



Parkwood Mennonite Home

Proposed Apartment Building, Waterloo

To: Elaine Shantz, CEO,
Fairview Parkwood Communities



Dear Ms. Shantz,

Thank you for the opportunity to submit a proposal for this exciting project. We would relish the opportunity to partner with you and the rest of the team to make such a worthy project a reality. Our commitment to delivering the best possible design and care to our clients, with an eye to their particular constraints and goals, dovetails well with the mission of Parkwood and this project.

As the longest standing architecture firm in the region (with a legacy going back 75 years), we know expanding affordable and senior housing is essential to Kitchener Waterloo. In working on many of the area's most important new projects, including those in the residential sector, we have a firm understanding of the approvals, permitting, and construction processes as well as having strong working relationships with top local contractors. We hope our connections and decades of experience will help your team establish fair quotes and manage the construction team and trades.

Outlined below is our understanding of this project, a description of our firm, as well as our recommended scope of work and fee request. We have also provided some examples and descriptions of a few recent and relevant projects. Beyond MartinSimmons' work on some similar projects, our team has years of individual experience leading the design for seniors' living facilities in the region and beyond. Leading our project team, along with myself, is Senior Project Architect Jason Sweers. Jason brings with him a wealth of experience in similar projects including large multi-residential projects and seniors residences. We have included brief CVs of the team who would work with you on this project.

We look forward to the opportunity of working with you.

Jason Martin

A handwritten signature in black ink, appearing to read 'Jason Martin', with a large, stylized initial 'J'.

MartinSimmons Architects Inc.
Jason Martin, Partner, OAA,
MRAIC, LEED® Green Associate

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Our Understanding of the Project



The client, Parkwood Mennonite, has been working on this development for several years. The original master plan for the property allowed for a building on the southeast corner of the site. Current local population growth and budgeting considerations have created conditions to proceed with a new seniors' residence at this location. The new building would contain affordable and market rent units to broaden and diversify the housing options on the Parkwood campus. The client has been assisted by the GSP Group planning consultants and Facet Design in the preparation of a schematic design for this building. A site plan has been created that meets design, budget and scheduling requirements. The client is now ready to proceed with the next steps: design development, working drawings and construction. To move forward, a full consulting team must be assembled.

This development includes a new 6-storey apartment building containing 94 units. Forty-two new parking spaces would be provided, including 10 surface spaces and 32 spaces within an underground garage. Ground floor amenities will include a large dining room for tenant use.

A pre-application submission application has been made to the City of Waterloo. We understand that City comments will be received shortly. These comments will be used by the architects to inform the design of the new project. As part of our proposal, we have put together a draft schedule outlining the next steps and culminating in a construction start date in the Spring of 2022.

