

Quality Project Design

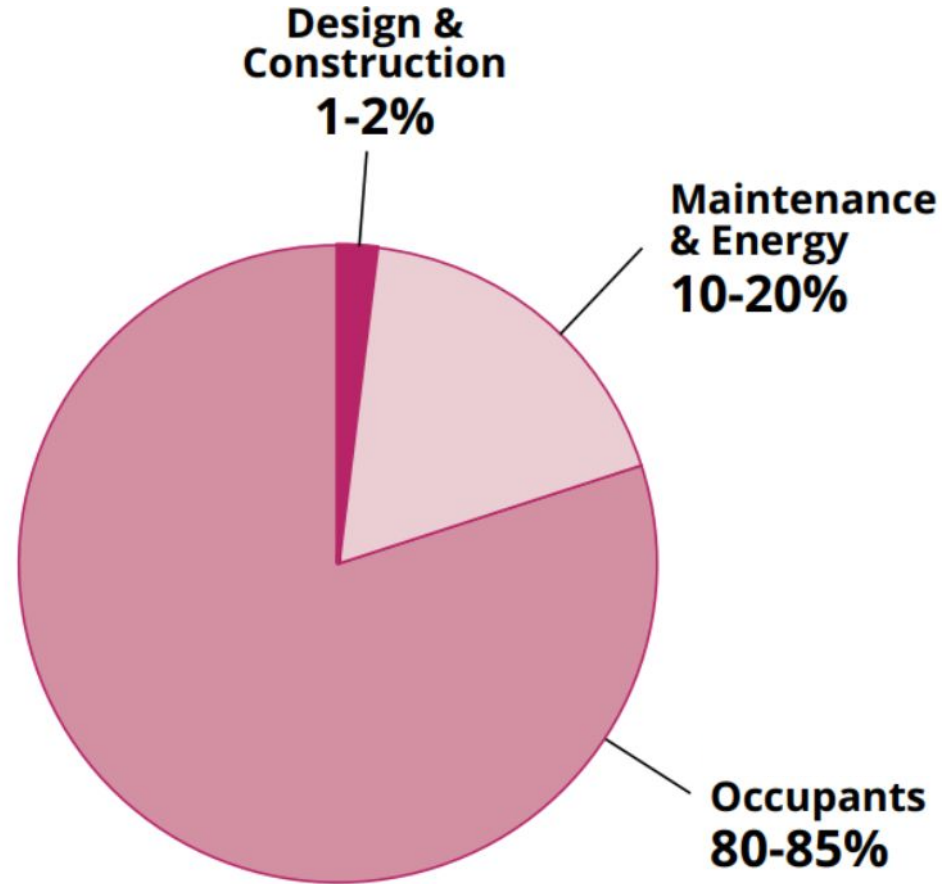
05 June 2026

Caroline Spigelski, BArch, MSc, OAA, PMP

Outline

- **The Value of the Architect**
- **Architectural Project Stages**
- **Iterative Design Process**
- **Public Procurement & Architectural Design**
- **Architectural Terms of Reference (E.g.)**
- **Tender Evaluation**
- **Project Examples from Toronto Canada**

The Value of the Architect



Cost of Design and Construction as a Percentage of Total Asset Life Cycle Costs
Credit: Royal Architectural Institute of Canada (RAIC.ORG)

COORDINATOR of a technical design based on professional knowledge and a multitude of inputs from stakeholders

CO- FACILITATOR in a **participatory design process (PDP)** by shifting from a "top-down" expert to a collaborator

Design services are usually 10% of the total of all design and construction costs. Therefore, the architect's fee can be as low as 0.01% of the life cycle costs for design, constructing, and operating a facility.

Clients and architects need to discuss the value of architectural services and how an architect's ideas and knowledge can result in significant increases to the real estate value of a building, as well as savings in the building's operating and maintenance costs.

