



Wood vendors on a wintry morning, Ottawa's ByWard Market, circa 1920.

STRATEGIC PLAN 2018 – 2022

Marchés d'Ottawa Markets

Marchés d'Ottawa Markets Municipal Services Corporation

FINAL DRAFT: April 25, 2018

The background of the entire page is a dense, close-up photograph of numerous red radishes. The radishes are round with a slightly textured, pinkish-red skin. Many have long, thin, white taproots extending downwards. Some green leafy tops are visible at the very top of the radishes. The overall color palette is dominated by the red of the radishes and the white of their roots.

Marchés d'Ottawa Markets

ByWard Market
(Est. 1826)

Parkdale Market
(Est. 1924)

FROM THE CHAIR

The Marchés d'Ottawa Markets Strategic Plan (Plan) for the period FY 2018 to 2022 is designed to guide the strategic management of the recently established Municipal Services Corporation (MSC). The Plan represents the first major strategic document prepared collectively by the Board and will be used as a roadmap to implement key strategic goals and actions which will contribute significantly to the transformation of Marchés d'Ottawa Markets.

The Plan is considered a “living document”, having the flexibility to be updated and continually adapt to any external and internal factors which may impact the priorities of the MSC. This document is primarily a result of thoughtful ideas and information provided through a series of workshop sessions with the Board and the Executive Director, held during March and April 2018. In addition to the strategic planning process, the workshops afforded an excellent team building experience for the new Board. The Plan is informed by the resource documents and stakeholder input that was provided prior to and following the approval of the MSC by City Council in April 2017.

Overall the fundamental responsibility for the implementation of the strategic plan lies with the Board of Directors. The governance responsibilities of the Board which are clearly outlined in the MSC mission and mandate as approved by City Council, have guided the development of the strategic plan. While this Plan includes several key strategic outcomes, of critical importance to the Board is to have in place by 2022 a master plan for the transformation of the ByWard Market and Parkdale Market into distinct public space realms.

On behalf of the volunteer members of the Marchés d'Ottawa Markets Board of Directors, I am pleased to present our inaugural strategic plan to City Council and the community.

Respectfully submitted,

Peter Hume, Board Chair

My sincere thanks to the Marchés d'Ottawa Markets Board of Directors and Executive Director who participated in this process which was facilitated through the MNP Ottawa office.

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THE STRATEGIC PLAN CONTEXT

The New Municipal Services Corporation

Based on a detailed review of various governance options, approval was given by Ottawa City Council in April 2017 to establish a new Municipal Services Corporation (MSC) for the Marchés d'Ottawa Markets. The MSC, led by a new Chair and volunteer board, assumed responsibility for the strategic management and operations of the ByWard and Parkdale markets on January 1, 2018. The MSC was established under legislative authority of the Ontario Municipal Act and exists as a Not for Profit organization under the control of City Council, the sole member of the corporation. A detailed *Service and Asset Management Agreement* is in place and all assets of the Marchés d'Ottawa Markets continue to be owned by the City of Ottawa. While the MSC is new, the ongoing operation of both the ByWard Market (Est. 1826) and Parkdale Market (Est. 1924) embodies a remarkable and unique heritage legacy to the City.

Prior Reports and Studies

In recent years, a number of key reports and studies have served as important resource documents contributing directly to the establishment of MSC and its mandate and vision for strategically managing and growing the markets. These include:

- City of Ottawa Staff Report (April 2017) - *Markets Governance Options and Business Case*.
- Project for Public Spaces (May 2015 Report) - *Ottawa Markets Governance, Design and Business Plan*.
- Project for Public Spaces (May 2013 Visioning Report) - *Strengthening the Future of the ByWard Market*.

