



Staff Report

Administration

Report To: Committee of The Whole
Meeting Date: June 16, 2020
Report Number: CSOPS.20.042
Subject: Request to Single Source Leisure Activities Plan Consulting Services
Prepared by: Ryan Gibbons, Director of Community Services

A. Recommendations

THAT Council receive Staff Report CSOPS.20.042, entitled "Request to Single Source Leisure Activities Plan Consulting Services";

AND THAT Council approve the 2020 Leisure Activities Plan to proceed as outlined in the 2020 Approved Budget, as required by Council as this project has a total funding request of over \$50,000;

AND THAT Council reduce the overall budget for the Leisure Activity Plan from \$290,000 to \$87,850;

AND THAT Council redirect the 2020 Taxation savings of \$137,275 to cover the additional costs and lost revenues due to the COVID-19 Pandemic;

AND THAT Council approve the single sourcing of the 2020 Leisure Activities Plan Consulting Services to Dunbar & Associates at a total price of \$47,850.00 plus taxes, as outlined in the unsolicited proposal provided by Dunbar & Associates.

B. Overview

Staff is bringing this request to single source Dunbar & Associates for the development of the 2020 Leisure Activities Plan, as a result of receiving an unsolicited Proposal by Dunbar & Associates that provides the Town with significant cost savings and the ability to utilize local expertise.

C. Background

Staff received an unsolicited proposal from Dunbar & Associates who has also partnered with Mr. Chris Fawcett. Peter Dunbar of Dunbar & Associates, along with Mr. Fawcett, have provided summaries of their experiences that have provided a very interesting and unique opportunity for staff to consider their proposal and bring forward to Council for their consideration in permitting staff to single source the services.

D. Analysis

In Purchasing Policy POL.COR.07.05, Section 7 - Unsolicited Proposals states:

“Unsolicited bids received by the Town shall be reviewed by the respective Department Head and Purchasing. Unsolicited proposals must be in writing detailing information on a product or service that may provide the Town with significant value or savings.”

In Purchasing Policy POL.COR.07.05, Section 9 - Sole and Single Sourcing states:

“Sole Sourcing is a method of procurement whereby a purchase order is issued, or contract awarded without a competitive bidding process due to the fact that the supplier is the only source of supply for the required goods or services.

Single Sourcing is a method of procurement whereby there is more than one vendor able to supply and a purchase order is issued, or contract awarded without a competitive bidding process.

The use of Sole and Single Sourcing with a particular vendor exceeding \$25,000 must be approved by Council. Any single or sole sourcing with an amount between \$5,001 and \$24,999 must be reported by the applicable Department Head and approved by the Manager of Purchasing and Director of Finance. In order for a division to sole or single source for goods or services exceeding \$25,000, an operating strategy must be presented with Purchasing input and approved by Council, outlining the rationale. Input must be sought from the Manager of Purchasing to ensure the purchasing principles in the Town’s Procedures are taken into consideration and risk to the Town is minimized.”

Unsolicited Proposal Submission

Town staff received an unsolicited proposal from Dunbar & Associates on April 23, 2020.

A virtual meeting was set up to discuss the proposal which provided staff an opportunity to outline and detail the expectations of town staff, as well as the deliverables of the project and overall outline of what the final product would look like.

As a follow up to a virtual meeting with Chris Fawcett and Peter Dunbar, Director of Community Services Ryan Gibbons and CAO Shawn Everitt received an updated proposal that was submitted on May 19, 2020 reflecting a total proposed price of \$47,850.00, and a proposal that is reflective of the information shared in the above noted meeting.

As outlined, the Town would be responsible for costs relating to the following:

- mass mailing of the promotional post-card type communication;
- assist in obtaining maximum response to the survey;
- mapping and information / documentation to secure the best estimates of population demographics for 5-10-15 + years;
- meeting spaces and meeting notices;

- printing of hard copy survey and distribution via municipal processes available.