Architecture Project Stages

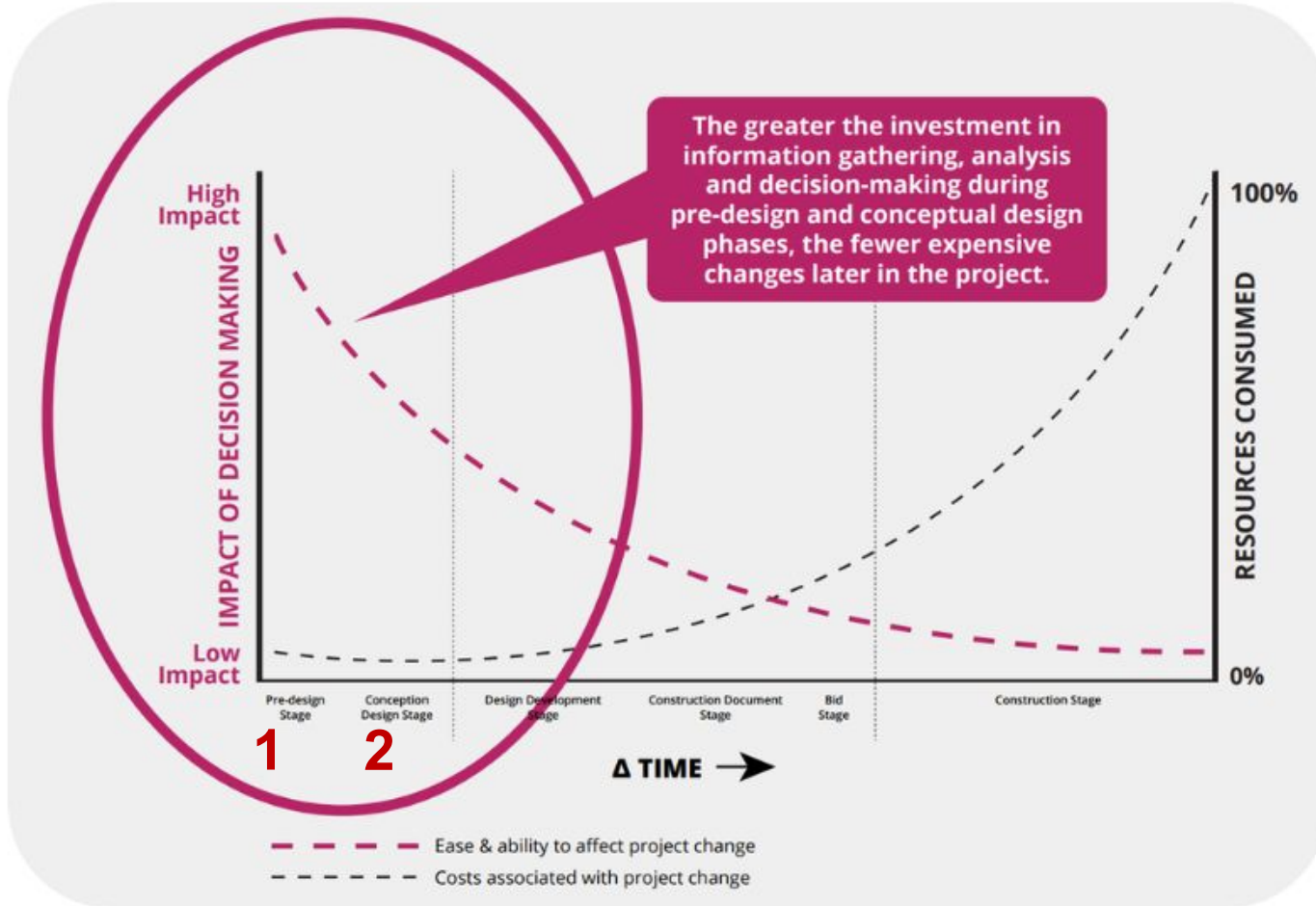


- 01 | Pre-Design + Project Establishment (5%)
- 02 | Concept + Schematic Design (15%)
- 03 | Design Development (15%)
- 04 | Planning + Development Approval (5%)
- 05 | Construction Documentation (25%)
- 06 | Contractor Selection (5%)
- 07 | Contract Administration + Construction (25%)
- 08 | Defects + Post-Construction (5%)

Participatory Design Process (PDP)



Architecture Project Stages



Strategic thinking that is *informed, integrated, and builds on intelligent pre-design and decision-making* will have a positive impact on project quality, costs, and schedule.

ALL stakeholders participation is most valuable and impactful at Stage 1 and 2

Clients that invest in integrated early design will realize increased value by significantly **reducing the risk of project shortfalls.**

MacLeamy Curve: Influence of Early Effective Decision-making on Project Outcomes

Credit: Royal Architectural Institute of Canada (RAIC.ORG)

Architecture Project Stages

Stage 01 | Pre-Design + Project Establishment

The primary steps in this phase are:

- **Preliminary Research and Information Gathering:**
 - Desktop research (existing drawings / reports, surveys)
 - Identify regulatory requirements
- **Identify Stakeholders** and set up engagement plan
- **Identify Consultants:** structural, civil, or electrical engineers and QS ____ maybe other? Eg. performance or theatre...
- **Contract Development:** **Owner/Client** to prepare **Strategic Brief** + project needs; agree on type of design services



HOW?