These reports all recommended fundamental change in management of the market and engaged key stakeholders in the consultation process to establish the MSC. In particular, the May 2013 report from *Project for Public Spaces* articulated and recommended six key strategic directions that are foundational for moving forward with the MSC

1. *Strengthen and expand the ByWard Market as an authentic destination.*
2. *Regain trust of customers and integrity of the Market.*
3. *Develop the ByWard Market as the center for food and local, unique products.*
4. *Bring partners together, including the City.*
5. *Reinvest and redesign core spaces, including the City's infrastructure (market building and parking garage).*
6. *Expand outdoor and indoor food retail opportunities. Strengthen the diversity of uses.*

Structure of the Document

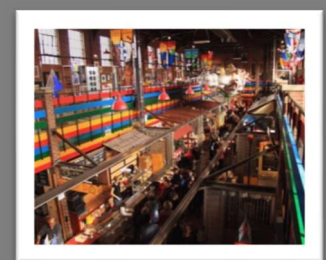
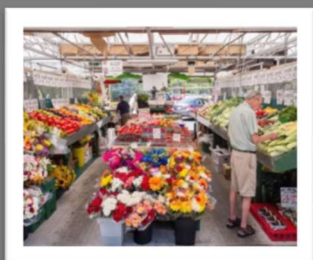
This document is structured based the five-step strategic planning process outlined in the next section. The focus of the document is on the proposed 2018-2022 strategic directions and related actions as outlined in the section entitled **Looking Forward**. Appendix B provides a timeline summary of all the strategic actions that are aligned with the key goals developed by the Board. Underlying the goals and actions are the organizational framework elements set out by Council for the MSC including Mandate, Mission and Guiding Principles. The Marchés d'Ottawa Markets strategic plan is a public document and will presented to City Council for their review.

Key Stakeholder Input

The responsibility for preparing the Inaugural Strategic Plan represents a major strategic management activity of the new Chair and Board. As part of their early stage organizational review and environment assessment, the Board considered written submissions from the following key stakeholders:

1. ByWard Market Business Improvement Area (*Welcome and Wish List*).
2. ByWard Market Standholder Association - BMSA (*Top Strategic Concerns*).
3. Hintonburg Community Association (*Five Key Points*).
4. Lowertown Basseville Community Association (*Re: LCA Issues for Your Consideration*).
5. Wellington West Business Improvement Area (*Wellington West and Parkdale Market*).
6. 55 ByWard Market Tenants Association (*Top Five Items*).

All of the submissions were reviewed with the input and comments assessed relative to the strategic plan, in particular the alignment with strategic actions. Where applicable the input was directly incorporated in the Plan. In several instances, the stakeholder input focused on operational matters and other issues that are not directly tied to the Plan. The Board appreciates all the input provided and fully recognizes the important role of all the key stakeholders in the ongoing management and operation of the ByWard and Parkdale markets.



STRATEGIC PLANNING PROCESS: OVERVIEW

Developing the Inaugural Strategic Plan

The ultimate success of any strategic plan depends upon organizational “buy-in” and commitment. The approach and process should:

- Create an achievable and realistic action-based measurable plan geared to achieving specific outcomes and results over a defined time period.
- Create the environment necessary to encourage and support organizational commitment and enable long-lasting and positive change to be implemented. Overall, a strategic plan should embody positive organizational change.

In preparing the Marchés d'Ottawa Markets strategic plan, the Board and Executive Director participated in four workshops to complete steps one through three of the process outlined below in Exhibit #1. Steps four and five will be completed through the ongoing implementation, monitoring and reporting on the strategic plan.

Executing the Strategic Plan

The development of the strategic plan is key element of an overall strategic management of the new MSC.

As outlined in Exhibit 2, the process begins with the *Develop the Strategy* component which focuses on the establishment of key strategic goals and more detailed strategic actions that are required to move the organization forward to achieve its mission and mandate.

