



Project Charter – 3.2 Re-establish Market Square

Function: Development Services

Project Team

Project Manager: Director of Development Services

Project Coordinator: TBD

Summary

Creation of a master development plan and implementation strategy to re-establish the Meaford Market Square on the site of the parking lot and former "midas mart" building adjacent to Meaford Hall.

Deliverables and Objectives

- Creation of a master development plan and implementation strategy to re-establish the Meaford Market Square that can be executed within this term of Council.

The master plan shall provide options to be cost neutral to municipal ratepayers. The master development plan will include:

- concept design;
 - description of uses;
 - description of programming;
 - potential partnerships;
 - potential revenue streams;
 - consider long-term maintenance;
 - description of phasing options;
 - identified areas to relocate existing parking spaces;
 - site activation plan;
 - potential redevelopment plan for the "midas mart" site.
- Create a concept design for replacing the former "midas mart" building with a traditional mixed-use building that is of appropriate mass, scale, design character to:

- frame the site and create a sense of enclosure;
 - improve the aesthetics of streetscapes;
 - create ground floor uses that activate the space and improve sense of security;
 - fund the development of the Market Square so that it is cost neutral to rate-payers;
 - generate tax revenue to fund long-term maintenance of Market Square.
- Provide Council and the community with an understanding of the characteristics and opportunities for reestablishment of the Market Square through an analysis and outline of current build form relationships and opportunities within the site and contiguous right-of-ways.
 - Inform and engage the community and stakeholders in the process of site analysis as design development so that their insights can be integrated into the master plan.

Benefits

- The parking lot adjacent to Meaford Hall and site of the former “midas mart” building was historically a community gathering and event space with different civic uses over the years. Its current use and design as a parking lot has essentially reduced this area to a single use which has eliminated most of its cultural value to the community, negatively impacted the visual quality of the streetscape, and sacrificed the downtown’s sense of place for automobile storage.
- Placemaking through the implementation of the master development plan for Market Square will result in improved:
 - downtown sense of place and character;
 - economic opportunity and vibrancy;
 - cultural activity;
 - accessibility;
 - streetscape aesthetics;
 - site relationship to Meaford Hall;
 - potential for increased tax revenue.

Scope Description

- Development of a master plan for re-establishing the Meaford Market Square as a four-season multi-use civic space that is efficient and cost-effective to maintain for the Municipality while including:
 - Performance space(s)

- Integrated outdoor space connected with Meaford Hall
 - Space designed to facilitate seasonal events, markets, community-oriented gatherings, special events, and similar activities
 - Appropriate utility connections to facilitate the various uses
 - Limited number of accessible parking spaces to support Meaford Hall
 - Vehicular “laneway” access connecting Collingwood and Nelson Streets
 - Pedestrian scale lighting
 - Landscaping design that:
 - defines spaces,
 - defines entrances into market square,
 - enhances the streetscapes,
 - provides shade,
 - provides seasonal interest.
 - Seating area(s) for individuals and different sizes of groups
 - Opportunity for sculptural public art
 - Bicycle parking facilities
 - Wayfinding features
 - Relocation of current on-site parking
 - Fire route accesses as required
- Development of options that make the construction of Market Square cost neutral to ratepayers through the establishment of an appropriately scaled development site at the location of the former “midas mart” that includes:
 - Ground-oriented commercial and/or public uses that activate and are connected to the streetscape and market square space
 - Uses or alternative strategies that require minimum vehicle parking spaces on-site
 - Architectural design, building height, and façade materials that are appropriate to the heritage context of the downtown
 - Linking the construction of the building to the development of market square
 - Provide an analysis and outline of current build form relationships and opportunities within the site and contiguous right-of-ways, which may include:
 - Building heights and massing;
 - Walkability characteristics;
 - Cycling supportive characteristics;
 - Placemaking opportunities;

- Accessibility and mobility;
 - Landscape;
 - Land use relationships;
 - Streetscapes;
 - Vehicle parking;
 - Tax revenue relationship to built form;
 - Lighting;
 - Safety and security;
 - Heritage considerations.
- 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 close proximity to downtown;
 - tourism industry representatives;
 - Council's Accessibility Advisory Committee;
 - Council's Economic Development Advisory Committee;
 - Council's Heritage Advisory Committee;
 - representatives from Meaford Hall;
 - representatives from Meaford Museum;
 - representatives from Meaford Public Library;
 - Chamber of Commerce;
 - local youth;
 - Main Street Meaford.