- **Secure Architectural Services:** Preparation of a contract (review of typical fee structure for the type of building, additional tech'l investigations etc) understanding the **Strategic Brief** and project needs, and agreeing on services.

Architecture Project Stages

Stage 02 | Concept + Schematic Design

Finalise research and information gathering and develop **Design Options** in response to the **Strategic Brief**

During the **Concept Design Phase**:

- Undertake further assessment of authority regulations and requirements.
- **Engage with the identified stakeholders (following engagement plan)**
- Prepare a detailed site analysis and concept
- Prepare sketches, diagrams and other information to adequately explain the concept and possible design options.
- Prepare **Design Brief** and possibly contracts for other consultants.
- Undertake preliminary selection of materials and finishes.
- Obtain a preliminary cost estimate based on the initial design for the client's consideration (**Class D +/- 25 to 30%**)
- Confirm a final concept design and obtain stakeholder approval to proceed to the next stage of design.

Iterative Design Process

Strategic Brief (owner/client)

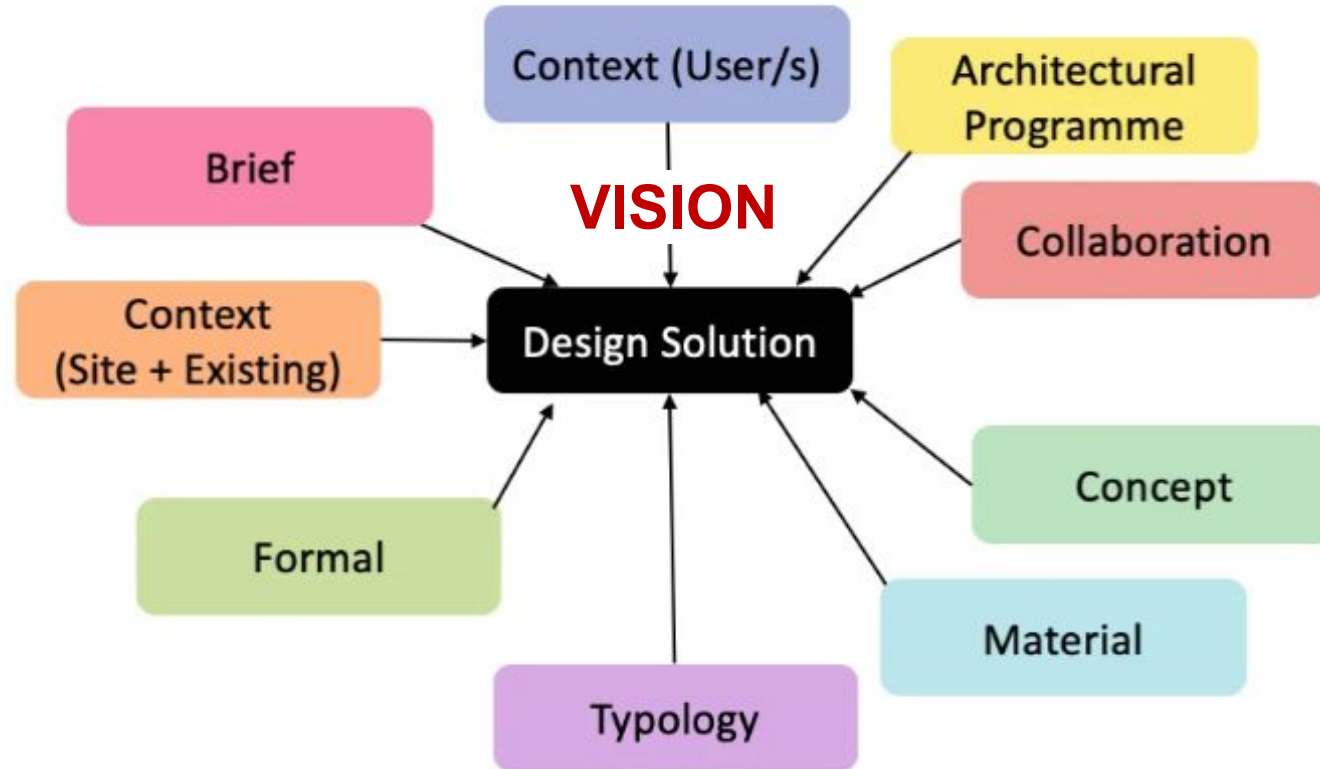


Design Brief (Architect)