Exhibit 1: Strategic Planning Process

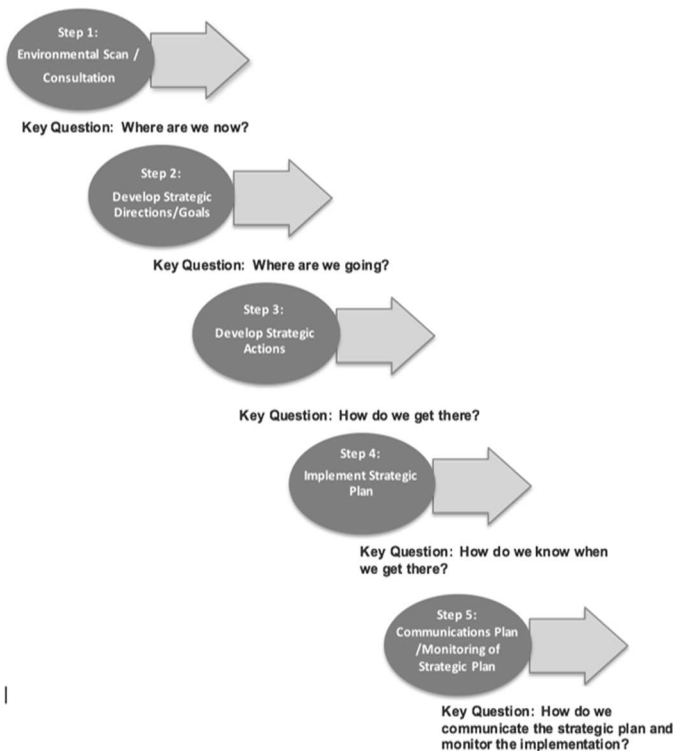
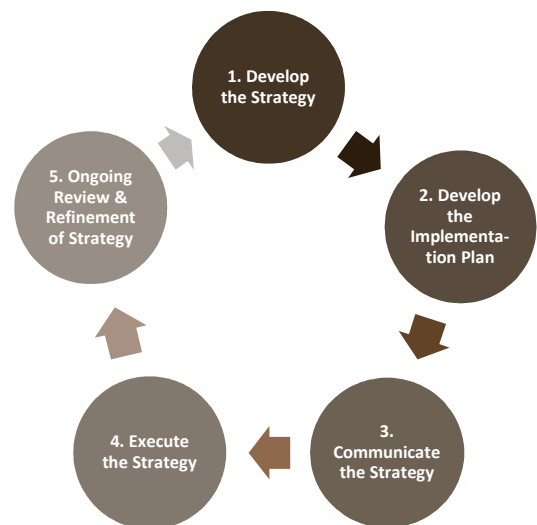


Exhibit 2: Strategic Management Process



ORGANIZATIONAL FRAMEWORK (AS APPROVED BY CITY COUNCIL)

In approving the new MSC for the Marchés d'Ottawa Markets, City Council has set out the following organizational framework:

MANDATE

Marchés d'Ottawa Markets shall subsist as a not-for-profit corporation, without share capital, and shall be incorporated, organized and at all times be in good standing under the Canada Not-for-profit Corporations Act (S.C. 2009, c. 23).

The mandate of Marchés d'Ottawa Markets shall be to manage the ByWard and Parkdale Markets for the following purposes:

1. Securing a diverse and innovative mixture of outdoor vending and indoor retail tenants;
2. Positioning the markets as desirable destinations that offer programming and shopping opportunities for both tourists and local residents;
3. Promoting local foods and goods, while at the same time offering a variety of complementary products and services that reflect customer needs;
4. Celebrating and continuing to build the rich heritage of each market within its community; and
5. Establishing a growth-based model that is both viable and financially and operationally sustainable, and which respects community needs.

And such other complementary purposes consistent with these objectives.

MISSION

Marchés d'Ottawa Markets shall manage the Markets in a manner consistent with the following Mission Statement:

Maximize the ByWard and Parkdale Markets' potential to be unique year-round gathering places and destinations to purchase local produce and goods as well as other services and products that meet the needs of local and city-wide residents and tourists alike.

Marchés d'Ottawa Markets will build upon the rich heritage of the public markets in their communities and promote the importance of local food sustainability.

In an entrepreneurial manner, Marchés d'Ottawa Markets will strive to build a creative and innovative retail and outdoor vending mix and work with partners to ensure that all public space is inviting and enhanced as opportunities are made available.

GUIDING PRINCIPLES

Marchés d'Ottawa Markets shall align the management the Markets with the following Guiding Principles:

1. **Growth:** Increase levels of measurable participation and investment from vendors, tenants and residents.
2. **Collaboration:** Bring together overlapping community interests (City Council, Business Improvement Areas, community innovators, tourism industry, residents, local businesses, growers/producers, and artists).
3. **Diversity:** Favour vendors and retail operations whose food and goods reflect the diversity of Ottawa's evolving landscape.
4. **Sustainability:** Focus on providing a diversity of local food products that reduce the impact of our food system on the environment by reducing the distance food travels from farm to table.
5. **Innovation:** Seek new business opportunities and take advantage of current market trends.
6. **Transparency:** Adhere to clearly articulated reporting and approval requirements.