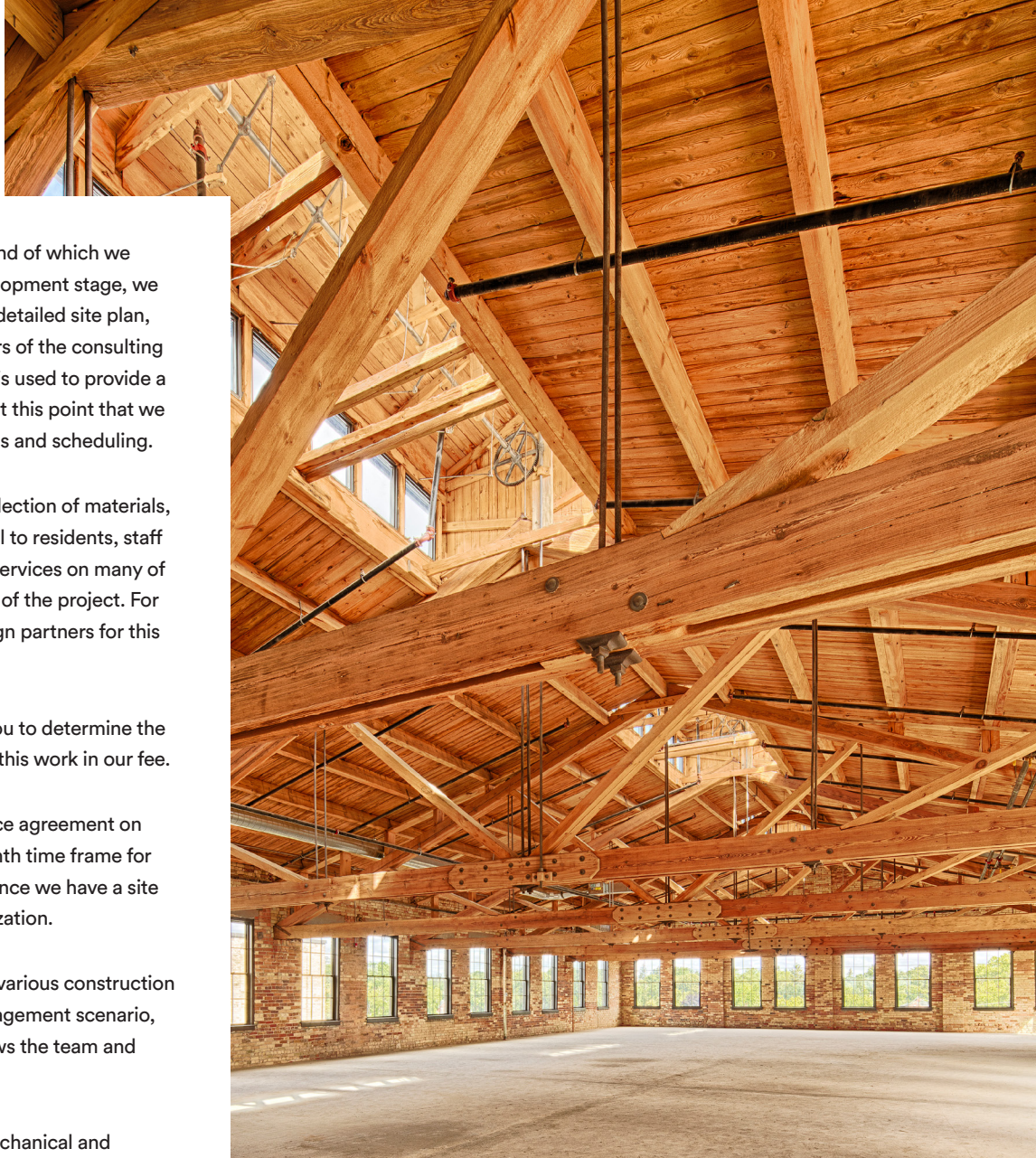
To begin our work, we would begin with a series of meetings to discuss the various program elements of the project, the goals and vision of the client and the budget, design and scheduling targets. We would assemble a project team that would include client representation, architectural staff and various members

of the consulting team as appropriate. All base plan information would be obtained at this time. We would discuss work that has been prepared to date and the existing campus buildings, as well as the Fairview property. In order to understand the full range of options, inside and out, we would also propose a review and discussion of other recent, similar projects in Waterloo Region and beyond.

This project will require a partner-in-charge from our office, a senior project architect, as well as design, contract document and contract administration staff. We will be using structural, mechanical and electrical engineering consultants carefully selected for their experience and expertise. Similarly, on your behalf we will engage an interior design firm, experienced in seniors' apartments to work us. We will work with you to obtain proposals from a qualified surveyor, civil engineer, geotechnical consultant and landscape architect as required.

In the first few weeks, we would begin creating a detailed site plan, floor plans, elevations and a 3D massing model, meeting every two weeks to review progress. Within a month or two, we would aim to have a site plan in place that could be used as a basis for a Site Plan Application. At the same time as we are working with the client to develop more detailed floor plans and elevations, we would begin preliminary site plan working drawings. These would be coordinated with the civil consultant and landscape architect. Within three to four months, our goal would be to submit a full Site Plan Application and to have a fully realized design in place.

The Site Plan Application would be submitted six to eight months ahead of the date when we would aim to apply for the building permit.



With the client's agreement, we would proceed into a design development stage, at the end of which we will assemble a Design Report that describes the project in detail. During the design development stage, we continue to meet every two weeks with the project team. The Design Report will contain detailed site plan, floor plans, elevations and a 3D model, as well as schematic drawings from other members of the consulting team and an outline specification. This document marks the end of the design phase and is used to provide a comprehensive description of the project before proceeding into working drawings. It is at this point that we recommend engaging either a cost consultant or a construction manager to estimate costs and scheduling.