Options (Architect)

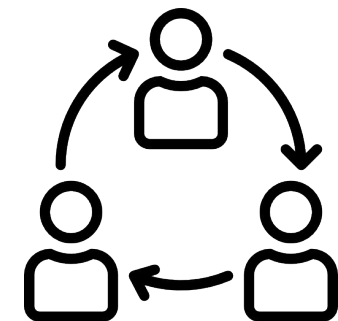
OUTPUTS



PROCESS



1) Schematic



STAGES

3) Cons Doc

2) Desgin Dev

Public Procurement & Architectural Design

- **International** public procurement involve state or intergovernmental entities buying goods or services from local and/or foreign suppliers
- For design services (e.g., architectural, engineering, consulting design work), the procurement modality depends on the project's complexity, value, market conditions, and applicable procurement regulations
- Used for **Design Services** for a few key reasons:
 - Transparency and Accountability
 - Fair Competition
 - Regulatory Compliance



Quality and Innovation: Instead of just taking the cheapest bid, governments structure tenders to evaluate creative concepts, technical expertise, and long-term sustainability — HOW?



Public Procurement & Architectural Design

Common procurement modalities include:

1. Open Tender (Open Competitive Bidding)

- Any qualified firm or individual may submit a proposal.
- Maximizes competition and transparency.
- Common for public-sector procurements.



Best when: The requirements are clearly defined and there is a broad market of capable providers

2. Restricted Tender / Prequalified Competition

- A prequalification stage is conducted first (e.g. LTA list)
- Only shortlisted firms are invited to submit full proposals.



Best when: Specialized expertise is required and the buyer wants to limit proposals to highly qualified firms.



Public Procurement & Architectural Design

Common procurement modalities include:

3. Request for Proposals (RFP)

- Evaluation considers both technical quality and price.
- Firms submit methodology, team qualifications, experience, schedule, and financial proposals.

➡ **Best when:** Quality and approach are more important than simply obtaining the lowest price. This is one of the most common modalities for design services.

Typical evaluation:

- Technical proposal: 70–90%
- Financial proposal: 10–30%



Public Procurement & Architectural Design

Common procurement modalities include:

4. Quality- and Cost-Based Selection (QCBS)

Widely used by organizations such as World Bank and other development banks.

- Technical quality is scored first.
- Price is also scored.
- Combined weighted score determines the winner.

Example:

- Technical score: 80%
- Financial score: 20%

 **Best when:** Both quality and cost are important. Usually for construction tenders.



Public Procurement & Architectural Design

Common procurement modalities include:

5. Quality-Based Selection (QBS)

- Selection is based primarily or entirely on technical quality.
- Price negotiations occur with the highest-ranked firm afterward.



Best when:

- Complex or innovative design assignments.
- Projects where poor design could create major risks or lifecycle costs.

Common for:

- Landmark architecture.
- Major infrastructure design.
- Specialized engineering studies.



Public Procurement & Architectural Design

Common procurement modalities include:

6. Least-Cost Selection (LCS)

- Firms meeting minimum technical requirements compete primarily on price.



Best when:

- Routine, standardized design assignments.
- Low-complexity work with well-defined outputs.

Not recommended for complex design projects



Public Procurement & Architectural Design

Common procurement modalities include:

7. Two-Stage Procurement

Stage 1

- Conceptual proposals and methodologies are submitted.

Stage 2

- Detailed proposals are requested from shortlisted firms after requirements are refined.

➡ Best when:

- The client cannot fully define requirements at the outset
- Innovative or highly technical design solutions are sought



Public Procurement & Architectural Design

Common procurement modalities include:

8. Design Competition / Design Contest

- Participants submit conceptual designs. (you may pay each pre-qual team a nominal amount to cover LOE cost)
- Jury evaluates creativity, functionality, and technical merit.
- Winner may receive a contract for further design development.

Common for:

- Public buildings.
- Urban design projects.
- Monuments and cultural facilities

BUT More Costly than other methods



Public Procurement & Architectural Design

Architectural Design Competitions A Key Policy Tool Combining Qualitative & Economic Advantages

*ACE and UIA Joint Declaration on the occasion of the
ACE X ARCH-E Conference on Architectural
Design Competitions organised
on 23 April 2026 in Brussels*



*Picture: Royale Belge, Brussels. Architects: Caruso St John Architects
Photo by Stijn Bollaert.*

Architects' Council of Europe (ACE)

“Architectural design competitions are not simply a procurement tool; they are a cornerstone of architectural culture and a guarantee of quality in the built environment. By upholding fair, transparent and accessible processes, we enable architects to respond creatively and responsibly to society’s needs, delivering solutions that are both innovative and durable.”