The MSC is committed to its mandate in keeping with Council's approved organizational framework. In addition, the Mission speaks clearly to the reason that the MSC exists, namely to maximize the potential of the Marchés d'Ottawa Markets. Fundamentally the MSC views its role as the champion of positive change including an ongoing dynamic market experience and transformation of both the ByWard and Parkdale Markets into distinct public space realms. In so doing, the markets will preserve and build on a remarkable history, one that contributes directly to the ongoing *City Building* process for Ottawa as reflected in the following statements:

- A renewed physical environment that is beautiful, inspired, and gracious.
- A downtown that celebrates Ottawa's rich local history integrating with the City's unique role as Canada's National Capital.
- An enhanced focal point for the city and an even more distinctive destination for residents and visitors alike.

(Downtown Ottawa Urban Design Strategy, 2020)¹.

¹ Retrieved from www.ottawa.ca April 13, 2018.

LOOKING FORWARD

The goals and actions outlined in this section of the Strategic Plan are specific initiatives that the Board will endeavour to accomplish over the next four years. Organized within three main strategic directions, the goals and actions are derived from the many ideas and input provided by the Board and Executive Director during the workshop sessions. Embodied within the strategic directions are the following key goals or outcomes to be achieved by 2022:

Fast Track New Market Regulations

- New City Council approved policy and regulatory framework for ByWard and Parkdale Markets.
- New City Council approved zoning by-law encompassing the ByWard Market buildings.

Delivering a Dynamic Market Experience

- New annual *Marchés d'Ottawa Markets Events Program and Calendar*.
- Updated *Retail Mix Strategy* with expanded local product offerings.
- New national brand specialty retailer tenant(s) complimentary to the markets' mission.
- New year-round sustainable market attractions.
- Key stakeholder engagement including communication processes.

Transforming Marchés d'Ottawa Markets

- New *Ten-year Marchés d'Ottawa Markets Master Plan* supported by joint Federal, Provincial and City funding.
- Alignment and integration of the Master Plan with *City of Ottawa ByWard Market Public Realm Study*.
- Revitalized City-owned ByWard market heritage building at 55 ByWard Market Square including new fully accessible public washrooms.
- Redeveloped ByWard market building at 70 Clarence Street with new underground parking. A Municipal Capital Facility (MFC) agreement exists between the City of Ottawa and the MSC related to the new market building.
- All Marchés d'Ottawa Markets facilities and infrastructure are updated to current building standards with facility condition index (FCI) measurement established within acceptable asset management level.
- ByWard Market Precinct is a safer environment based on completion of a *Community Safety Through Environmental Design* (CSTED) study.

In addition to the three strategic directions noted above, the Board also developed for internal use, a supplementary strategic direction focused on the MSC as an organization. Entitled ***Becoming a Leading and Sustainable Organization***, this strategic direction includes four goals each with separate actions:

1. The *Marchés d'Ottawa Markets* is strategically managed & financially sustainable.
2. Maintain high levels of customer & vendor satisfaction & overall community support
3. The *Marchés d'Ottawa Markets* is a key economic & tourism catalyst for the City of Ottawa.
4. Develop an updated branding strategy.

The Strategic Plan has been developed to reflect the aspirations of the Board and is critical for moving Marchés d'Ottawa Markets forward in achieving its mandate and mission.

STRATEGIC DIRECTION 1: FAST TRACK NEW MARKET REGULATIONS

MSC Board Concepts & Ideas Influencing Key Goals		
<ul style="list-style-type: none"> ✓ Establishment of a strong a coherent policy and regulatory framework is essential to the success of Marchés d'Ottawa Markets. ✓ The new policy and regulatory framework will support “bold thinking”, innovative programing and events and attract younger demographics. 		
Key Goals	Strategic Actions	Key Performance Indicators (KPI)
1.1. Marchés d'Ottawa Markets is sustainable based on a new policy & regulatory framework specific for both ByWard Market and Parkdale Market.	1.1.1. Develop a new policy and regulatory framework for Parkdale Market and present to City Council for review and approval including: <ul style="list-style-type: none"> - Repeal of existing Parkdale Market By-Law 2008-448 - Transitional provisions related to ongoing market operations - Public and stakeholder consultation 	<i>Complete by Q3 2018</i>
	1.1.2. Develop a new policy and regulatory framework for ByWard Market & present to City Council for review and approval including: <ul style="list-style-type: none"> - Repeal of existing ByWard Market Program By-Law 2008-449 - Transitional provisions related to ongoing market operations - Public and stakeholder consultation. 	<i>Complete by Q3 2019</i>
	1.1.3. Initiate and prepare a new land use zoning by-law for ByWard Market specific to 70 Clarence Street and 55 ByWard Market Square to enable a broader retail mix that supports the local food vision.	<i>Complete by Q1 2019</i>