There was also discussion regarding the possibility of a Community Task Force similar to the structure of the 2006 Leisure Activities Plan process, where a smaller group representing the Community would assist in the information gathering and development of the 2020 Leisure Activities Plan.

The impact that COVID-19 has on community projects and, in particular community information gathering, and completion of survey's is unknown at this time. However, through discussion with Mr. Fawcett and Mr. Dunbar we believe the timing is actually very good while people have a different perspective and have some time to take part in the survey. Survey development and analysis is another area of expertise that Dunbar & Associates brings to the table. As a result of our discussions, an additional aspect to the updated proposal was having Ms. Lynn Black being added to their team as Survey Manager.

The proposal outlines a series of 4 focus group sessions spread out over the municipality. This is a goal that has been set and is a key element. However, with the impacts of COVID-19 this will have to be determined as we move forward, and alternate communication and engagement will be considered with the assistance of our Manager of Communications and Economic Development.

Through this report, staff is recommending that we move forward with this important community plan. The experience and expertise that Dunbar & Associates has is extremely impressive, coupled by the local knowledge both historical and current. Mr. Dunbar has provided consulting services for over 20 years and has over 30 year in the municipal world. Mr. Fawcett has significant experience in the municipal field and has the unique experience of working for the Former Collingwood Township, and Town of The Blue Mountains as Treasurer and Town manager for over 20 years. Mr. Fawcett continues to call The Blue Mountains his home and was instrumental in bringing this proposal forward.

It is anticipated that this project will be jointly developed between Town staff and Dunbar & Associates. Based on previous budget deliberations over the past two years, the use of consulting services has been a topic of debate. Staff believes that this opportunity is exactly what has been referred to as a preferred way of doing these types of Community Plans. Having a local consulting firm equipped with strong local knowledge, while providing pricing that is well below the anticipated budget presents a proposal and opportunity that realizes what staff believes Council desires.

In addition, prior to COVID-19 staff had arranged for a College co-op student position to assist with the analysis and assessment of existing facilities, along with consideration of trend analysis, that would be incorporated into the Leisure Activities Plan development.

E. The Blue Mountains Strategic Plan

Goal #1: Create Opportunities for Sustainability
Objective #1 Retain Existing Business

- Objective #2 Attract New Business
- Objective #3 Promote a Diversified Economy
- Objective #4 Support Value-Added Agriculture and Culinary Tourism
- Objective #5 Improved Visibility and Local Identity

- Goal #2: Engage Our Communities & Partners
- Objective #1 Improve External Communication with our Constituents
- Objective #2 Use Technology to Advance Engagement
- Objective #3 Strengthen Partnerships

- Goal #3: Support Healthy Lifestyles
- Objective #1 Promote the Town as a Healthy Community
- Objective #4 Commit to Sustainability

- Goal #4: Promote a Culture of Organizational & Operational Excellence
- Objective #1 To Be an Employer of Choice
- Objective #3 To Consistently Deliver Excellent Customer Service
- Objective #4 To Be a Financially Responsible Organization
- Objective #5 Constantly Identify Opportunities to Improve Efficiencies and Effectiveness

- Goal #5: Ensure Our Infrastructure is Sustainable
- Objective #1 Develop a Long-Term Asset Management Plan for the Maintenance, Renewal and Replacement of Existing Infrastructure
- Objective #2 Avoid Unexpected Infrastructure Failure and Associated Costs and Liability
- Objective #3 Implement Best Practices in Sustainable Infrastructure
- Objective #4 Ensure that Infrastructure is Available to Support Development

F. Environmental Impacts

The development of a 2020 Leisure Activities as outlined in the 2020 Approved Budget will incorporate sound environmental stewardship practices.