Interior design is a critical component of our work, especially on a project such as this. Selection of materials, colours, and the design of interior spaces, such as the dining room and kitchen, are critical to residents, staff and visitors' comfort and enjoyment of the building. We regularly provide interior design services on many of our projects, using in-house or local interior design firms, depending on the requirements of the project. For this project we would like to work with you to review and select one of these interior design partners for this process. We have carried an allowance for this work in our fee.

Similarly, a kitchen or food service consultant will be required. Again, we will work with you to determine the scope of work for this consultant and obtain proposals. We have carried an allowance for this work in our fee.

Before moving into the working, or permit, drawings we would confirm project costs. Once agreement on costs has been reached, the working drawings would begin. We estimate a five to six month time frame for the preparation of these documents. The goals would be to submit for a building permit once we have a site plan agreement in place and two to three months ahead of a planned construction mobilization.

As early as the design phase, we would suggest a series of discussions to understand the various construction delivery options. Many projects of this type are now delivered under a Construction Management scenario, whereby a CM partner is selected during the design or working drawing stages. This allows the team and client to obtain pricing and scheduling information as the project details develop.

The consulting team will include a full slate of architectural, interior design, structural, mechanical and electrical engineers. Typically, survey, geotechnical, civil and landscape architects are commissioned directly by the owner. We would be glad to facilitate this if required by the client. A full and detailed description of our services will be outlined in the Ontario Association of Architects Standard Form of Contract for Architect's Services (OAA 600-2013). A draft copy of this is available on request for your review.

PROFILE

Who We Are

Southwestern Ontario is positioned at the forefront of a booming economy that builds on an entrepreneurial spirit, high tech savvy, and an active investment community. To match this community progress, the region's streetscape is transitioning to more contemporary, creative, and sustainable architecture, one that encourages **community and connectivity**.

Many of the most interesting and successful local buildings and redevelopment projects come from the area's premier and longest running architecture practice, MartinSimmons Architects. MartinSimmons' design fingerprint is found throughout the area, and includes many established landmarks. Ever since its inception in 1946, this architecture practice has supported forward-thinking building owners and public sector developers as they **take a confident step forward** in exceptional design.

“People are really happy to work with Patrick and Jason because they're down-to-earth guys with good design sense. They worked with us to push the design bar for the region.”

Craig Beattie, Chief Operating Officer,
Perimeter Development (Breithaupt Block Redevelopment
and Google Offices)



MartinSimmons designs are recognizably **modern, functional, and sustainable**. However, each project is clearly a unique reflection of the needs and goals of its owner, users, and the surrounding community. That's because each member of the MartinSimmons team **puts the client and stakeholders first** in the design process, and the result is always something everyone on the team can take pride in.



The Design Experience

MartinSimmons is known for its strong leadership of design and construction teams. Their hallmark is the creation of highly detailed design drawings. These drawings—that win accolades from clients and trades, leave no decision to chance or to be made in haste on the construction site. Every detail is considered from the standpoint of good design practice, budget, time constraints, constructability, and client and user needs.



The Community Experience

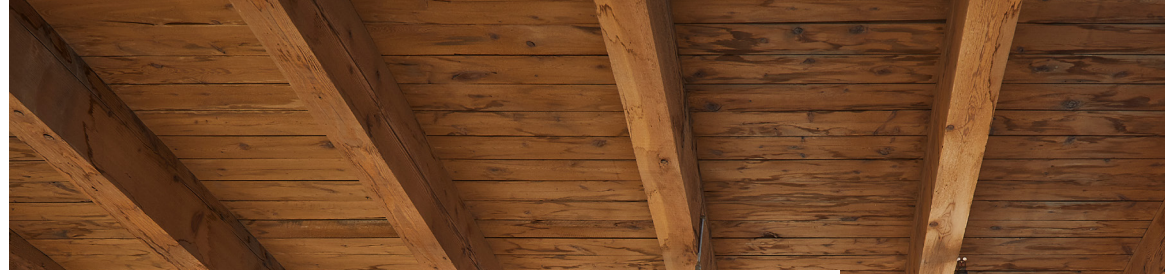
MartinSimmons projects don't just meet the approval of the client, but the building users and the surrounding community. The practice's projects are rooted in their location, the users' desire for intuitive wayfinding and organization, and stakeholder engagement.