STRATEGIC DIRECTION 2: DELIVERING A DYNAMIC MARKET EXPERIENCE

MSC Board Concepts & Ideas Influencing Key Goals

STRENGTHENING THE RETAIL MIX AND LOCAL PRODUCT OFFERINGS

- ✓ Focus on local food producers and artisans to create a robust retail portfolio both interior and exterior.
- ✓ Through creative demonstrations and exhibits, highlight the complete cycle of growing, producing and bringing local products to market. Draw a strong connection with local producers and their growing operations.
- ✓ Become the “food place to be” by providing an atmosphere of festivity and celebration.
- ✓ Recognize the unique heritage characteristics of ByWard and Parkdale Markets.
- ✓ Become a high quality, intergenerational destination both independent and integrated with restaurant and bar uses.

CREATING NEW SUSTAINABLE MARKET ATTRACTIONS

- ✓ Negotiate the location of a specialty anchor food related retailer in ByWard Market.
- ✓ Develop activities and events that are ancillary and complimentary to the local food and artisan focus.
- ✓ Benefit and contribute to the “Ottawa” experience by highlighting Canada’s history and multicultural heritage. Include particular attention to the food traditions of Canada’s Indigenous peoples.

Key Goals	Strategic Actions	Key Performance Indicators (KPI)
2.1. A contemporary Marchés d'Ottawa Markets program is created that celebrates food, culture, heritage, music & community.	2.1.1. Develop an annual Marchés d'Ottawa Markets <i>Events Program & Calendar</i> focused on delivering authentic, public market experiences for residents & visitors. Align with Ottawa Tourism and other complimentary programs and event partners; e.g. Ottawa Music Industry.	<i>Complete annually for approval by the Board in Q1 for the upcoming year.</i>
2.2. A sustainable Marchés d'Ottawa Markets retail mix is established.	2.2.1. Develop & implement a <i>Retail Mix Strategy</i> for both ByWard & Parkdale Markets that maximizes vendor occupancy and focuses on local food and artisans.	<i>KPI - % of Local Food & Artisan revenue expressed as a % of total markets retail revenue</i> <i>Complete strategy by Q4 2018</i> <i>Ongoing</i>
	2.2.2. Attract a national brand specialty retailer (e.g. cooking, dining, entertaining) that supports the retail mix and embraces the mission & guiding principles.	<i>Complete by Q2 2019</i>

Marchés d'Ottawa Markets

Key Goals	Strategic Actions	Key Performance Indicators (KPI)
	2.2.3. Expand the market vendor product offerings to include enhanced variety of locally made products (e.g. meats, cheeses, artisan baking, organic & gourmet products).	<i>Ongoing</i> <i>To be incorporated into annual retail mix strategy</i>
2.3. The Marchés d'Ottawa Markets fosters & maintains important stakeholder relationships.	2.3.1. Develop key stakeholder engagement and ongoing communication processes including but not limited to the following organizations: <ul style="list-style-type: none"> - Tenant vendor associations (55 ByWard Market Tenants Association & BSMA). - Business Improvement Areas (ByWard Market & West Wellington) including committees e.g. safety & security, parking etc. - Community associations (Hintonburg & Lowertown Basseville). 	<i>Ongoing priority</i>
2.4. The Marchés d'Ottawa Markets exist as a destination attraction inviting ongoing community interest & vibrancy.	2.4.1. Pursue opportunities for new market attractions including: <ul style="list-style-type: none"> - Christmas markets - Evening markets - New “maker spaces” - Culturally based market special events - Festivals, including music 	<i>Complete by Q2 2019 for inclusion in event program</i> <i>Ongoing</i>
	2.4.2. Work directly with Ottawa Tourism and other key partners to increase visitation by closely integrating Marchés d'Ottawa Markets with the City of Ottawa / National Capital Experience.	<i>Complete by Q3 2019</i> <i>KPI - # of out of town visitors (based on on-site surveys)</i>