Daniel Fügenschuh, ACE President.



Public Procurement & Architectural Design

Common Evaluation Criteria for Design Services

Regardless of modality, tenders for design services often evaluate:

- Relevant project experience (e.g. historical building renovation, cultural building...)
- Qualifications of key personnel
- Technical methodology and work plan
- Understanding of the assignment
- Quality assurance processes
- Sustainability and innovation approach
- Local knowledge (if relevant)
- Price

For most professional design services, **RFP with QCBS** or **QBS** is generally considered best practice because it emphasizes quality rather than selecting solely on the lowest price.



Public Procurement & Architectural Design

 **European Union**

 Log in  English

EU tenders

Ted • tenders electronic daily Supplement to the Official Journal of the EU

 Menu

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TED > **General information** > European public procurement

Help Print

European public procurement

Policies

Supplement to the Official Journal of the European Union

Thresholds

What is published in the Supplement to the Official Journal of the European Union?

Notices published on TED come from the following legal bases and sectors

Note

Policies

Policies of European public procurement are drawn by the **Directorate General for Internal Market, Industry, Entrepreneurship, and SMEs** ([DG GROW](#))

[The EU directives on public procurement](#), whose core principles are transparency, open competition, and sound procedural management, cover tenders that are expected to be worth more than a given threshold. They are designed to achieve a procurement market that is competitive, open, and well regulated – essential to put public funds to good use.

Supplement to the Official Journal of the European Union

All public tenders above specific contract values must be published in the *Supplement to the Official Journal of the European Union* (*S series*, *Official Journal S* or *OJ S*) and published throughout the EU.

The *Official Journal S* is available exclusively in electronic format and is accessible on TED website. Access to TED is free of charge.

In addition to current tenders, the TED database allows access to the archives of the S series in all EU languages. A single search interface allows the user to select or to enter multiple search criteria, including geographical data, type of document, nature of contract, keywords and more.

The **Official Journal of the European Union (OJEU)** is the publication where European public procurement notices are announced.

[The EU directives on public procurement](#), whose core principles are transparency, open competition, and sound procedural management, cover tenders that are expected to be worth more than a given threshold. They are designed to achieve a procurement market that is competitive, open, and well regulated – essential to put public funds to good use.

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<https://ted.europa.eu/en/simap/european-public-procurement>

Public Procurement & Architectural Design



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MINISTERUL FINANTELOR
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Info Line: **022 822 038**

Procurement Planning

Public Procurement Bulletin

Contract Register

About MTender

The Ministry of Finance of the Republic of Moldova is leading a transition to digital public procurement to ensure more transparent and efficient spending of the state budget of the Republic of Moldova.

New digital government service – MTender - will support public procurement from planning the purchase to payment for public contracts. It will shorten time for tendering for public bodies and waiting time for payment for suppliers and contractors.

Learn more



<https://mtender.gov.md/>

Architectural Terms of Reference (E.g.)

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Architectural Terms of Reference (E.g)

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Architectural Terms of Reference (E.g)

3.1. Design brief (40%)

In this phase, the Design Consultant will complete necessary assessments and collect the required information to inform a complete design brief as per recommended design brief template (see [Design Brief Template](#))

Relevant codes, standards, and minimum requirements must be clearly identified and all site investigations and environmental and risk assessments should be carried out in preparation of the design brief.

3.1.1. Needs assessment

Based on new programmatic information gathered through meetings with key stakeholders, the assessment will determine spatial/functional requirements. The assessment will provide data for a gender-responsive approach and including furniture, equipment and technology requirements/recommendations.

3.1.2. Disaster Risk Assessment

- 3.1.2.1. Storm hazard assessment based on the collection of relevant authentic data from various focal departments and agencies covering a good sample of historic storm periods
- 3.1.2.2. Seismic assessment
- 3.1.2.3. Wind load assessment

Architectural Terms of Reference (E.g)

3.1. Design brief (40%) ...cont'

3.1.3. Utility Surveys

- 3.1.3.1. Electrical
- 3.1.3.2. Potable water
- 3.1.3.3. Sewer Drainage
- 3.1.3.4. Stormwater Evaluation
- 3.1.3.5. Communications

3.1.4. Land and topographic survey

- 3.1.4.1. The geotechnical surveys shall include all required parameters needed for the design to be performed, it shall also include parameters related to soil characteristics, bearing capacities, water table, bedrock levels, etc.
- 3.1.4.2. An estimated three boreholes and permeability Test shall be performed as required.