G. Financial Impact

Updating the Leisure Activity Plan (LAP) was included in the 2020 Approved Budget at a total cost of \$290,000. The budget was split between \$25,000 for a Master's/PhD level academic co-op position, and \$265,000 that was undetermined at the time the budget was presented. The original plan was to bring a plan back to Council outlining how the LAP could be completed in house. This was all before the COVID-19 pandemic and receiving the unsolicited proposal.

The funding was split between 2020 Taxation (\$205,375), Parks and Recreation Development Charges (\$59,625), and the Community Service Asset Replacement Reserve Fund (\$25,000). The funding split comes from the Development Charges Background Study which includes a Benefit to Existing and legislated 10% discount that can be funded from Development Charges.

The new budget that staff are recommending is \$87,850. The split is \$47,850 for the external consultant and \$40,000 for communication, printing materials, and mail outs. At this point due to the circumstances of the COVID-19 pandemic, staff is not recommending moving forward with the Master's/PhD co-op position which eliminates the \$25,000 budget.

The new funding will be \$68,100 2020 Taxation and \$19,750 Parks and Recreation Development Charges. The remaining \$137,275 in 2020 Taxation will be redeployed to help mitigate the financial impact that the Town is facing with the COVID-19 pandemic.

H. In consultation with

Senior Management Team

Manager of Budgets

Manager of Purchasing and Risk Management

I. Public Engagement

The topic of this Staff Report has been the subject of a Public Meeting and/or a Public Information Centre which took place on Monday, March 9, 2020. Those who provided comments at the Public Meeting and/or Public Information Centre, including anyone who has asked to receive notice regarding this matter, have been provided notice of this Staff Report.

Comments regarding this report should be submitted to Ryan Gibbons, directorcs@thebluemountains.ca.

J. Attached

1. Dunbar & Associates Proposal

Respectfully Submitted,

Ryan Gibbons
Director of Community Services

For more information, please contact:

Ryan Gibbons

directorcs@thebluemountains.ca

519-599-3131 extension 281

Proposal Submission To The Town of The Blue Mountains

Recreation Facilities, Parks and Green Space Study

Leisure Activities Plan Update 2020

Submitted June 3, 2020

Dunbar & Associates

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Introduction

The Town of The Blue Mountains is interested in moving ahead with an update to the Leisure Activities Plan in order to anticipate and plan for growing and changing recreational activity needs within the community. When complete, the updated Leisure Activities Plan will identify and prioritize community needs and recommend a sound and realistic course of action over the next ten years to deliver necessary parks and recreation programs and services to its residents.

To date, the Town has completed substantial and detailed documentation that highlights the needs and public interest for increased municipal recreational opportunities and infrastructure (i.e., 2006 & 2015 Leisure Activities Plans; Corporate Strategic Plan 2015-2020; 2009 Multi - Use Facility Study; Development Charges Studies; Official Plan; The Blue Mountains Sustainable Path 2010-2060; as well as the related Tangible Capital Assets Policy). Updating the Leisure Activities Plan was approved in the Town's 2020 budget.

The scope of the Leisure Activities Plan update will include recreation, parks and green space programs, facilities and services that are provided by the Town of The Blue Mountains, the community, and the private sector. The study would identify opportunities for recreation, and examine the potential need for a multi-use recreation facility.

The Town's Sustainable Path refers to 'DREAM . ACT . PROSPER.' - a slogan that resonates with the current challenges we all share worldwide! With a strategic and focused approach, we can facilitate the Town moving ahead in an effective and efficient way. It is a golden time to 'ACT' as your slogan suggests, as our current health crisis will eventually pass, and there will be upper government calls and financial support for shovel-ready infrastructure projects to help kick-start the economic recovery. Health and wellness will be a renewed focus for residents and government alike. To 'PROSPER' in these times will take some bold resolve and strategic steps, but when guided by our well-seasoned team with years of experience in recreation and municipal administration, we are confident our involvement and focused processes will offer a positive outcome!

The Dunbar and Associates Consulting Team

Our Consulting Team is made up of Peter Dunbar, Chris Fawcett, and Lynn Iles of Dunbar & Associates.

