

4.0 Project Terms of Reference

4.1 Project Summary

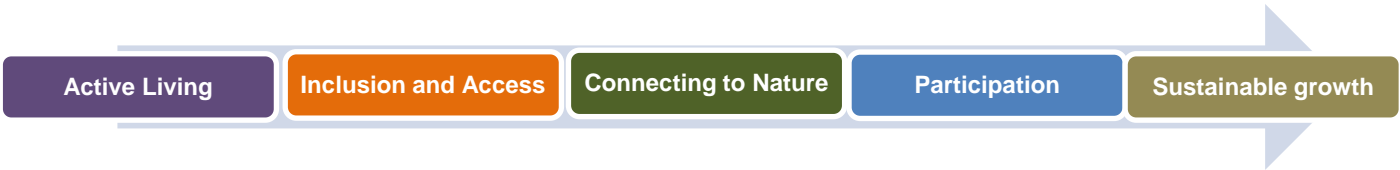
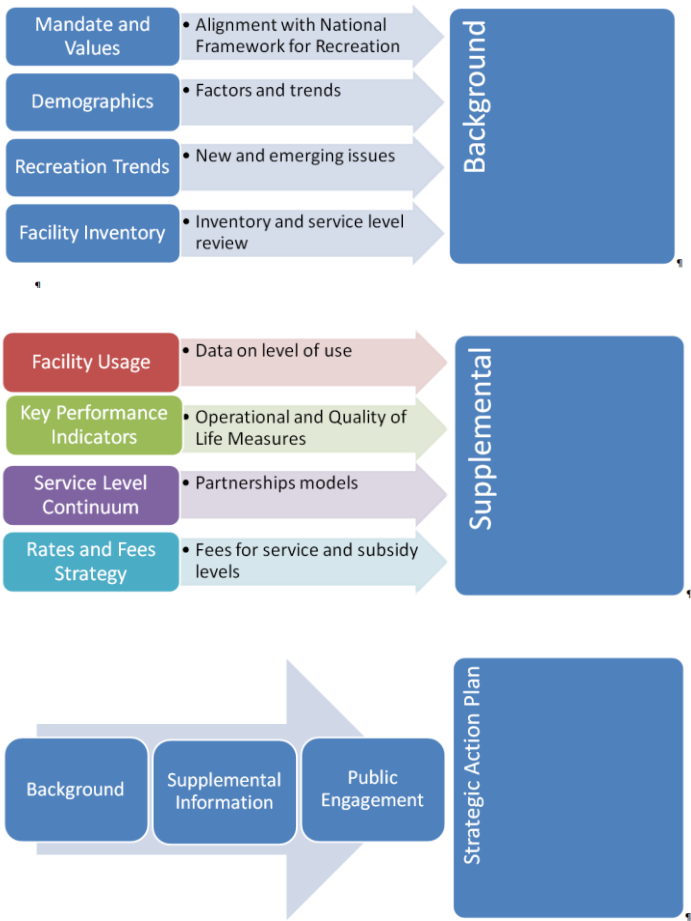
The primary role of the Recreation and Parks Department is to enhance the quality of life for residents of Halton Hills. The department achieves this mandate through:

- **Proactive planning** in order to understand and to respond to the leisure needs of the community;
- Ensuring that the community enjoys a **wide range of choices** for all age groups and genders through quality leisure opportunities;
- Encouraging the **availability and accessibility** of parks, open spaces, recreation and cultural facilities;
- Assisting and **encouraging opportunities** in recreation and cultural activities and programs;
- Creating **public awareness** and stimulating interest in all available leisure opportunities and services;
- Facilitating the **coordination and cooperation of community groups**, agencies and private enterprise that deliver leisure opportunities;
- Assisting in **building leadership capacity** and providing consultation to individuals, local groups, organizations and agencies;
- Recognizing **valuable contributions** by individuals, businesses and groups who enhance the leisure delivery system.