The Client Experience

Rather than simply handing over completed design, MartinSimmons takes the view that the architectural team and the client are on a design journey. The reward of adapting this view is that their loyal clients often remark that they have never had a project experience where they truly understood the rationale for each design feature. They appreciate having a share in architectural decisions as a true partner.

Our Approach



From complex industrial and institutional facilities to master planned districts, MartinSimmons has an impressive breadth of experience and quality of portfolio.

MartinSimmons and its team have extensive experience in master planning, operations, and institutional facilities in Ontario. Through a wide range of projects, this team has learned valuable lessons about how to best design and lead a project for this unique sector, including how to:

- + oversee a variety of subconsultants, trades, and contractors, ensuring **an efficient process** and that each member of the team brings their best work to the table.
- + create **an accurate budget** at project inception, through detailed drawings and integrated planning with all team members from the outset.
- + oversee **consultation with stakeholders**, including neighbours, employees, and unions, to ensure all parties feel heard and valued and that all potential concerns are addressed in the design process.
- + plan a **phased approach** to planning, rezoning, demolition, design, and construction as necessary.
- + **take the lead** to navigate the local approvals process effectively, ensuring a stress-free process for the developer.

“[MartinSimmons] took a participatory approach to design, creating an inclusive environment where stakeholders were consulted often. We were impressed with how respectful they were when it came to the nature and purpose of building.”



Bill Davidson, Executive Director,
Langs Community Health Wellness.

OUR APPROACH

Design Quality

Award-winning design: A diversity of recognized professional awards is the result of a well-developed ability to produce designs that earn merit across Ontario and beyond:

- + North America's Most Liveable Building from Center for the Built Environment at the University of California
- + Urban Design Award from the City of Kitchener
- + Office Development of the Year from NAIOP Real Estate Excellence
- + Brownie Awards from the Canadian Urban Institute



Construction Reliability

Community-building common areas:

There is a reason MartinSimmons was chosen to design and manage perhaps the most important redevelopment in Cambridge: the Gaslight District as well as the design of several high profile condominium buildings with amazing common amenities. The practice has a proven track record for creating indoor and outdoor common spaces that foster social engagement and interaction.

Principles at the helm:

Unlike many firms MartinSimmons' senior architects work directly on every project. This ensures an experienced hand guiding the team and lessons learned from past projects are effectively communicated to the entire project team.

A regional solution:

As a Waterloo Region based architectural firm, MartinSimmons' knowledge of local trades, approvals processes, market conditions, and architectural inspiration is a significant and positive advantage for its clients.

On-site presence:

In addition to its local knowledge, MartinSimmons' location in downtown Kitchener ensures easy proximity to its projects. The team can react with alacrity and flexibility to any issues that arise on site or when meetings must be held at short notice.* Additionally, MartinSimmons' architects and architectural technologists have extensive hands-on experience on construction sites. They know how to get the best out of the construction team, spot the potential for challenges, and ensure the project is delivered as expected.

Cost Control Reliability

“When you’re working with a contracted project you can end up having issues with contractors trying to cut corners as the building is being designed. I knew [MartinSimmons] wouldn’t let the integrity of the building be compromised.”

Adrian Conrad, Chief Operating Officer
The Cora Group Inc.

Detailed design, minimal change orders:

MartinSimmons has an earned reputation for producing extremely detailed design drawings that are fully realized, and effectively integrated with the rest of the design team’s drawings. For renovations, the team also ensures it does an early, thorough investigation into the building’s condition and structure (enlisting professionals with expertise with hazardous substances and 3D imaging technology as necessary). This ensures the budget is accurate, there are few surprises and costly change orders later on.

Budget conscious:

MartinSimmons’ philosophy is that great architecture is not just about design, but about successfully meeting all client goals. This always includes budget considerations. MartinSimmons never proposes a design solution that doesn’t fit within the project budget.

Familiarity with local costs, contractors, and suppliers:

Since MartinSimmons has a history in Waterloo Region that dates back to 1946, the team has worked with all major contractors and suppliers. This ensures MartinSimmons can provide expert advice to the client on the costs associated with contractor and supplier decisions.

Continuous cost assessment

The MartinSimmons team cost consultant updates the costing at key milestones to ensure the project is on budget.