Peter Dunbar and Chris Fawcett have shared many municipal experiences since the time they both worked together in Wasaga Beach (early 1980's). They have been involved in numerous municipal initiatives, including recreational planning and building projects, parks and recreation master plans, strategic planning, administration and completion of successful municipal infrastructure projects, and have focused on positive, progressive municipal development.

Lynn Iles will implement the on-line survey and assist with the report writing. Lynn has a thirty-two year working relationship with Peter Dunbar in which she has worked with Peter on a wide variety of master plans, strategic plans, and multi-stakeholder planning processes. Lynn's educational background is in Recreation and Environmental Education, so this knowledge greatly enhances her ability to analyze and interpret study findings.

Peter and Chris will keep in frequent contact with the Town's leadership and staff during the course of the study. It may be advantageous to have a steering committee or project team who would be our point of contact and sounding board for the study process.

A detailed resume for each of our team members can be found in attachments.



Overview of Our Team's Objectives and Work Process

The principal objective of our Consulting Team is to make all leisure activity recommendations achievable and doable, financially prudent, and consistent with the financial goals and objectives of the Town of The Blue Mountains.

In general, the process we use involves four practical steps:

1. Collect Information	Good data collection is crucial to proper planning. Information collection will be carried out in a number of ways utilizing a number of data collection techniques. An on-line and paper survey will be administered; interviews with key informants, including volunteers, and community champions will be conducted; four community focus groups (of 5-8 residents) will be convened. As well, relevant reports, maps and documents will be collected.
2. Analyze the Information	The Consulting Team has the expertise to provide objective analysis of the information collected. They will draw on comparisons with a number of other municipal, provincial and federal jurisdictions as well as factoring in the latest trends information related to parks, recreation, leisure, facilities and trails.
3. Come to Important Conclusions	Once the data is collected and analyzed, some conclusions will be drawn, especially as they reflect on the challenges and opportunities facing the Town of The Blue Mountains related to: <ul style="list-style-type: none"> • future leisure activities program requirements; • mechanisms for delivering those leisure programs (e.g. volunteer resources, service agreements with other municipalities, partnerships, etc.) • facility needs and future facility requirements
4. Make Evidence-based Recommendations	From the conclusions, a number of recommendations will be made which will assist the Town with its leisure service delivery over the next 5-10 years.



Project Workplan

The following methodology outlines each step in the study process that will be undertaken by the Consulting Team.

Phase I: Study Context

In this first phase of the study, Peter and Chris will meet with the Town to refine expectations, timelines and deliverables, determine consultation and research process, and identify issues needing validation during the process. We see the Town staff as a strong partner in this process and we need to work closely with them as they are integral to success. For example, it may be advantageous to have a steering committee or project team who would be our point of contact and sounding board for the study process. While the process being undertaken is future driven, it is essential that any plans reflect, and where feasible and necessary, integrate past planning work. To that end, we give careful consideration to:

1. Background Information Review

A thorough review will be completed of past documents that have relevance to this project including, but not limited to: 2006 & 2015 Leisure Activities Plans; Corporate Strategic Plan 2015-2020; 2009 Multi -Use Facility Study; Development Charges Studies; Official Plan; The Blue Mountains Sustainable Path 2010-2060; as well as the related Tangible Capital Assets Policy; current census data and demographic profiles; growth forecasts; County school board projections; location-site mapping; funding options, and so on.

2. Key Leader Input

Key leaders (such as Town officials, Members of Council, staff, committee representatives, and/or community stakeholders) may be asked to give input to the planning of the project. It is important for the Consulting Team to gain an understanding of the priorities that the policy/planning decision makers have in relationship to parks, facilities and recreation to determine what they believe to be the key challenges for the Town and their views on how the challenges could/should be addressed. The Town and consultants will agree on a list of 15-20 individuals to be interviewed (a few in Phase I and the remainder in Phase II).