3.1.5. Geotechnical assessment

- 3.1.5.1. The geotechnical surveys shall include all required parameters needed for the concept design to be performed, it shall also include parameters related to soil characteristics, bearing capacities, water table, bedrock levels, etc.
- 3.1.5.2. An estimated three boreholes and permeability Test shall be performed as required.

Architectural Terms of Reference (E.g)

3.2. Concept design (60%)

Based on the information gathered in the design brief phase, this phase shall focus on the overall systems through schematic, diagrams, and layouts. The Design Consultant will produce functional layout revisions as required until the desired layout is agreed with all stakeholders.

This phase shall focus on creating the general project framework, and shall be performed in close coordination between the Design Consultant team, project stakeholders, Project Team and independent reviewers (first stage review phase).

Architectural Terms of Reference (E.g)

9. EXPERIENCE

9.1.1. Regional Expertise

The Design Consultant shall provide the following:

- Examples of executed designs of similar or relevant building types in Moldova and/or the region that have been constructed (eg. Romania, Ukraine).
- Design consulting experience in Moldova and/or in the region (eg. Romania, Ukraine).

9.1.2. Building Design Expertise

- Examples of executed cultural building designs or relevant typology valued above....
- Examples of rehabilitation/renovations works of heritage or industrial buildings

Architectural Terms of Reference (E.g)

3.1.3 Applicable Regulations, Codes and Standards

The following standards, codes and regulatory requirements will be used by the Design Reviewer to assess compliance as obligations under the original Design Contract:

Construction Legislation

- [Urbanism and Construction Code](#) approved by Law nr.434 dated 28.12.2023 (Official Gazette of the Republic of Moldova, 41-44, 30.01.2024, art. 61)
- [Decision no.360 of 25.06.1996](#) on state quality control in construction
- [Government Decision nr.743](#) dated 06.11.2024 on Quality Assurance in Construction
- [CATALOGUE 2025 normative documents in construction](#)

Fire protection Legislation

- [Law No. 267 of 09.11.1994 on fire protection](#) (Official Gazette No.15-16 of 03.17.1995, Article 144)
- Approval of technical regulation “General Rules for Fire Protection of 02.11.2007” (Official Gazette 171-174 Article no.1204)

Environmental Legislation

- [Law No.1515 of 16.06.1993](#) on Environmental Protection
- [Law No. 272 of 23/12/2011](#) on waters
- [Code No. 828 of 25.12.1991](#) on Land Code
- [Land Code approved by Law nr.22 dated 15.02.2024 \(Official Gazette of the Republic of Moldova, 93-95, 07.03.2024, art. 137\)](#)
- [Law no. 226 dated 30.09.2022](#)
- [Law No.86 of 29.05.2014 on Environmental Impact Assessment](#) (Republished Official Gazette of the Republic of Moldova, 414-417, 08.11.2023, art. 716)
- [Law No. 368 of 30.11.2023](#) on Meteorological and Hydrological Activity
- [Law No.1540 of 25.02.1998](#) on payment for environmental pollution
- [Law nr.98 dated 14.04.2022](#) on Air Protection
- [Law nr.182 of 19.12.2019](#) on the Quality of Drinking Water
- [Law No.209 of 29.07.2016](#) on waste
- [Law No.10 of 26.02.2016](#) on the promotion of energy use from renewable sources

Note: In the event that any of the above-mentioned standards, codes, or regulatory requirements are amended, updated, or replaced during the term of the Contract, the most recent versions shall apply automatically, without the need to formally amend the Contract. The design consultant shall assess compliance accordingly.

Tender Evaluation

Design services tenders are typically evaluated on a balanced scorecard of:

- Quality/Technical Merit (50-60%)....could be as much as 75%
- Experience and Portfolio (20-30%),
- Project Management/Delivery (10-20%),
- Price/Value for Money (10-30%).

