



Project Charter – 2.5 Long Term Facility Portfolio Management

Function: Community Services

Project Team

Project Manager: Director of Engineering and Director of Community Services

Project Coordinator: Facility Coordinator / Engineering Coordinator

Summary

A plan that describes necessary management and capital (re)investment to meet future facility needs for the community and the corporation of the Municipality.

Deliverables and Objectives

Complete a thorough review of existing facilities and long terms needs based on:

- Existing and future levels of service
- Growth
- Demographic changes
- Financial capabilities
- Staffing needs

Based on the analysis develop a facility plan that will identify the:

- Existing facility maintenance backlogs and existing facility needs that are not currently being met.
- Long term needs of existing facilities including preventive maintenance activities, renovations, rehabilitations and expansions.
- Facilities needing to be replaced or removed.

- New facility needs.
- Partnership opportunities internal to Meaford and with neighbouring municipalities.
- Funding plan for new and renovated facilities.

The process will result in Council providing clear direction with regard to future facility needs (both new, replacement & rehabilitation) to enable any necessary projects to begin the planning process.

Benefits

- Provide long term planning to ensure that community and corporate facility needs are identified.
- Allow for short term and long term projects to be scheduled to meet future needs.
- Provide municipal wide planning to eliminate siloed efforts that can lead to conflicting direction and ineffective use of capital funds.
- Allow long term planning to be implemented into the asset management plan.
- Provide clear long-term goals for fundraising, grant opportunities, etc.

Scope Description

- Identify options for long term facility provision
- Council-led decisions with regard to facility replacement or renovation within the next 10 years.
- Develop timeline for next 10 years based on Council decisions
- Link decisions to mandatory asset management plan and levels of service.
- Identify funding limits for any facility replacements or renovations, based on asset management, debt, and funding capacity.
- All municipally owned or rented buildings will be included in the review.

Out of Scope

- Planning based on funding not currently available to the Municipality.
- Public consultation. The project will use information from previous public consultation on recreational facilities. Additional public consultation will form part of the follow-on project after Council decisions on the facility roadmap and funding limits.
- Implementation of plan recommendations and capital projects

Process/Schedule

The overall goal is to present a final plan to Council in Q1 2024.

Milestones:

- Q3 2023 – Staff review of existing facility studies, condition assessment and designs. Development of summary of existing information for presentation to Council. Assessment of options for renovation or replacement of key facilities, including administrative space, arena, community space and swimming pool, along with potential funding options.
- Q4 2023 – Development of draft criteria for prioritising (re)investment, based on facility condition, community requirements for service, and projected growth in the community.
- Q4 2023 – Working session of Council to:
 - Review previously received facility plans and studies;
 - Review future facility needs, based on the condition of existing facilities, growth assumptions and other research;
 - Review options for replacement, renovation, or removal of key facilities;
 - Discuss service level impacts of facility choices;
 - Discuss realistic funding availability, either through the tax-supported budget or development related revenue;
 - Establish criteria for future decision-making on facility renovation or replacement.

- Q1 2024 – Staff present draft plan to Council based on results of working session and assessment of projects against the established criteria. Council adoption of plan.

Risks

Risk Description	Probability	Impact <i>significance</i>	Action to Avoid Risk
Staff work programme, capacity, directed priorities conflict with the project schedule	Medium	High Completion of Project will be delayed and delay decision and potential implementation actions by Council	Regular meeting schedule with key participants
Unrealistic expectations of funding capacity from public	High	Low – Medium Final plan based on unaffordable funding capacity, leading, impacting asset management and community expectations.	Ensure Director of Engineering involved in project planning and research so project connects with Asset Management Plan. Communicate reasons for funding capacity decisions throughout process.

Budget / Resources

There is no dedicated budget allocated for this project. It will be executed using existing staff and equipment resources.

Expectation of one full-day Council meeting, plus additional reporting at regular Council meeting(s).

Estimate of 300 to 400 hours of staff time between Director of Community Services, Director of Engineering, Manager of Parks & Recreation, Foreperson of Parks & Recreation, Project Manager (Facilities) and Facilities Supervisor, plus review by Senior Management prior to Council presentations.

Charter Adoption

Date: _____

CAO: _____

Project Manager: _____

Appendix 1 – Project Governance (RASCI) Responsibility Assignment Matrix

Individual	Responsible	Accountable	Supportive	Consulted	Informed	Expertise / Reasoning
Directors	X					
Director of Engineering		X				
Director of Community Services			X			
Manager of Parks & Recreation			X			
Foreperson, Parks & Recreation				X		
Facilities Supervisor				X		

Individual	Responsible	Accountable	Supportive	Consulted	Informed	Expertise / Reasoning
Project Manager (Facilities)				X		
Treasurer				X		
Council				X		

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.