3. Current Service Analysis

Peter and Chris will review the current effectiveness of the Town in delivering facilities and services and determine ways in which delivery may be enhanced in the future. In conjunction with existing facility and park inventories and other documentation provided by the Town (as listed on p. 6), the survey, interviews and focus groups, the consultants will make recommendations. This review may include such things as: structure, governance and policy; current programs and services; community partnerships; service agreements with neighbouring municipalities; special interests; operational issues; marketing; use of volunteers; and permitting processes; etc.

4. Study Promotion

We are anticipating that the Town will assist us early in the study process to promote and encourage public participation in the survey. We request that the Town mail-out a "post-card" portraying a local recreational or historical moment to become the first vehicle of survey promotion. **An example used successfully in another jurisdiction is in attachments.**

Phase II: Community Consultation

This phase is about information collection and analysis from those with an interest in parks and recreation services. It will lay the groundwork for the decision making process later in the planning process. It is important to ensure that a broad range of community stakeholders have an opportunity to express how they feel about current services and facilities and to be able to identify ways in which their lives can be enriched through recreation, culture and sport participation in the future.

1. Four Focus Groups

Four focus group meetings, of 5-8 people each as determined by the consultants and staff, will be held at strategically chosen locations throughout the Town of The Blue Mountains to ensure residents, from across the municipality, have an opportunity to be informed of the

planning process and provide their input on the parks, facilities and recreation needs of the future.

2. Key Informant Interviews

We will also meet and interview (approximately 15-20) identified stakeholders, such as key leaders, community champions, or potential partners from the community who represent the heart and soul of community recreation and what they envision facilities, parks and green space to look and feel like. We will work closely with Town officials to identify the people to interview.

3. Community Survey

A user friendly on-line survey will be developed on Survey Monkey (with input from Town officials) and provided via the Town's web page that will invite residents (both full and part-time residents) to provide their input to the planning process. Paper copies will also be available for those who do not have internet access. This survey will collect information such as: age/interests/level of understanding of Town services; current level of satisfaction with the Town's facilities and recreation service delivery; current levels of participation; recreation and facility preferences and needs for the future; and suggestions of how the Town could enrich their recreation and facility experiences. A report of survey results will be provided.

The Consulting Team will design, execute and analyze survey results and the Town would be required to arrange web site hosting and promotion of its availability to the community. We have been working on a specific survey for the Town of The Blue Mountains and would work with Town staff to finalize it before administering it to the public.

4. Challenges and Opportunities Report

A Challenges and Opportunities report will be written, consolidating all the information collected to date. This report will provide the anchor to inform decision making by

identifying the key trends, issues, challenges and opportunities that need to be addressed. It is the precursor to making recommendations.

Opportunities and Strengths	Challenges and Issues to Address	Ideas for Moving Forward

Phase III: Draft Recommendations

In this phase, we begin to consolidate all information collected, the analysis and public input, into a set of draft recommendations. Facility and service provision planning is dependent on determining future needs based on current participation/use levels and the gaps that exist that limit future expansion. Through an extensive review and documentation of current conditions, and the integration of participation and needs information collected in the previous phases, the Consulting Team will be able to project what will be needed in the future. Of particular importance will be the challenges and opportunities facing the Town in relationship to the availability of municipal resources to address them.

1. Facility provision guidelines/recommendations will be developed to accommodate short term (5 years) and longer term (10 years) to: classify facility configurations related to projected use patterns; address new facility requirements/development; facility renovations and/or replacement; and to determine where new facilities, if determined to be necessary, could be located.

2. Park, green space, trails and natural and culturally/historically significant outdoor areas guidelines/recommendations will be provided for the short term (5 years) and longer term (10 years) using the information collected, future user/participant needs, frequency and type of use (e.g. formal/informal), linkages to other public, private and tourism properties and amenities.



