SCATLIFF + MILLER + MURRAY
visionary urban design + landscapes

March 30, 2022

Client: Osborne Village BIZ
Contact: Lindsay Somers, Executive Director
Email: lindsay@osbornevillagebiz.com

RE: MASTER PLAN FOR OSBORNE VILLAGE BIZ

Dear Lindsay,

Following up on our previous meetings, we are very excited about the opportunity to work with you to develop a master plan/ strategic plan for the Osborne Village BIZ (the BIZ). Based on our discussions we understand your vision to become one of the best urban neighbourhoods and to be viewed as a leader in Canada for how to inject vibrancy back into the community. Without a doubt, this has the potential to be a legacy project for the BIZ, the wider Osborne Village community, and our firm, with the ability to further encourage investment by surrounding stakeholders and community members in the BIZ district.

PROJECT UNDERSTANDING

It is our understanding that the BIZ would like to develop a Master Plan to articulate its vision, define priorities, and provide a roadmap for revitalization. This Master Plan will be action oriented and act as a tool to assist with further growth and investment as various funding opportunities become available, over an approximate 10-year time frame.

KEY GOALS + OBJECTIVES

Key goals that have been discussed are as follows:

- Clearly define the character of the BIZ
- Create a more beautiful streetscape for the community to be proud of
- Involve the community/ stakeholders
- Create a strong social and communal atmosphere to attract people and places that makeup this BIZ
- Encourage active transportation
- Further enhance the live-work-play model
- Increase visitors - draw visitors and customers from the greater Winnipeg area
- Enhance Safety - along Osborne as well as secondary circulation networks

APPROACH

For this assignment we are proposing a three-stage approach:

1. **Background Review** – We will prepare an inventory of existing conditions as an analysis tool, including demographics, streetscape, infrastructure, existing businesses (inventory), vacancies if any, development activity, building densities, safety, lighting, underutilized spaces, street trees, panting, parking, seating, access to water, communal gathering areas including the bell tower, etc.

   Site Walk-around - in early summer with yourself and any key team members, to identify specific locations of interest, anecdotal information.

   The overall intent of this initial stage is to collaborate with you in scoping out our broader strategy – defining project objectives, identifying issues and key areas of focus, capturing our collective vision for the project, and outlining the planning process. The site visit will also be valuable to trigger the type of conversations that generate team enthusiasm and elevate our creative instincts.

2. **Community + Stakeholder Engagement –** *We understand that the BIZ may decide to lead this portion of the project. If that is the case, SMM can provide support as needed. Our recommendations would include the following and could be provided on an "à la carte" basis*.

   Gain community input from a range of demographics, increase investment, and inform priorities using the following multi-platform approach:

   - BIZ survey – SMM will assist in developing meaningful questions, to be posted to SurveyMonkey or another recommended platform by the BIZ.
   - Open House – The BIZ to chair open house and SMM to assist with preparation of materials/ boards and other documents.
     Location – Potentially Augustine Church, to be discussed
   - Social Media – opportunity to engage with younger demographic. Connected to the BIZ' Instagram/ website etc.
   - Focus Group Discussion – one visioning meeting with the BIZ board/ focus group and one final presentation.
   - Final Strategic Plan/ Master Plan Community Review – An opportunity to update the community groups on the proposed design work.

3. **Conceptual Design + Program Development** – Develop a spatial framework that addresses goals and objectives from community and stakeholder input. Framework should allow for range of activities/ events and policy recommendations. Research of relevant urban examples of what other business improvement areas or communities have done (ie. Vancouver Park Board Green Spaces, City of Toronto Pocket Parks).

Conceptual Design to include an annotated graphic master plan of the area of study, identifying key streetscape modifications (ie. Opportunities for street trees/ planting, recommended conversion to shared streets), proposed site furnishings, lighting, public art or other installations, surface treatments, and implementation strategy (outlining priorities and budgets). A high-level order of magnitude will be provided for proposed design by "priority zones" as funding becomes available.