STRATEGIC DIRECTION 3: TRANSFORMING MARCHÉS D'OTTAWA MARKETS

MSC Board Concepts & Ideas Influencing Key Goals

REDEFINING THE *MARKETS AS PUBLIC SPACE REALMS*

- ✓ Create an innovative and internationally regarded urban design for the ByWard Market:
 - The ByWard Market will highlight the historical design of York and George Streets to accommodate market stands, facilitate pedestrian walkabouts, create nodes and greenspaces for resting and viewing entertainment and demonstrations.
 - The design will mitigate risk management issues (safety, security) and ensure accessibility.
 - The design will minimize motorized vehicle access and traffic.
 - The design will promote public transit, walking and bike riding.
- ✓ Enhance and continue to benefit from Parkdale Market's classic "neighbourhood market" features.
 - Enhanced Parkdale Park programming directly related to market activities.
- ✓ A comprehensive plan for branding, marketing, signage and wayfinding will enable flow through both the ByWard and Parkdale Market and also link the markets to other "Ottawa" experiences.

INTEGRAL TO THE "*NATIONAL CAPITAL*" EXPERIENCE

- ✓ Interpret the "national capital experience" from the perspective of the ByWard and Parkdale Markets.
 - Provide interpretation of the historical context and development of each market, for tourists, in a creative and lively manner.
 - Creatively interlink the markets to important "national capital" experiences.

Key Goals	Strategic Actions	Key Performance Indicators (KPI)
3.1. The Marchés d'Ottawa Markets are transformed into distinct public spaces: <ul style="list-style-type: none"> - ByWard Market Precinct - a vibrant downtown mixed-use realm. - Parkdale Market Commons – a neighbourhood, integrated market & open space realm.² 	3.1.1. Working closely with the City of Ottawa develop a <i>Ten-year Marchés d'Ottawa Markets Master Plan</i> including but not limited to:	<i>Complete by Q2 2019</i>
	- Initial feasibility study including design vision, transformation goals and guiding principles.	<i>Complete by Q2 2019</i>
	- Proposed multi-year infrastructure renewal and replacement program.	<i>Complete by Q4 2019</i>
	- Financial Plan and Case for Funding Support document.	<i>Complete by Q4 2019</i>
	3.1.2. Investigate & pursue opportunities for Canada and Ontario eligible infrastructure funding including the recently announced <i>Investing in Canada</i> program agreement (\$742M over ten years) for community and cultural infrastructure.	<i>Complete by Q3 2019</i> <i>Ongoing</i>

² See Appendix A.

Key Goals	Strategic Actions	Key Performance Indicators (KPI)
	<p>3.1.3. Work jointly with the City of Ottawa on the <i>ByWard Market Public Realm Study</i> including integration of the Master Plan into the <i>Designated Design Focus Area</i>, development of strategic partnerships & infrastructure funding opportunities focusing on:</p> <ul style="list-style-type: none"> - Public space: <ul style="list-style-type: none"> o Delineation of the proposed <i>ByWard Market Precinct</i> boundaries. o Parking location & use. o Public access Wi-Fi. - Pedestrian Focus: <ul style="list-style-type: none"> o Integrating new LRT station. o Prioritizing pedestrian traffic & way finding. - Place Making: <ul style="list-style-type: none"> o Urban design excellence. o Optimizing green spaces & lighting. o Respecting the heritage context. o Establishing a distinct “sense of place”. 	<p><i>Ongoing priority; Study to commence Q3 2018</i></p>
	<p>3.1.4. Develop a <i>Facility Redevelopment & Revitalization Plan</i> for city-owned buildings within ByWard Market to be integrated into the Master Plan including but not limited to the following:</p> <ul style="list-style-type: none"> - 55 ByWard Market Square; a complete revitalization of heritage building by 2023 to potentially include public event, market program & interpretative space, and upgrades to interior leasehold spaces. - 70 Clarence Street; a complete redevelopment plan including replacement of parking garage building by 2028; development to potentially include new underground parking spaces & market leasehold spaces. 	<p><i>Complete by Q2 2019</i></p>
	<p>3.1.5. Working with the City of Ottawa develop regular Parkdale market programming including enhanced use of Parkdale Park.</p>	<p><i>Complete by Q2 2019</i></p>