The goal is to identify the most advantageous proposal rather than simply the lowest bidder

Tender Evaluation

Example team composition analysis

Moldova Project - Selection of LTA holder for Design and Author supervision											
Financial Evaluation											
Item	Resource	XXX					YYY				
		UoM	Q-ty	Max daily rate per LTA, USD	Proposed daily rate, USD	Total Cost, USD	UoM	Q-ty	Max daily rate per LTA, EUR*/ USD (UNORE 23 Jul 2025, 0.856)	Proposed daily rate, USD	Total Cost, USD
1	Design services										
1.1	Team Leader/ PM	person-day	56	1,200.00	1,100.00	61,600.00	person-day	120	1,121.50	1,114.00	133,680.00
1.2	Civil / Structural Engineer	person-day	64	1,200.00	900.00	57,600.00	person-day	110	1,121.50	1,114.00	122,540.00
							person-day	110	1,121.50	1,114.00	122,540.00
1.3	Architect	person-day	70	1,200.00	1,000.00	70,000.00	person-day	120	1,121.50	1,114.00	133,680.00
1.4	Electrical Engineer	person-day	64	900.00	800.00	51,200.00	-	-	n/a	-	-
1.5	Mechanical Engineer	person-day	64	900.00	900.00	57,600.00	person-day	190	n/a	1,114.00	211,660.00
1.6	Plumbing (Water)	person-day	60	n/a	800.00	48,000.00	-	-	1,121.50	-	-
1.7	Security/ IT Specialist	person-day	44	n/a	800.00	35,200.00	-	-	n/a	-	-
1.8	Healthcare Architect	person-day	46	n/a	900.00	41,400.00	-	-	n/a	-	-
1.9	Quantity Surveyor	person-day	52	1,200.00	800.00	41,600.00	-	-	n/a	-	-
1.10	BIM Specialist	person-day	48	n/a	1,000.00	48,000.00	-	-	n/a	-	-

401 Richmond is a renovated historic warehouse in downtown Toronto and home to over **140 cultural producers and microenterprises**.

About

GFA: 18,580sqm

Owned and operated by the **Urbanspace Property Group**, a mission-driven, social-purpose enterprise.

Home to:

- o 17 Art Galleries and artist run centers
- o 40 Visual Artist Studios
- o Filmmaker collective
- o Architectural Offices
- o Recording Studios
- o Social Innovation Hub
- o Dance School

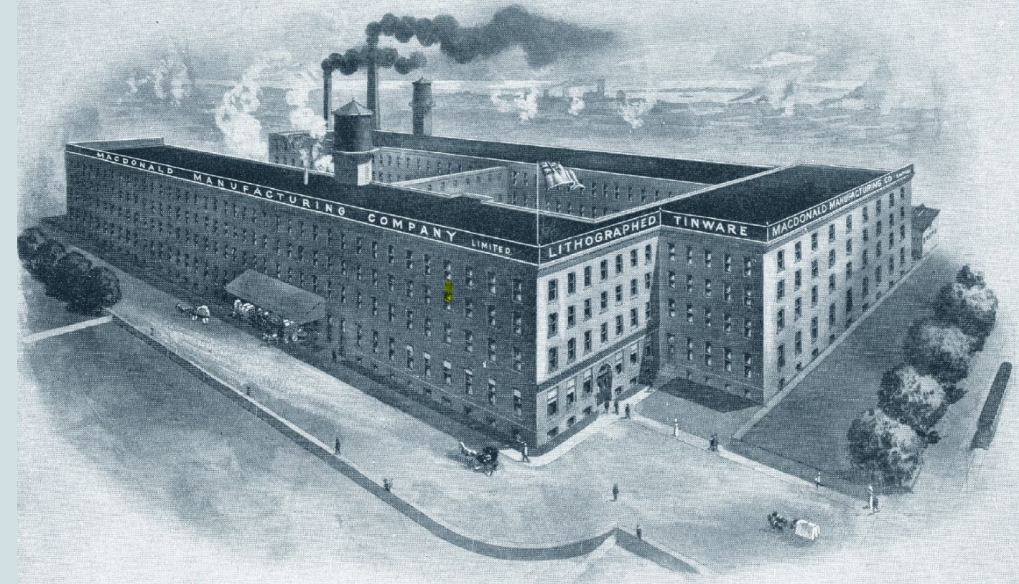
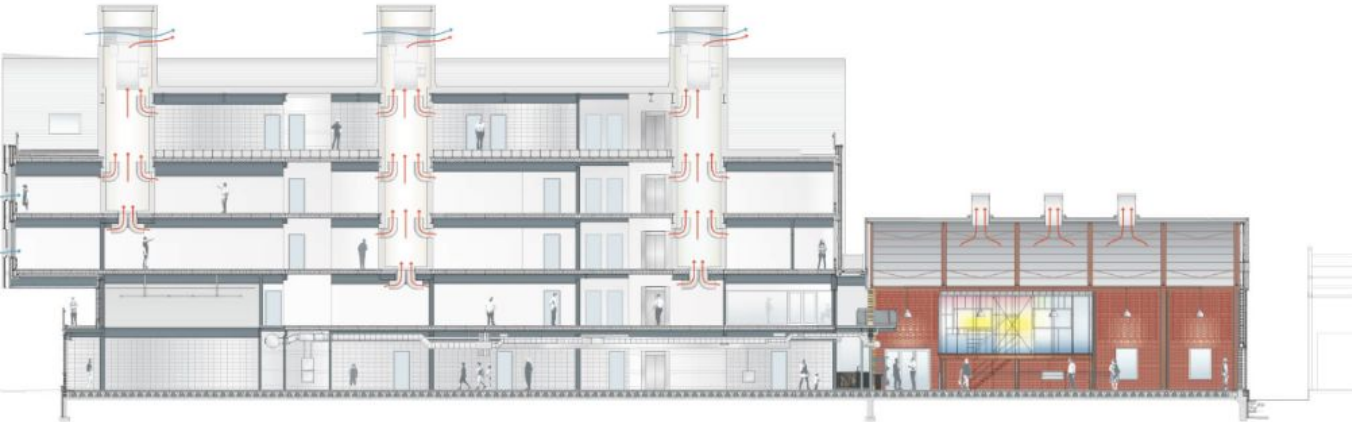