As part of the Recreation and Parks Strategic Plan Update being undertaken in 2018/19, the department expects to reaffirm these core principles with the public and address the components of the **Framework for Recreation in Canada 2015: Pathways to Wellbeing**.

The Town is seeking a consulting team skilled in the areas of:

- Strategic planning
- Trend analysis
- Demographic forecasting
- Communications
- Community engagement



Project Goal

The goal of the plan is to build upon the background information developed by the Town in order to facilitate discussion and seek input from the community in order to better understand current and future recreational needs.

The key Strategic Plan elements for the five year plan being undertaken by staff include:

- Mandate and Values (based on the National Framework for Recreation)
- Demographics
- Recreation Trends
- Facility Inventory and Current Service Levels
- Supplemental information and studies including facility usage, Key Performance Indicators, Service Delivery Continuum, and a Rates and Fees Strategy

Using the information provided, the successful proponent will deliver a Public Engagement process that will collect missing information, test assumptions and preliminary findings and identify issues to be addressed before a Strategic Action Plan is finalized.

The primary purpose of the project is to inform a Recreation and Parks Department work program for the next five years in order to meet the changing needs of the community and address the goals of the National Framework for Recreation

Project Objectives

Staff have identified the following key objectives for the project:

- Analyse the validity of existing background data , identify gaps and test assumptions
- Create branding for the Strategic Plan initiative
- Compare the key outcomes of the 2007 Strategic Action Plan survey and focus group review with new analytics to be completed in 2019
- Engage the community in new, innovative and effective ways to inform the 2019 Strategic Action Plan
- Employ innovative graphic recording and presentation methods to engage citizens
- Comply with the goals and objectives of the Corporate Public Engagement Charter found at <https://www.haltonhills.ca/PublicEngagement/index.php>

4.2 Key Tasks/Deliverables

1. **Analysis/synthesis** of the information provided for the key Strategic Action Plan elements developed by staff ; Mandate and Values, Demographics, Recreation Trends Facility Inventory and Service Levels, and Supplemental information and studies including facility usage, Key Performance Indicators, Service Delivery Continuum, and a Rates and Fees Strategy
2. **Branding** of the Strategic Plan engagement process with marketing materials suitable for print, on-line and social media messaging
3. **Household survey** using “Let’s Talk” site on Town’s web platform and telephone survey



4. Consultation and facilitation through processes like focus groups, world cafes for the four sector groups identified by Town staff (Service providers, active living, community leaders, public event leads), plus two public meetings
5. Identification of gaps, key issues, and **recommended direction** arising from Tasks 1 and 3.
6. **Graphic recording tool** to illustrate community feedback, suitable for use in future Town communications (refer to sample in Background Documents)
7. **Summary document** illustrating the results of the public consultation, major themes and primary actions (less than ten) that will inform the work plan for the next five years.
8. **Graphic presentation** of key demographic information (including geographic analysis) recreation trend assumptions, and facility, program and service needs suitable for use in communications to Council and the public.
9. **Meetings and Presentations:** Minimum of six Committee meetings with Town staff; one Departmental Workshop, one presentation to Senior Management Team; two presentations to Council.

Out of Scope

The Strategic Plan review does not include :

- Cemetery Services
- Parks and Cemeteries Operations
- Cultural Services
- Public Art
- Corporate Asset Management
- Organizational Structuring

