



## Project Charter – 3.1 Downtown Public Realm Plan

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**Function:** Development Services

### Project Team

Project Manager: Director Development Services

Project Coordinator: TBD

### Summary

To document, design, and present options for urban design guidelines that will guide the evolution of the public realm within the urban downtown of Meaford, to support community well-being, cultural vitality, and economic opportunity.

These guidelines will direct the evolution of the public realm in downtown Meaford in a way that is consistent with the existing character while evolving to support the community's vision for the future and historic context.

For the purposes of this project the downtown is tentatively defined as the area bounded by the shoreline, the bridgehead area across the Bighead River, and Cook Street

The Downtown Public Realm Plan will provide guidance to ensure that projects are:

- of high quality in site and architectural design;
- human-scaled and pedestrian-oriented;
- interconnected and integrated with the surrounding built form;
- support active transportation;
- accessible;
- safe and functional; and
- provide necessary public facilities and infrastructure.

## Deliverables and Objectives

- Council will be provided with the Downtown Public Realm Plan for adoption, which will describe urban design guidelines that facilitate the positive evolution of downtown Meaford through Municipal and private sector projects.
- The Downtown Public Realm Plan will help guide decisions about investment and development in the downtown relating to:
  - infrastructure and streetscape improvements,
  - infill and re-development,
  - civic space improvements,
  - reinvestment in heritage buildings.
- Provide an analysis and outline of current build form relationships and opportunities within the downtown, which may include:
  - Building heights and massing;
  - Vacant and infill lots;
  - Walkability characteristics;
  - Cycling supportive characteristics;
  - Placemaking opportunities;
  - Accessibility and mobility;
  - Landscape;
  - Land use relationships;
  - View corridors;
  - Vehicle parking;
  - Tax revenue relationship to built form;
  - Lighting;
  - Event spaces;
  - Wayfinding;
  - Climate change mitigation and adaptation;
  - Environmental impacts;
  - Heritage preservation.
- Outline of strategic actions available to the Municipality to facilitate positive results from public realm improvements and development, for example:
  - strategic reinvestments in the public realm;
  - zoning amendments;

- grant programmes;
- tax incentive programmes;
- placemaking programmes;
- landscape improvements;
- transportation and infrastructure investments.
- Design and implementation of a citizen and stakeholder engagement process that seeks insights from various perspectives and interests, including:
  - citizens;
  - downtown business representatives;
  - residents living in the downtown area;
  - tourism industry representatives;
  - Council's Accessibility Advisory Committee;
  - Council's Heritage Advisory Committee;
  - Council's Economic Development Advisory Committee
  - representatives from Meaford Hall;
  - representatives from Meaford Museum;
  - representatives from Meaford Public Library;
  - Chamber of Commerce;
  - local youth;
  - Main Street Meaford;
  - downtown landowners.

## Benefits

- Guided by the Downtown Public Realm Plan (DTPRP), reinvestment in the downtown can result in improvements to accessibility, aesthetics, vibrancy, community well-being, and economic opportunity.
- Through the DTPRP staff, Council, landowners, and developers in the downtown will have additional direction and tools for working towards implementing a shared vision and strategic actions for the evolution of downtown, so that their collective efforts support community well-being and economic opportunity.
- Through the analysis and community engagement phases the community will gain a greater understanding of the existing downtown,

its build form, land use relationships, and design principles that can make a downtown successful, appreciated, and full of opportunity.

- Community interest, understanding, and support for implementing the recommendations of the DTPRP realm will be generated through the citizen and stakeholder engagement process.

## Scope Description

- Develop guiding document(s) to establish an urban design framework for the public realm to guide the evolution of the downtown as the cultural, service and economic heart of the community that is accessible to all, beautiful, vibrant, sensitive to heritage features, and provides economic opportunities.
- The recommendations and guidance of the DTPRP will be focused on municipally owned property and right-of-ways, lands that have public access, and aspects of private lands and development that influence the function and sense of place of the public realm.
- Engagement of citizens, downtown property owners, community and cultural groups, and external stakeholders will be part of the project.

## Out of Scope

- Capital projects as may be described in the Plan.
- Detailed design of buildings, spaces, streetscape and / or private property beyond descriptions of built form and landscape characteristics and elements that influence the public realm.
- Areas outside of the downtown and not on municipal property.

## Process/Schedule

It is expected that the Project will have to be managed to allow for flexibility in the timeline to integrate insights gathered from citizens and downtown stakeholders and organizations.

The following is the description of the time forecasted to complete the necessary work in each stage assuming that there are no, or very limited additional human resources available to Municipal staff to complete the work.

Some of the tasks could be completed concurrently and the final sequence of the stages will be defined at the time of project launch:

- Confirmation of the downtown study area. Analysis phase and findings relating to the characteristics of the built environment in the downtown (built form, use and form relationships, relationship to natural environment, municipally owned and controlled lands, movement patterns, zoning restrictions, official plan policies, etc).

**6 months**

- Develop and execute communications and public and stakeholder engagement strategy, including:
  - Three public open house meeting(s);
  - Three charrette style discussions;
  - Three online video meetings;
  - One visual preference questionnaire;
  - Three discussions with stakeholder group representatives.