ILLUSTRATION OF THE MACDONALD MANUFACTURING COMPANY BUILDINGS C. 1923



Centre for Green Cities, Evergreen Brick Works

Evergreen is funded through a hybrid model combining government grants, corporate partnerships, philanthropic foundations, and revenue-generating social enterprises



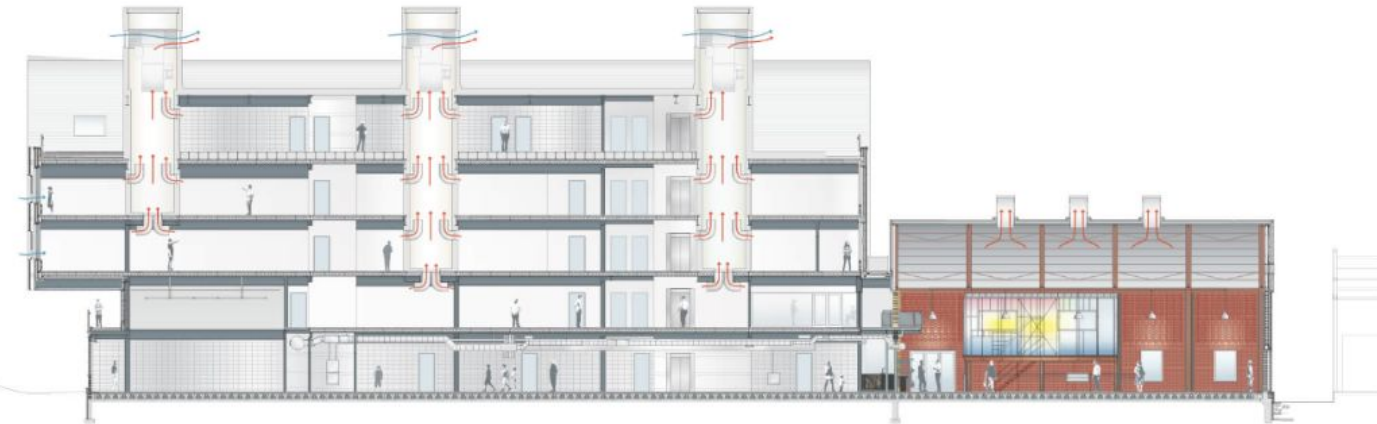
**diamond
schmitt**



Centre for Green Cities, Evergreen Brick Works

“This is a fine example of the reclamation and remediation of a large industrial site that successfully integrates architectural and environmental concerns. The retention and reuse of a disparate collection of existing structures gives the redevelopment a rich and unique character reflective of its industrial heritage. The new Centre for Green Cities building successfully combines a variety of passive design strategies most notable of which is the innovative approach to natural ventilation.”

2012 SAB Awards Jury Comments



Centre for Green Cities, Evergreen Brick Works



Multumesc

Caroline Spigelski, BArch, MSc, OAA, PMP