OUR APPROACH

Strategic Project Management

Partnership model:

Our methodology is a partnership model that outlines strategic steps and project activities anticipated for all participants. Client, stakeholders, and the design team all work together to define goals and success for the project. At each step of the way, milestones, next steps and deliverables are identified to ensure collective teams understand and connect to shared objectives.

Tested approach:

Communication Protocols and Schedule Management Communication is key to every stage of the project. MartinSimmons provides a Project Lead for all communications with the client and project team. The detailed project schedule is a visual roadmap communicating timelines for all team activities form effective and timely communication on a weekly basis, including those of the design team, sub-consultants, and client approval stages. The prime project contact will be accountable to manage all team members, identify milestones and deliverables and proactively identify strategies and adjust time frames to meet project goals within the overall timeline.

COVID-19 strategy:

The COVID-19 situation will likely continue to evolve and affect construction operations into the foreseeable future. As such, the project team will need to have a strategy in place for dealing with these issues as they affect project management. MartinSimmons has established an effective method of maintaining all its operations, while ensuring staff remain safe and in compliance with all government and medical advice. As a local practice, MartinSimmons is ideally placed to manage its projects, because its team can:

- + Be on any job site within half an hour as all work and live nearby
- + Provide 'after hours' or flexible site visits
- + Leverage long-standing relationships with local authorities, even when face-to-face meetings are limited or not possible





Jason Martin

Partner-in-Charge, MartinSimmons

Jason is a Partner at MartinSimmons Architects with over two decades of experience overseeing the firm's creative and client-centred designs. He leads the firm's design team to create contemporary projects that redefine the region's built environment and community landscape.

Jason's design approach puts the client's needs first and foremost. His detail-oriented leadership ensures his projects meet all the demands of deadlines, budget, function, and aesthetics.

Project experience:

- + Halwell Insurance Head Office
- + 19 Regina St Office
- + Old Post Office Redevelopment (Waterloo)
- + Manulife Financial Head Office
- + Vision Truck Group Facility, Cambridge
- + Google Office, Breithaupt Block Phase I, Kitchener





Jason Sweers

Senior Project Architect, MartinSimmons

Jason's recent work includes varied multi-unit housing solutions, retirement living, assisted living, and memory care projects. This experience, combined with a knowledge of the approvals processes in Waterloo brings added value to your project. Jason is presently working on a similar sized project site (1.79ha / 4.42 acre) in Waterloo, yielding 753 bedrooms with a total unit count of 426 or 418 bedrooms per acre.

Project experience:

- + **Chartwell's Royalcliffe Retirement Residence Expansion, London [Independent Retirement Living + Assisted Living + Memory Care]**
- + **Shalom Village, Hamilton [Independent Retirement Living + Assisted Living + Memory Care + Residential Care]**
- + **The Bright Building, Kitchener [Multi-unit residential]**

*Completed while employed by Perkins+Will Architects.



Matt Halladay

Architect, MartinSimmons

Matthew Halladay is an architect with a passion for design and community building. He has a background in urban planning, providing him with a unique perspective on the discipline of architecture as it relates to building functional and attractive public spaces. He has extensive experience leading large meetings with clients, contractors, consultants, land owners, shareholders, and municipal staff, making him a strong asset on projects that are required to balance the needs of multiple and diverse user groups. He has developed a holistic design sensibility that is informed by extensive construction administration experience and on-site activities, advanced digital modeling skills, a strong knowledge of BIM processes, building science, and high performance building enclosures.

Project experience:

- + **Forensic Identification Suite Renovations – Peel Regional Police, Toronto***
- + **PeopleCare Retirement Living, London****
- + **Westhill-Retirement Apartments, Waterloo****

*Completed while employed by WalterFedy.

**Completed with Robert Dyck Architect and Engineer.

Our Experience

MartinSimmons is recognized as a premier designer of multi-unit residential buildings as well as for its team of architects who have worked on many of Southwestern Ontario's most notable new retirement and senior care residences. Here are four examples from the project team:



Westhill-Retirement Apartments
in Waterloo**



PeopleCare Retirement Living in London**



Shalom Village, Hamilton*



Chartwell Royalcliffe Retirement
Residence, London



Non-profit housing developments have the inherent challenges of small budgets (both construction and operating), a need for assured requirements. For the David Street Housing project, there were also ambitious goals of enlivening the urban streetscape through inspired design and creating high-quality units with no maintenance or noise complaints from tenants. MSA took simple, cost-effective materials and applied creative design solutions to create a contextually appropriate and attractive development that is built to last.