**2 months development, execution 6 to 9 months**

- Gathering and analysis of best practice design examples for potential adaptation and integration into local Meaford context for the DTPRP.

**6 months**

- Preparation of DTPRP guidelines document(s).

**6 months**

- Report preparation, scheduling, and presentation to Council at regularly scheduled public meeting.

**2 months**

**Risks**

<b>Risk Description</b>	<b>Probability</b>	<b>Impact</b>	<b>Action to Avoid Risk</b>
Staff work programme, capacity, directed	High	High Completion of Project will be	Regular meeting schedule and careful

Risk Description	Probability	Impact	Action to Avoid Risk
priorities conflict with the project schedule		delayed, along with the adoption of the DTPRP guidelines, which will delay their implementation with public and / or private investment projects in the downtown	project management with key participants
Community and stakeholder engagement is too limited and/or not available	Low	Medium  The dialog about the project and key information about community and stakeholder perspectives and visions for the downtown are not gathered.	Well planned and executed engagement and communications strategy to inform the community about the project
Miscommunication about the project in the community	Med	High  The dialog about the project misrepresents the intent and potential	Well planned and executed communications strategy to inform the community about the project, findings, etc. to keep accurate

Risk Description	Probability	Impact	Action to Avoid Risk
		<p>implementation of the Plan.</p> <p>Excessive time is spent dispelling misinformation, thereby causing delays</p>	<p>information available and accessible community-wide</p>
<p>Opposition to the design recommendations of the DTPRP guidelines</p>	<p>Low</p>	<p>Low</p> <p>Council may choose not to adopt the DTPRP.</p>	<p>Identify key characteristics and benefits framing the guidelines</p> <p>Well planned and executed engagement and communications strategy to inform the community about the project to keep accurate information available and accessible community-wide</p> <p>Seek opportunities to engage directly with sources of opposition in collaborative ways.</p>
<p>"Scope creep" as pressure is applied, and / or requests are made to expand the</p>	<p>Medium</p>	<p>High</p> <p>Timeline for completion</p>	<p>Regular updates on the project progress to Council at public Council meetings (at key milestones)</p>

Risk Description	Probability	Impact	Action to Avoid Risk
agreed upon work and deliverables		<p>would be impacted.</p> <p>Information provided during stakeholder engagement process could be made inaccurate for the new scope and require repeating of this process.</p>	

**Budget / Resources**

There is no dedicated budget allocated for this project at this time.

The outline has been developed with the expectation that it will be executed using existing staff and equipment resources.

A budget of \$5,000 should be set aside for stakeholder engagement materials.

Note: The project could be accelerated if supported by an outside consultant (working in close collaboration with Municipal staff) on the analysis, stakeholder engagement, and preparation of the DTPRP document(s). For this accelerated approach the Municipality should budget approximately \$5,600 to \$6,400 per month (with a minimum of \$34,000 to \$40,000).

**Charter Adoption**

Date: \_\_\_\_\_

CAO: \_\_\_\_\_



Project Manager: \_\_\_\_\_

**Appendix 1 – Project Governance (RASCI) Responsibility Assignment Matrix**

<b>Individual</b>	<b>Responsible</b>	<b>Accountable</b>	<b>Supportive</b>	<b>Consulted</b>	<b>Informed</b>	<b>Decision</b>
<b>Project Manager</b>	<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>	
<b>Project Coordinator</b>		<b>X</b>				
<b>Communications representative</b>	<b>X</b>		<b>X</b>	<b>X</b>		
<b>Planning and Infrastructure Staff</b>	<b>X</b>		<b>X</b>	<b>X</b>		
<b>Downtown Business Representatives</b>			<b>X</b>	<b>X</b>	<b>X</b>	
<b>Chamber of Commerce</b>			<b>X</b>	<b>X</b>	<b>X</b>	

<b>Individual</b>	<b>Responsible</b>	<b>Accountable</b>	<b>Supportive</b>	<b>Consulted</b>	<b>Informed</b>	<b>Decision</b>
<b>Downtown Landowners</b>				<b>X</b>	<b>X</b>	
<b>CAO</b>				<b>X</b>	<b>X</b>	
<b>Municipal Senior Management Team</b>				<b>X</b>	<b>X</b>	
<b>Civic Institutions (Meaford Hall, Museum, Public Library)</b>			<b>X</b>	<b>X</b>	<b>X</b>	
<b>External stakeholders</b>				<b>X</b>	<b>X</b>	
<b>Community</b>				<b>X</b>	<b>X</b>	
<b>Council</b>					<b>X</b>	<b>X</b>

**Responsible** – The project owner. There can be multiple people responsible for a task.

**Accountable** – This person has final control over a project task and the resources associated with it. They will generally assign and delegate project work responsibilities. Only one person accountable to one task.

**Supportive** – Supportive people are able to provide resources to the Responsible project team members. They are actively involved in working with the Responsible person to see the project through to completion. Supportive persons and Responsible persons both have the same goals to achieve.

**Consulted** – Those who are Consulted are there to help the Responsible person finish tasks with success. These people can be consultants in their respective field that bring valuable subject matter expertise to the project.

**Informed** – These are people who need to be kept in the loop during the project life-cycle. Due to their status as a project stakeholder or the fact they will be impacted by the project, they will need to be informed about progress, at all stages, up-to and including project completion.