



Exhibition Place

Item No. 20

February 18, 2011

ACTION REQUIRED

To: The Board of Governors of Exhibition Place

From: Dianne Young
Chief Executive Officer

Subject: **Master Plan respecting the Proposed Festival Plaza Site at Exhibition Place**

Summary:

As part of the Board's strategic goal, Exhibition Place staff have been working on the developing a master plan for "Festival Plaza" along with a funding strategy. The 2011 Pre-Engineering Capital budget included a provision to engage a consultant to complete the master plan so that the 10-year capital can include the build out of the master plan starting in 2012.

Accordingly, in the in January 2011, a Request for Proposals was issued to seek a consultant to provide this master plan and this report is recommending an agreement with Urban Strategies Inc. to complete the master planning exercise

Recommendations:

It is recommended that the Board approve of entering into an agreement between Urban Strategies Inc. and the Board on the terms and conditions outlined in this report and other such terms and conditions satisfactory to, the Chief Executive Officer of the Board and the City Solicitor.

Financial Impact:

Approval of the agreement between the Board and Urban Strategies will result in a projected fee for all three Phases of the contract not to exceed \$99,881.00 (\$83,390.00 + \$5,000 disbursements + HST) which cost is provided for in the 2011 Capital Budget – Pre-engineering Account.

Decision History:

The Board of Governors of Exhibition Place as part of its 2009-2012 Strategic Plan established as a Goal the desire to "*Enhance and sustain our dynamic and diverse public assets and integrate these assets with the surrounding urban fabric*" with a specific Objective to "*Develop a master plan for "Festival Plaza" and a funding strategy*".

Comments:

On January 24, 2011, Exhibition Place issued a Request for Proposal (RFP) to establish an agreement for the provision of a master plan and guidance for the Festival Plaza Site at Exhibition Place. The RFP outlined three phases to this assignment as follows:

As part of the first phase the successful Proponent shall be required to:

- Work with an Exhibition Place Staff Study team which will include representatives from Sales & Marketing, Event Management, CNE, Parking Services and Operations and will be led by the Exhibition Place CEO
- In consultation with the Exhibition Place Staff Study team review the primary existing uses of the Festival Plaza Site which are the annual CNE and outside the CNE period it is parking for attendees at trade and consumer shows in Direct Energy Centre, Better Living Centre and BMO Field
- Meet individually with representatives of other key users of the Festival Plaza site: Honda Indy; Caribana Festival; Royal Agricultural Winter Fair, and Maple Leaf Sports & Entertainment / Toronto FC to understand their uses and needs
- Meet with representatives of the City of Toronto Planning Department
- Meet with representatives of the City of Toronto Culture & Heritage to understand archaeological implications of the site

As part of the second phase the successful Proponent shall be required to:

- Develop three (3) alternative concepts showing site enhancements and proposed facilities
- Include a magnitude of construction costs for each alternative which takes into consideration cost issues related to the unionized environment at Exhibition Place; the archaeological issues of the Festival Plaza site; and the City's tree planting requirements
- Present any limitations associated with the three alternatives based on the needs of major users interviewed in paragraph (c) above
- Coordinate a work session with the Exhibition Place Staff Study team to review all alternative concepts and select a preferred concept or combination of concepts
- Complete all necessary changes and resubmit a final draft of the preferred concept to the Exhibition Place Staff Study team

As part of the final phase the successful Proponent shall be required to:

- Develop a final full-colour and mounted master plan showing any proposed facilities / structures, festival grounds area, roadways, service drives, paving patterns, utility matrix, walkways and landscape areas, paving patterns, utility matrix, lighting, environmental initiatives
- Develop design criteria for the CNE/Midway Layout
- Develop phasing diagrams for complete build out of the Festival Plaza site over a 5-year period including costing for each phase
- Prepare 3-D Sketch-Up aerial rendering to show the character of the Festival Plaza site and two eye-level colour renderings of Festival Plaza

- Prepare a brief written report to include all plans and 3D colour renderings. In addition to a description of the proposed Festival Plaza plan the report must address all archaeological and environmental issues.
- Prepare and present the proposed Master Plan to meetings of the Board of Governors of Exhibition Place and the CNE Board of Directors (date to be determined)
- Complete any necessary changes to the Master Plan resulting from the Board meetings noted above

The RFP closed on February 15, 2011 with five submissions received from the following companies:

- duToit Allsopp Hillier
- IBI Group
- The Planning Partnership
- regionalArchitects
- Populous
- Urban Strategies Inc.

On February 16, 2011, the Evaluation Team comprised of Exhibition Place and CNE staff scored the responses submitted in accordance with the detailed evaluation RFP criteria and requirements which included the proponent's qualifications, references and experience with similar projects, understanding requirements, project manager & team qualifications, and lowest fee with ratio of points for fees higher than lowest. On February 17, 2011, the Evaluation Team interviewed the top three scoring Proponents and based on the submission and interview, the Evaluation Team has concluded that Urban Strategies Inc. received the highest overall score.

Urban Strategies Inc. is a Toronto firm, well-know internationally. It has planned and designed some of the best new public plazas in Canada and elsewhere including the Brooklyn Bridge Park and Governor's Island in New York, the new waterfront in Singapore; the spaces around the ExCel Exhibition Centre in London, England, Vancouver's Olympic Village open spaces and Toronto's new Sherbourne Park. Urban Strategies Inc. is also familiar with Exhibition Place and surrounding area and worked on the development and siting of the National Trade Centre build in 1994 and also developed the Master Plan for the Garrison Common and over the last 10 years has been involved in the redevelopment of the Toronto Waterfront.