Since the building mixes subsidized housing units with affordable market units, extensive care was put into ensuring the units were highly liveable. MSA conducted extensive research on the sound transmission coefficient and a creative use of poured concrete between floors to ensure that, even in a wood frame building, the units would achieve the desired STC rating and to minimize sound transmission between units. In fact, Kitchener Housing Inc. has had no noise-related tenant complaints, a first amongst their buildings.

Area: 17,150 sq.ft., 18 one-bedroom units

*Completed by Senior Project Architect Jason Sweers while at Perkins+Wills Architects.

**Completed by Project Architect Matt Halladay while at Robert Dyck Architect and Engineer.

Our Experience



Creating a brand-new condo tower in such a central location in Kitchener was sure to attract the attention of city planners, local stakeholders, and neighbours. MartinSimmons struck a delicate balance between the demands of municipal guidelines and the owner's vision and budget. By ensuring the most significant building massing faced away from the adjacent street and its single family homes and creating a facade that was sympathetic to the existing neighbourhood while still contemporary, MartinSimmons was able to help the owner achieve approval for a building double the height of the City's development guidelines.

The Bright Building façade boasts an eye-catching mixture of textured and stained concrete with aluminium framed window and door systems. Decorative metal panel canopies with wood soffits and warm accent lighting balance these contemporary, hard surfaces. The result is a high level of design quality, particularly difficult to achieve with a total precast concrete structure.

Total area: 161,426.1 sq.ft.
228 residential units



Spur Line Common represents the transformation of one of the last significant urban industrial sites Waterloo into a modern townhouse and condominium development. With a sympathetic nod to the area's character and the site's history, the design of this development will also bring much needed density and attract young professional residents to the Mount Hope neighbourhood. Reid's Heritage Homes chose MartinSimmons Architects to turn these five acres into a modern residential community.

Our Experience



The most prominent intersection in Waterloo is getting the makeover of the century. The former post office building at the corner of King Street and Bridgeport Road is on its way out, to make room for a new 'gateway' to Uptown. Two residential towers sit atop a podium of retail, restaurants, offices, all enveloped by an undulating glass 'veil'. A street-level space will house an exciting community initiative to promote STEAM for local kids called LAUNCH.

The multi-use space has two residential towers (one about 40 m tall and the other double that) on a central podium. The prominent podium entrance for LAUNCH leads to a grand, bright, high lobby. The lobby stairs are flanked by several levels of casual seating that will host public addresses and events. The parking in the podium is cleverly masked behind a restaurant, retail, and office space which will provide street level interest and activity.