Marchés d'Ottawa Markets

3.2. The Marchés d'Ottawa Markets city-owned building assets and infrastructure are well maintained & support public safety.	3.2.1. Working closely with the City of Ottawa complete a facility condition assessment including establishing a baseline facility condition index (FCI) measure for the ByWard Market buildings including the city-owned parking garage.	<i>Complete by Q3 2018</i>
	3.2.2. Examine alternatives for fully accessible (AODA compliant) public washroom facilities (permanent and seasonal) within both ByWard and Parkdale Markets.	<i>Complete by Q4 2018</i>
	3.2.3. Develop a short-term (1 to 2 years) capital plan for infrastructure upgrades including enhanced on-site & way-finding signage & vendor stall improvements.	<i>Complete by Q1 2019</i>
	3.2.4. Undertake a <i>Community Safety Through Environmental Design</i> (CSTED) study for ByWard Market and integrate with the Ten-year Master Plan.	<i>Complete by Q4 2019</i>
3.3. The Municipal Service Corporation is empowered to transform the ByWard Market & Parkdale Market in keeping with the strategic vision.	3.3.1. Work with the City of Ottawa to convey delegated authority to support markets' transformation including but not limited to: <ul style="list-style-type: none"> - Infrastructure planning & renewal. - Urban design and maintenance standards. - Redevelopment of market buildings including financing options. - Markets revenue generation. 	<i>Complete by Q1 2020</i>
	3.3.2. Work with the City to investigate the establishment of a new <i>Municipal Capital Facility</i> (MCF) agreement related to the proposed redevelopment of the City-owned parking facility & market building located at 70 Clarence Street.	<i>Complete by Q3 2020</i>

IMPLEMENTATION

The Marchés d'Ottawa Markets Strategic Plan is considered a “living document”, having the flexibility to be revisited and updated at any time to continually adapt to any external and internal factors which may impact on the priorities for the MSC. The Board and Executive Director will jointly be responsible for implementing the plan including the need for ongoing monitoring and annual status reporting to City Council.

The Strategic Action Plan Milestone Summary (see Appendix B) is provided to assist with implementing the Strategic Plan over the next four years. Suggested target dates are outlined to establish a basis for prioritization and to ensure the action items are completed in a reasonable timeframe.

As indicated in several of the strategic actions, a close working relationship will need to occur between the MSC and the City of Ottawa. City-led Initiatives like the new *ByWard Market Public Realm Study* will most certainly be aligned closely with the work of the Board in the execution of 2018-2022 strategic actions such as the proposed development of the *Ten-Year Master Plan for the Marchés d'Ottawa Markets*. Fundamental to the Board's success in implementing the strategic plan, particularly as it relates to transformation, is the ability to jointly pursue and secure dedicated project-specific capital financing and other resources.

CONCLUSION

A strategic plan provides a road map when the path forward is both clear and unclear. By virtue of a set of integrated and aligned strategic actions, the MSC Board has set out a logical direction for the next four years. In so doing, the Board also fully acknowledges that the strategic management of the Marchés d'Ottawa Markets, will be dynamic and that the strategic plan will also provide direction and help guide ongoing decision-making related to any unforeseen opportunities and issues.

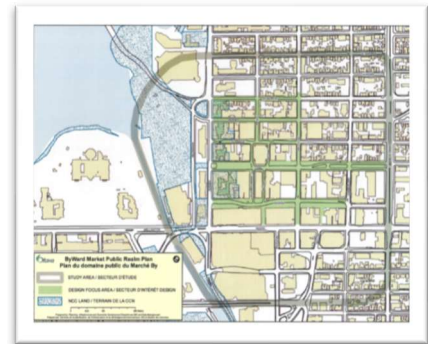
In keeping with the mandate, mission and guiding principles approved by City Council, the MSC is excited and fully committed to the advancement of the key outcomes embodied within this inaugural strategic plan.