Programming initiatives – work with the BIZ to develop a list of programs/ events/ initiatives and provide the "spatial infrastructure" to support. May include pop-up patios, live music, public art festivals, etc., or could be sustainability/ environmental focused (ie. Waste diversion program, safety program).

The following is a breakdown of the sequence of tasks and estimated level of effort by project stage:

Stage 1 - Background Review

	Tasks	Hours	Rate	Cost
1	Detailed **background review and inventory** of site context, conditions, constraints, and opportunities, including a site walk with the BIZ staff.	36	$150	$5,400
2	**Base Mapping** - assemble supportive graphics to communicate key findings (opportunities and constraints), including 3D modeling if applicable	20	$150	$3,000
3	**Meeting** to review findings/ key opportunities	4	$150	$600
	STAGE 1 SUBTOTAL	**60**	**$150**	**$9,000**

Stage 2 - Community + Stakeholder Engagement

	Tasks	Hours	Rate	Cost
4	**BIZ Survey** - Assist in preparing survey questions.	10	$150	$1,500
5	**Open House - Preparation** (printing costs not included)	26	$150	$3,900
6	**Open House - Attendance** (assumes two SMM team members)	8	$150	$1,200
7	**Social Media -** Assist the BIZ as needed to adapt survey content. The BIZ to identify social media opportunities and provide resources for posting.	8	$150	$1,200
8	**Focus Group Discussion - Prepare materials**	8	$150	$1,200
9	**Focus Group Discussion - One visioning meeting** with the BIZ board/ focus group and **one final presentation**	16	$150	$2,400
10	**Final Master Plan Community Review –** An opportunity to update the community groups on the proposed design work.	8	$150	$1,200
	STAGE 2 SUBTOTAL	**84**	**$150**	**$12,600**

Stage 3 - Conceptual Design + Program Development

	Tasks	Hours	Rate	Cost
11	**Conceptual Design -** Master Plan / Spatial framework that addresses goals and objectives, allow for range of activities, events, incorporate community input.	56	$150	$8,400
12	**Policy review -** review existing policies in place and provide recommendations	20	$150	$3,000
13	**Relevant Research -** Urban examples of what other business improvement areas or communities have done (ie. Vancouver Park Board Green Spaces, City of Toronto Pocket Parks). Precedent images to support.	16	$150	$2,400
14	**Order of Magnitude Costing -** To provide high-level budget for key items identified in the conceptual design and program development.	16	$150	$2,400
15	**Implementation Strategy -** Identify highest priority items and related ranking, outline high level strategy for implementation. Assist BIZ with identifying available funding sources.	30	$150	$4,500
	STAGE 3 SUBTOTAL	**138**	**$150**	**$20,700**

PHASES 1+3 SUBTOTAL			**$29,700**

Stage 4 - Implementation

	Tasks
	Subject to outcomes of work and funds available, SMM would be available to further assist with implementing the defined scope of work.

BUDGET

We propose a **budget of $29,700** not including Community + Stakeholder engagement [exclusive of HST and disbursements (i.e. mileage, printing and telecom]. We will discuss the best strategy that works for you for Stage 2 – Community + Stakeholder Engagement and update our fees accordingly.

We are in the process of pursuing a summer student from the University of Manitoba Co-op Program. As part of this program, the University contributes to a portion of their salary. This savings will then be passed along to the BIZ as a credit based on the amount of effort/ hours performed by the co-op student. There could be additional cost savings to the overall contract If the BIZ is interested in leading the "Stage 2 – Community and Stakeholder Engagement". This can be discussed further if desired.

Additional assumptions related to budget are as follows:

1. Project invoicing will be done monthly and will cover only the work that has been completed during the previous month.

2. All project meetings will take place via teleconference or video conference unless otherwise discussed.

3. Any additional work or attendance at meetings (over and above what is included herein) will be subject to a fee proposal supplement requiring the BIZ' prior review and approval.

Thank you for the opportunity to provide you with this proposal. If you would like to discuss any aspect of this submission or modify the scope of work, please do not hesitate to call me at or via email at

Sincerely,



Sarry Klein, MALA, OALA, CSLA
Partner