3. Service and program recommendations, based on public input and the analysis of current levels of service, will be developed and may address such things as use of technology, communication practices, partnership agreements, accessibility, customer service, fee structures, among others.

Phase IV: Implementation and Financial Framework

While it is difficult to validate the Town's future financial capabilities, it is necessary to determine a "best case scenario" based on existing financial data and projections for generating funds necessary to meet the community needs. Describing the long term direction an organization will execute in realistic, seemingly achievable terms is fundamental to ensuring that the outcomes of the study become part of the Town's planning process.





We will prepare a summary of facility provision options, including a list of potential facility elements and priorities as identified through the survey, interviews, and other community engagement activities. We would discuss with Town officials, the development of possible ranking criteria regarding site location for selected recreation facilities. While the resources of this project do not allow for comprehensive and complete analysis and forecasting of the costs to renovate existing and/or build new facilities, where possible and feasible, a framework or financial guidelines will be developed.

It is anticipated that the capital costs of construction or improving recreation facilities could be covered by a combination of funding sources, including the Town's contributions, fundraising activities, partnership alternatives, and potentially senior-level government grant opportunities.

Regarding potential partnerships, a creative search of possible private, public, existing agencies, other municipalities, and other levels of government, will be outlined. Encouraging and establishing partnerships with private, public and community partners may offer opportunities to improve access, affordability, and development of leisure services for residents. Productive liaison with area MP, MPP, and other government officials, would be an important consideration.

A final plan will be written and presented to Council at the completion of the study.

Proposed Timeline

Phase	July	August	September	October	November
I Study Context					
II Community Consultation					
III Draft Recommendations					
IV Implementation, Financial Framework, Final Report					

Budget and Deliverables

Dunbar & Associates estimates that the cost to facilitate the Recreation Facilities, Parks and Green Space study as set out in this proposal is **\$47,850*** plus HST. Consulting fees and related expenses are based on the methodology and deliverables detailed in this proposal.

** upon further review of this proposal with the Town , including the scope and processes of our involvement, and being flexible to the needs of the Town, there may be possible adjustments of process and cost estimate.*

Fees along with expenses would be invoiced according to this schedule:

1. Contract Approval	10%
2. July 15, 2020	20%
3. August 15, 2020	30%
4. September 15, 2020	20%
5. Final Report, November 1, 2020	20%

The Town of The Blue Mountains will be responsible for providing: background reports, mapping, and documentation; promoting survey participation via social media and mail-outs;



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meeting advertisements/invitations; electronic survey web page configuration; meeting room arrangements and invitations, refreshments and rental costs; and for the printing of draft and final reports/documents as required. We anticipate a further and detailed discussion regarding these and other responsibilities early in the process.

One electronic copy of the Final Report (Microsoft Word and PDF) will be supplied by Dunbar & Associates at the completion of the project as well as one bound copy of the Final Report. We will provide a copy of each presentation and any data-based material produced in the undertaking of the study.

Hourly Rate:

Peter Dunbar \$100.00
Chris Fawcett \$100.00
Lynn Iles \$ 50.00

Consulting Fees:	\$43,500.00
Expenses billed at 10%	\$ 4350.00
Total Project Cost	\$47,850.00

Study Phase	Peter Dunbar	Chris Fawcett	Lynn Iles	
Phase I – Study Context	3	3	3.75	
Phase II – Community Consultation	9	9	8	
Phase III – Draft Recommendations	4	4	4	
Phase IV – Implementation and Financial Framework and Final Report	5.25	5.25	8	
Total Project Days	21.25	21.25	23.75	
Total Consulting Fees (excluding HST)	17,000	17,000	9500.00	43,500.00
Expenses at 10%				4350.00
PROJECT TOTAL (+HST)				47,850.00



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Attachments

- ◆ Consulting Team Resumes
- ◆ Sample Post Card for study promotion

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Peter G. Dunbar

Summary

I am a strategic thinker and innovative leader who has worked in local government for the past thirty years and possess extensive experience in managing a Leisure Services portfolio for trend-setting communities.
I build strong relationships with elected officials and service providers, within all levels of government.
My business expertise lies in administering professional direction, advice and support to Senior Management, and empowering staff through responsible, decisive thinking resulting in improved productivity and morale.