For the Festival Plaza project the Urban Strategies Inc. team will include Michel Trocme, Joe Berridge, Michael Sraga and Jed Kibourn. Additionally, Urban Strategies Inc. have included as part of their team, Greg Smallenberg, Landscape Architect with Phillips Farevaag Smallenberg and David Pratt and Marc-Paul Gauthier, professional engineers and LEED specialist from Arup.

Staff are recommending an agreement with Urban Strategies Inc. on the following terms and conditions:

- a) Phase I, II and III Services: as detailed in Appendix I to this report;
- b) Fees: Fixed, \$83,390.00 for all three phases;
- c) Disbursements: In addition to the fee as set out above, the Board will reimburse Urban Strategies for approved disbursements made as required in order to undertake the Services as

defined in this Agreement, at Urban Strategies' cost, with no mark-up, provided that the total amount to be paid for disbursements under this Agreement shall not exceed \$5,000.00

- d) Assignment: The agreement shall not be assigned by Urban Strategies without written consent of the Board;
- e) Indemnity/Insurance: Urban Strategies shall provide proof of insurance in a form and amount satisfactory to the Board and containing provisions including the Board and the City of Toronto as additional insured with a cross liability/severability of interest clause of standard wording;
- f) Union Obligations: Urban Strategies shall comply with all trade union/association agreements affecting work done on the grounds; and
- g) Other Commercial Terms: The agreement shall include other standard commercial terms respecting termination and other matters in a form satisfactory to the City Solicitor and the CEO.

Contact

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Submitted by:

Dianne Young
Chief Executive Officer

Appendix I

Phase 1: Research

1.1 Kick-off Meeting

This initial meeting will create the context for the creation of the master plan and provide an opportunity for the client group to articulate their key priorities and concerns with respect to the future of the Festival Plaza Site. This initial meeting will also determine the list of key study stakeholders.

1.2 Background Research

With direction from the Study Team, Urban Strategies will review the relevant written documents, including the strategic plans, structure plan, environmental plan, archeological assessments and recent expansion and development initiatives. The review of these and other relevant documents will help structure and guide the proceeding two-day workshop.

1.3 Two-day Workshop

An extensive two-day workshop early in the study process solidifies the efforts of all participants and creates the critical traction necessary to sustain the project through development. The workshop will include Exhibition, key tenants and appropriate staffers from the City of Toronto.

The first day of the workshop will be divided into a number of different sessions which will be determined in consultation with the Study Team but will include sessions on: Functional Requirements, Seasonal Programming, Landscape Elements, Environmental Sustainability, Heritage, Capital and Maintenance Cost, New and Existing Revenue Sources.

The second day of the workshop will be a design sessions where the participants, led by the Urban Strategies team, will develop the three possible concepts for the master plan.

1.4 Refine the Three Concepts

Following the workshop, Urban Strategies will refine and solidify the three concepts. For each concept, Urban Strategies will investigate, at a high level, the magnitude of construction costs and develop a framework of benefits and limitations that incorporate the variety of factors including functional effectiveness, flexibility, order-of-magnitude, capital and maintenance costs, environmental performance, heritage, programming and potential revenue streams.

Key Deliverables:

- Production of 3 concepts

Phase 2: Refinement

2.1 Working session to Develop a Preferred Option

Urban Strategies will lead a ½ day working session with Exhibition Place to choose a preferred option or a hybrid option of the three options provided.

2.2 Develop Draft Master Plan

Urban Strategies will develop the preferred option into a draft master plan. Throughout the draft master plan, Urban Strategies will incorporate a narrative of the site that describes the functional effectiveness, flexibility and design characteristics of the master plan, its landscape and tree canopy characteristics, special features and places and heritage and environmental elements, demonstrating how the site will be used at different times of the year for different types of events.

2.3 Refine & Resubmit

Urban Strategies will incorporate input and feedback from the Study Team to make the necessary revisions to the master plan and resubmit the draft plan from to creating a final master plan.

Key Deliverables:

- Draft Master Plan

Phase 3: Production

3.1 Develop Final Master Plan

The final master plan will incorporate any additional changes to the draft master plan. Urban Strategies will also develop design criteria for all know major and other typical events to guide future planning.

3.2 Develop an Implementation and Phasing Strategy

The final master plan will define the ultimate full build-out of Festival Plaza, Urban Strategies will also provide a design description of the potential for phased implementation as the necessary capital funding can be raised. The plaza must look good and be successful in operation from the first phase but such a large space can also be added to incrementally as funding is available.

3.3 Presentation to Exhibition Place Board

Urban Strategies will prepare a presentation for the Exhibition Place Board of Governors to lead them through the Master Plan process and describe the plan, its strategic advantages, and its flexible implementation strategy. The presentation will become a tool that Exhibition Place can use for subsequent presentations, promotional events and education sessions with stakeholders and the public. The appropriate illustrative renderings and imagery will be provided.

3.4 Refinements

If necessary, Urban Strategies will refine the master plan to reflect the feedback of the Board of Governors prior to submitting the final master plan.

Key Deliverables:

- **Final Master Plan and accompanying report**
- **CNE Midway and other major event design criteria**
- **Phasing diagrams**
- **Aerial sketch-Up model and two eye-level renderings**
- **Flexible presentation package appropriate for a wide range of audiences**