4.3 Background Documents

- A. [2018 Community Activity and Service Guide](#)
- B. [Recreation and Parks Strategic Action Plan \(2007\)](#)
- C. Memorandum R&P 2017-0007 Recreation and Parks Strategic Action Plan Update [insert link]
- D. Draft 2018 Mandate and Values Update [insert link]
- E. Draft Recreation Trends [insert link]
- F. Region of Halton demographic, employment and income levels
http://www.halton.ca/living_in_halton/public_health/halton_health_statistics/demo-graphics/halton_hills_at_a_glance/
- G. Draft Demographic data by staff (include geographic analysis example) [insert link]
- H. Draft Facility Inventory/Service Provision data by staff [insert link]
- I. Service Level Comparison Sample: Mississauga Future Directions for Recreation – regional service level comparators
https://www.google.ca/search?q=mississauga+future+directions+for+recreation&rlz=1C1GGRV_enCA754CA754&og=mississauga+future+directions+for+recreation&aqs=chrome..69i57j33.15959j0j8&sourceid=chrome&ie=UTF-8
- J. [Framework for Recreation in Canada 2015 Pathway to Wellbeing](#)
- K. [2007 Household Survey ..\Household Survey\Summary of Household surveys Halton Hills revised March 19 07.pdf](#)



- L. Parks and Recreation Ontario Research Summary
https://www.prontario.org/public/policy/Benefits_Web_2009a.pdf
- M. Sample Graphic Recording
<https://www.letstalkhaltonhills.ca/transit-strategy/photos/5141>
- N. Draft Key Performance Indicators by staff
[insert link]
- O. Rates and Fees Strategy RFP (2018) [insert link]

4.4 Reference Material – Other Studies Available Upon Award

- Town of Halton Hills Official Plan
- Corporate Strategic Plan
- Citizens Satisfaction Study (2015) (Update in 2019 TBC)
- Development Charges Study (2017)
- 2018 Capital Budget
- Trails Master Plan Update (2012 working draft)
- Hungry Hollow Management Plan (2004)
- Fairy Lake Water Quality Study (2009)
- Cemeteries Business Plan (2016)
- Active Living Strategy (2017)
- Youth Needs Study (2011)
- Youth Services Network (2017)
- Seniors Space Needs Study (2009)
- Seniors Service Delivery Project Charter (2018)
- Georgetown Action Sports Feasibility Study (2017)
- Parkland Acquisition Strategy Phase 1
- Vision Georgetown – draft Secondary Plan and Concept (April 2018)
- Corporate Asset Management Plan – Policy (2018)
- Cedarvale Community Centre Feasibility Study (2018 draft)
- Collegiate Pool Feasibility Study Phase 1 (2018 draft)
- Gellert Phase 2 Conceptual (2018-draft)
- Current organizational structure

4.5 Sample Representation of Local Service Providers

(see Service Level Continuum 2007 Strategic Action Plan – Section 4)

- Curling clubs
- Racquet/tennis clubs
- Gymnastics facilities
- Fitness clubs
- Golf courses
- Lawn Bowling
- Community Halls – Acton, Limehouse, Glen Williams
- Volunteer Led Partnership Agreements:
 - Hillsvie Boards
 - Credit Valley Artisans
 - Halton Hills Tennis Club
 - Halton Hills Heritage Sports Museum
 - Halton Hills Gymnastics Club
 - Heritage Acton (Acton Town Hall)
 - Globe Productions (Armoury)
 - Friends of Devereaux House
 - Willow Park Ecology Centre
 - Allotment Gardens
 - Leash Free Halton Hills
 - Kiwanis Field
 - Friends of the Old Seed House Garden
 - Children’s Garden of the Senses
- Local sports organizations
- Social Agencies e.g. Reach Out Centre for Kids
- Service Providers e.g. Sportball
- Public Event Organizers e.g. Fall Fairs



4.5 Governance Model

Refer to **Appendix A** for the proposed governance committee model and **Appendix B** for key project team members.

4.6 Time Frames

The following project timeline is proposed:

Issue RFP	January 7, 2019
Close RFP	February 28, 2019
Interviews	March 18, 2019
Award RFP	April 8, 2019
Project Start	by May 6, 2019
Project Completion	by April 2020

See relation of the Strategic Action Plan with other Departmental work program items in 2018/9 in **Appendix C**.

4.7 Budget

The total budget for this scope of work is \$90,000 including all fees, disbursements and excluding HST.

Provide hourly rates to be used for Provisional Items not included in the above scope of work.