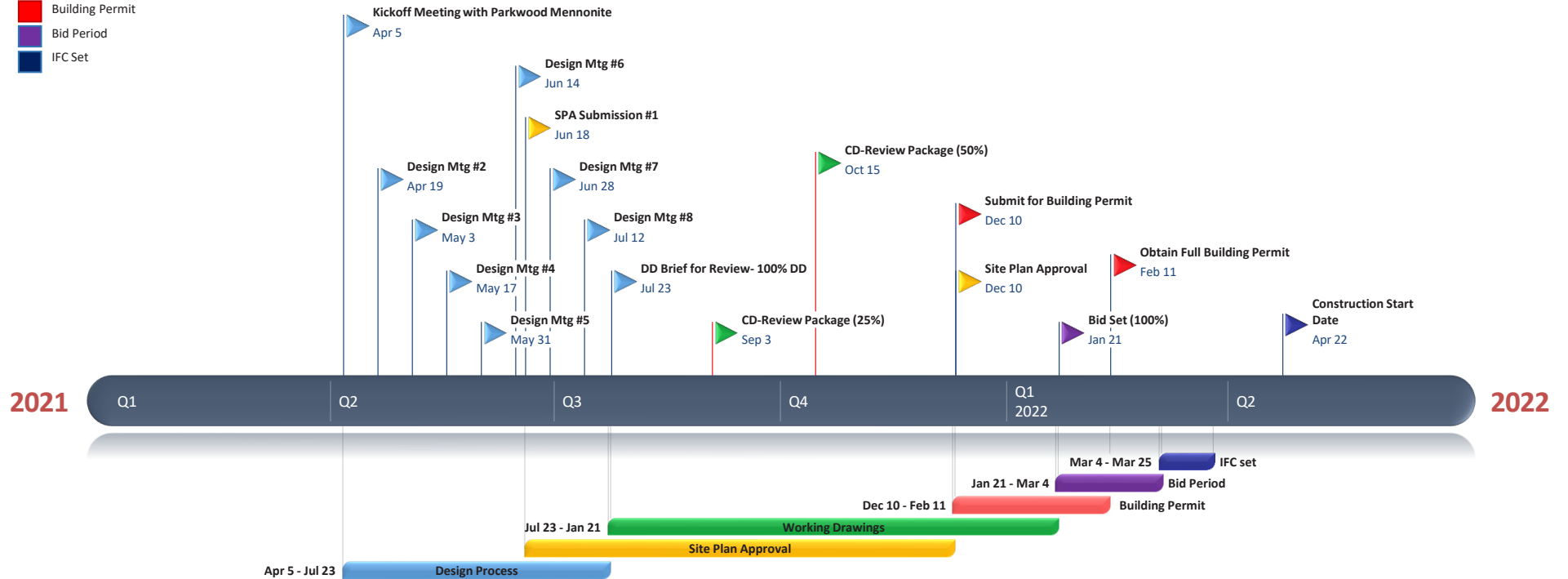
The beautiful red brick industrial building next to the Grand River in Cambridge was built as a manufacturing facility for blacksmith forges in the late 1800s. In recent times, however, the three-storey building sat derelict and deteriorating. MartinSimmons was brought aboard as the architect to oversee the renovation, which would keep the original features and charm while creating a high-end, modern interior.

The result is 27 units, ranging from 650 to 1,000 sq.ft., that redefine the expectation for condos in Waterloo Region. Soaring 13' to 15' ceilings and plentiful light appeal to contemporary expectations and timeless and historic features – including original wood ceilings and in-suite sliding barn doors – were tastefully incorporated.

Area: 26,500 sq.ft., 27 units

Project Schedule

- Design Process
- Site Plan Approval
- Working Drawings
- Building Permit
- Bid Period
- IFC Set



Fee Summary

Our fee is based on a determination of the staff resources required for the project. Upon approval of this proposal, a more detailed description of the work covered will be prepared in the form of an OAA Document 600 Standard Form of Contract for Architect's Services. This will lay out in detail precisely what is included in our proposed scope of work.

Consulting Fees:

Phase 1 Design, Design Development	\$105,000
Phase 2 Contract Documents	\$297,000
Phase 3: Construction Phase Services	\$178,000
Total Fees	\$580,000+hst

These fees include a \$24,000 allowance for interior design services and a \$18,000 allowance for food service consulting for the design of the dining hall kitchen.

Additional fees, not included in the fees above, if required, include the following allowances:

Energy modeling	\$15,000
Back-up generator	\$15,000

Assumptions and Exclusions:

These fees include architectural, interior design services, structural, mechanical and electrical services.

Structural Engineering: Tacoma Engineering

Mechanical and Electrical Engineering: Rombald Inc.


Interior Design: Firm to be selected with client

These fees are for the project to be prepared in AutoCAD. For the project to proceed as a Revit or BIM project, additional fees of \$45,000 will be charged.

Planning, landscape architectural and civil consulting fees will be contracted and paid for directly by the owner. Survey and geotechnical services, and any other consultants that may be required for the project such as acoustic, traffic, and building code specialists, will be billed separately at cost. We suggest an allowance of \$34,000 for survey and geotechnical fees, if these have not already been procured.

Disbursements

Typical disbursements from our office will be invoiced on a monthly basis at a straight charge of 3% of the monthly invoice. This allowance covers long distance calls, mileage, reproduction and plotting, as well as courier charges. Total disbursements are estimated at \$18,000.

A modern multi-story building with balconies. The balconies have glass railings and some have potted plants. The building is set against a blue sky with light clouds. The foreground shows a balcony with a table and chairs, and a view of a courtyard with a table and chairs.

“MartinSimmons is known for being very practical and creative at the same time. They create an aesthetically pleasing facility, but at the end of the day, they make sure it isn’t overpriced. Their goal is that everyone walks away from the process feeling like the project was a success.”

-Jason Ball
Ball Construction