Out of Scope

Execution of any site activation activities.

Execution of any RFPs, tenders, contracts, land sales, or other agreements for the construction of the re-established Market Square.

Development of detailed construction drawings.

Locations outside of the Meaford Hall property and contiguous rights-of-way.

Process/Schedule

The following is the description of the forecasted time 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 tasks in different stages could be completed concurrently, and the final sequence will be determined at the time of project launch:

- Analysis phase (and reporting) of the characteristics of the site including: built form, property boundaries and encumbrances, use and form relationships, relationship to Meaford Hall and neighbouring businesses, infrastructure, municipally owned and controlled lands, movement patterns, parking, zoning restrictions, official plan policies.

6 months

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

2 months development, execution 6+ months

- Creation of master development plan and design scenario(s).

6 months

- Preparation of final master plan document(s).

3 months

- Preparation and scheduling of final report to Council for adoption of Master Development Plan, and presentation to Council at regularly scheduled meeting.

2 months

Risks

Risk Description	Probability	Impact	Action to Avoid Risk
Staff work programme, capacity, directed priorities conflict with the project schedule	Medium	<p>High</p> <p>Completion of Project will be delayed.</p> <p>Decision and implementation actions by Council will be delayed.</p>	Regular meeting schedule with key participants
Community and stakeholder engagement is too limited and/or not available	Low	<p>Medium</p> <p>The dialog about the project and key characteristics / information is missing and support for implementation is reduced</p>	Well planned and executed community engagement strategy
Miscommunication about the project in the community	Med	<p>High</p> <p>The dialog about the project is not accurate.</p> <p>Excessive time is spent dispelling misinformation</p>	<p>Clear description of the Project posted on the Municipal website with direction of how persons can become involved and contact appropriate staff.</p> <p>Avoiding direct confrontation /</p>

Risk Description	Probability	Impact	Action to Avoid Risk
		instead of progress on project tasks, thereby causing delays	argumentation with sources of miscommunication
Community opposition to the findings of the research portion of the project and / or the recommended master plan	Medium	High Opposition could be directed to various aspects of the project causing delays in adoption of the Master Plan and implementation of the Market Square redevelopment	Clear description of the Project posted on the Municipal website with direction of how persons can get involved and contact appropriate staff. Avoiding direct confrontation with sources of opposition
"Scope creep" as pressure is applied, and / or requests are made to expand the agreed upon work and deliverables	High	High Timeline for completion would be impacted. Completed work could be made redundant or be undermined for newly directed focus.	Regular meeting schedule with key participants

Risk Description	Probability	Impact	Action to Avoid Risk
		Information provided during stakeholder engagement process could be made inaccurate for the new scope and require repeating of this process.	

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 \$5000 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) working on the preparation of the Master Plan document(s). For this accelerated approach the Municipality should budget approximately \$6,400 per month (with a minimum of \$20,000).

Charter Adoption

Date: _____

CAO: _____

Project Manager: _____

Appendix 1 – Project Governance (RASCI) Responsibility Assignment Matrix

Individual	Responsible	Accountable	Supportive	Consulted	Informed	Decision
Project Manager	X	X		X	X	
Project Coordinator		X				
Communications representative	X		X	X		
Planning Staff			X	X		
CBO			X	X		
Fire Chief			X	X		
Municipal customer service rep			X	X		
CAO				X	X	

Individual	Responsible	Accountable	Supportive	Consulted	Informed	Decision
Municipal Senior Management Team				X	X	
Municipal Legal Counsel			X	X		
Civic Institutions (Meaford Hall, Museum, Public Library)			X	X	X	
External stakeholders				X	X	
Community				X	X	
Council					X	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.