help achieve the Vision? How can the Vision be achieved? What is the Plan?

The identification of principles will assist in translating the Vision of the Downtown into rules or guidelines for the public or private sector. This will allow for appropriate evaluation of the decisions that affect the Downtown. Specifically the Plan should include the following.

- Provide an urban design framework for public and private development project that addresses:
 - Urban design guiding principles;
 - Streetscape and public realm improvements;
 - Appropriate scale of development and design elements;
 - Existing cultural and heritage features;
 - Design compatibility with Downtown streetscapes;
 - Desirable conditions for retail, office, institutional and residential uses at a pedestrian scale.
- A parking strategy and consideration of alternative uses that address current and future parking needs and program for administering Municipal parking areas.
- Official Plan policies, including development of Community Improvement Plan (CIP).
- Performance-based zoning standards that reflect development opportunities and also clearly identifies the types of uses not permitted in the Downtown.
- A package of financial incentives that encourage and facilitate redevelopment.

5. Consultation and Meeting Requirements

The Downtown Master Plan Study will be guided by a Steering Committee comprised of Municipal Council representatives, Downtown Midland BIA representatives, business owners of the Downtown and supporting Municipal staff from the Planning and Building Services Department, Engineering Department, Public Works Department, Parks and Recreation Department and the Clerk's Department. The project consultation will be managed by the Town's Planning and Building Services Department. Regular communication with the Steering Committee is a requirement of the Study.

The proposal must contain the consultant's recommendations for public consultation as part of the Study. Creative and innovative approaches to engage the Community are highly sought, including possible "pop up" consultation to identify things that can be done in the Downtown right away on a trial basis while the Master Plan is underway.

At a minimum, the proposal shall include the following meetings:

- a. Five (5) meetings with the Steering Committee (at Project Commencement, reporting at the conclusion of each of the three (3) Phases of the Study and a Final Report).
- b. At least one Community consultation meeting in the form of a design charette or workshop.

6. Available Information

The Town can provide:

- Parking Studies 2009-2012
- Business Mix Analysis - 2008
- Historic photographs
- Transportation Plan 2012
- Transit Plan 2013
- GIS data on municipal infrastructure

7. Work Plan

The proposal must provide a work plan indicating the timing for conducting each of the three phases of the Downtown Master Plan Study, the approximate timing for the various tasks included, the cost of each of the phases broken down by task and the date of final submission to the Municipality.

8. Project Budget

The overall project budget has been set at \$120,000 taxes included.

9. Deliverables

The selected consultant will be required to provide the following to the Town at the conclusion of the study:

- a. Twenty-Five (25) bound hard copies of the final Downtown Master Plan.
- b. One (1) electronic PDF version of the final report on appropriate media (CD or DVD).
- c. One (1) electronic MS Word version of the Downtown Master Plan on appropriate media (CD or DVD).
- d. One (1) electronic copy in PDF or JPEG or compatible version format of all plans and/or drawings produced during the study.

TOWN OF MIDLAND

SECTION C

PROPOSAL SUBMISSION REQUIREMENTS

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THE CORPORATION OF THE TOWN OF MIDLAND

PROPOSAL SUBMISSION REQUIREMENTS

1. Required Proposal Format

The Terms of Reference contains several sections all of which need to be addressed for your proposal to be considered. Please double check your finished document to ensure that you have included all the required information. In order to receive uniform format of responses and information from all prospective consulting firms the following should be addressed and included in your submission:

- a. Proposals should be submitted electronically only in PDF format including a letter of submission signed by an authorized representative of the Consultant as set out below.
- b. Proposals shall be less than 10 MB in size and shall be less than 40 pages in total length. Proposals shall generally be limited to standard letter format (21.59 cm x 27.94 cm). Cost Estimates and Work Plan/Timing may be in larger formats.
- c. Proposals must outline the cost of conducting the study listed in the Terms of Reference both as a total price, total plus HST and by a cost per task format.
- d. The proposal shall include a Work Plan for the study and the projected and expected time frame for the study.
- e. The Proposal will include a summary of the Consultant's professional information and history and relevant experience shall be included.
- f. A summary of past projects which will demonstrate the Consultant's experience in the study tasks as outlined in the terms of reference.
- g. Proposals must be submitted with a minimum of three references listed for contact respecting recent and relevant projects.

2. Evaluation Process

The Steering Committee will evaluate the proposals and make a recommendation to Council on the selected Consultant. Consultants may be asked to submit further written information.

The selection of a Consultant is a competitive process and therefore the Town reserves the rights to accept or reject in whole or in part any or all proposals and cancel all or part of this RFP process for any reason at the sole discretion of the Town and to negotiate contracts with the selected Consultant whose proposal is considered to be most acceptable to the Town.

3. Evaluation Criteria

The Steering Committee will make its recommendation based on the following evaluation criteria:

- The degree to which the proposal responded to the RFP and Terms of Reference.
- The demonstration of relevant experience in similar studies and the professional reputation of the consultants.
- The demonstration of creative approaches to community consultation and study process.
- The demonstrated ability of the consultant to provide the services defined in this RFP.

- The total cost.
- The overall project timing.

4. Interviews

Consultants may be asked to attend an interview with the Selection Committee prior to final consideration by Council.

5. Assumptions and Contract

The selected Consultant will be expected to enter into a Contract with the Town. The selected Consultant will indemnify the Town from all costs, charges, expenses and other claims with respect to the job functions being carried out. This will include possessing and confirming:

- General Liability and/or Professional Liability Insurance
- Automobile Liability Insurance
- WSIB Clearances (if required)
- Any other labour requirements of the Province

6. Contract Award

The final authority to award the study rests solely with the Council of the Town of Midland. Consultants are advised that the lowest cost proposal will not be necessarily be awarded the contract, as the selection will be based on the above qualification criteria and cost is only one of the criteria. The Town will not be responsible for any preparations cost incurred by the Consultant submitting a proposal and will not pay for any travel expenses to participate in interviews or contract negotiations.

7. Submission of Proposals

Proposals should be submitted electronically only in PDF format including a letter of submission signed by an authorized representative of the lead Consultant, to:

planning@midland.ca

Attention: Director of Planning and Building Services
Subject: DOWNTOWN MASTER PLAN STUDY

Wesley R. Crown, MCIP, RPP.
Director of Planning and Building Services
Town of Midland
575 Dominion Avenue,
Midland, Ontario
L4R 1R2
(705) 526-4275, ext. 2216

The Town will not accept proposals in any other format. It is the responsibility of the Consultants to ensure that the proposal has been received and that all documents required have been submitted. Submitting a proposal confirms and certifies that the prospective consultant has read and fully understands and accepts the terms of the RFP and its requirements.

8. Submission Deadline

Proposals must be received by **12:00 p.m. (noon) on Friday XXX, 2014**. Proposals received after this date and time will not be considered.

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