APPENDIX A: TRANSFORMING THE MARKETS INTO DISTINCT PUBLIC REALMS

ByWard Market *Precinct*

The idea of transforming the ByWard Market into a distinct public space realm is not new. The MSC Board is encouraged that the City of Ottawa is moving forward with a *ByWard Market Public Realm Study* and is prepared to participate fully in this strategic initiative. In reviewing the history of ByWard market transformation, the directions and strategies set out in the prior *ByWard Market Precinct* urban design and planning process provide an excellent foundation from which to move forward. Specifically, the following key directions and precinct strategies are highlighted:

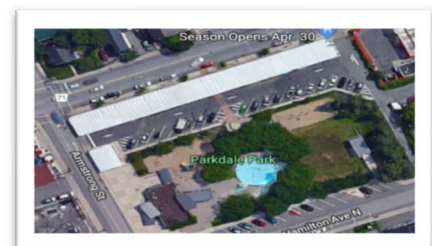
- Reinvigorate and invest in the traditional ByWard Market area through a series of co-ordinated public realm improvements to bring it up to an international design standard that gives priority to the needs of pedestrians and the outdoor vendors.
- Maintain the traditional ByWard Market area as a tourist and entertainment focus.
- Streetscape Infrastructure Programme.
- Parks and Open Space Strategy.
- Built Form Guidelines.
- Public Realm Design Competition (i.e. To raise the “Market experience” to a national level from a regional level).
- Branding & Theming.
- Conversion/Removal/Remodelling of ByWard Parking Structure (70 Clarence St).
- Re-Image York & George Streets.
- Dalhousie as a Main Street.



Parkdale Market *Commons*

In contrast to ByWard Market, which is situated in the heart of the City’s historic commercial core, Parkdale Market is located in a thriving and growing mixed used neighbourhood area. While the Board foresees the Parkdale Market as continuing to maintain a seasonal high quality, locally grown fresh food focus, a unique opportunity does exist.

The ability to develop and introduce new complementary market programming and animation making use of Parkdale Park, supports the strategic vision of an integrated Parkdale Markets *Commons* public space realm. Working closely with City of Ottawa staff and community stakeholders, the Board is interested in pursuing opportunities to design and develop a flexible programming space with fully accessible public infrastructure to facilitate small scale market related events with a particular focus on youth and older adults.



APPENDIX B: STRATEGIC ACTION MILESTONE SUMMARY 2018 – 2022

No.	Strategic Action	2018		2019				2020				2021				2022	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Fast Track New Market Regulations																	
1.1.1	New policy & regulatory framework – Parkdale Market																
1.1.2	New policy & regulatory framework – ByWard Market																
1.1.3	New land use zoning by-law – ByWard Market buildings																
Delivering a Dynamic Market Experience																	
2.1.1	Develop an annual Marchés d'Ottawa Markets <i>Events Program</i>																
2.2.1	Develop and implement a <i>Retail Mix Strategy</i> for both ByWard and Parkdale Markets.																
2.2.2	Attract a national brand specialty retailer.																
2.2.3	Expand the market vendor product offerings to include enhanced variety of locally made products.																
2.3.1	Develop key stakeholder engagement & ongoing communication processes.																
2.4.1	Pursue opportunities for new market attractions.																
2.4.2	Work directly with Ottawa Tourism to closely integrate Ottawa Marchés d'Ottawa with the City of Ottawa / National Capital Experience.																
Transforming Marchés d'Ottawa Markets																	
3.1.1	Develop a <i>Marchés d'Ottawa Markets Master Plan</i>																
3.1.2	Pursue opportunities for Canada and Ontario infrastructure funding																
3.1.3	Work jointly with the City of Ottawa on the <i>ByWard Market Public Realm Study</i> including integration of the Master Plan.																
3.1.4	Develop a <i>Facility Redevelopment Plan</i> for city-owned buildings within ByWard Market.																
3.1.5	Develop regular Parkdale market programming including the use of Parkdale Park.																
3.2.1	Complete a facility condition assessment for ByWard Market buildings including the city-owned parking garage.																
3.2.2	Examine alternatives for fully accessible (AODA compliant) public washroom facilities																
3.2.3	Develop a short-term capital plan for enhanced on-site signage / way-finding and vendor stall improvements.																

Marchés d'Ottawa Markets

No.	Strategic Action	2018		2019				2020				2021				2022	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
3.2.4	Undertake a <i>Community Safety Through Environmental Design</i> (CSTED) study.																
3.3.1	Work with the City of Ottawa to convey delegated authority to support markets' transformation.																
3.3.2	Investigate in conjunction with the City, the transfer of building ownership to the MSC and establishment of a new <i>Municipal Capital Facility</i> (MCF) designation.																



Dancing Bear Statue from a Nunavut-based artist. Pauta Saila