Work Experience

2011 to present

Instructor, Part time

Georgian College, Barrie ON
School of Hospitality, Tourism and Recreation

Instructor for the following classes:

- Professional Issues
- Special Event Planning
- Arts, Culture and Heritage
- Trends and Issues in Recreation

I am responsible to develop, initiate and grade assignments, workshops and examinations that support the curriculum established by the College. Students are engaged through professional speakers, out-of-class workshops and challenges focused within the area of class study.

2002 to 2010 (returned from 2013 to 2014 as position transitioned)

Director of Leisure Services

Town of Collingwood, Collingwood ON

Managing an Operational budget of \$3 million dollars, with over 70 staff, I was responsible for the amalgamation of five departments within the town's structure. I developed and implemented two Master Plan processes reflective of the community's vision and a 10-year Strategic Plan for the future.

As an experienced member of many committees and sub-committees, I participated in the restructuring and redevelopment of many community & county initiatives including:

- Special Events for the Community and the Harbourfront
- Transportation transition
- Health & Lifestyle
- Safety & Tourism
- Pay Equity & Job Evaluation

Work Experience

1983-2002

Director of Parks, Recreation and Culture

Town of Collingwood, Collingwood ON

Managing a staff of over 75 employees, including four middle managers, I successfully established, administered, and managed three distinct portfolios Parks, Recreation, and Culture. Among my other roles and responsibilities were:

- Implementation of recommendations from the Recreational Master Plan
- Member of Collingwood's 2008 Olympic Bid Team (Equestrian Site)
- Chairman, Ontario Senior Winter Games Festival 2000
- Member of Executive & Bid Committees, 1997 World Winter Special Olympics (Collingwood formalized a successful bid)
- Consolidation of Parks, Arena and Horticultural Boards as one Recreation department
- Liaison between community groups and municipal government to achieve common goals of Council
- Supervisor of parks, trails, arena, museum, fitness centre, Welcome Centre, Aquatic Centre, and green space

1978 - 1983

Recreation Director

Town of Wasaga Beach, Wasaga Beach ON

Supervisor of 50 staff members, my responsibilities included:

- Arena management
- Creation, design and development of municipal parks
- Launching and promotion of special events
- Community Service Program Co-Ordinator for volunteer programs

1977 - 1978

Community Centre Manager

Drayton Community Centre Drayton, ON

Responsible for creating, implementing and monitoring the annual budget. Developed plans for a new complex and responsible for purchasing and accounts receivable for the facility.

1968 - 1977

Professional Sports Career

Canada and USA

1968-1977	Professional Hockey Player
1976-1977	Director of Centennial Hockey School
1972-1975	Director of Physical Education
1968-1972	Hockey School Instructor
1976	Actor in the movie "Slap Shot", Universal Studios

Education & Training

2006-2008

IAMMM 3-Year Senior Executive Symposium

Cornell University New York, USA

School of Hotel Management

Visioning Management, Strategic Planning for Leaders, Leadership Culture for the Future.

1999

Post-Graduate Diploma in Hospitality, Recreation and Tourism

Humber College Toronto ON

1995

Recreation Facility Design Course

Colorado State University Colorado, USA

1993

Part-time Masters Degree in Leisure Studies (6 of 20 credits completed)

University of Waterloo Waterloo ON

1983

Diploma in Recreation Leadership

Humber College Toronto ON

1979

Diploma in Arena Management

Humber College Toronto ON

1970-1973

Honours Bachelor of Science in Education

University of Michigan Ann Arbor, USA

Certifications

2003

Project Change Management, Schulich School of Business, York University

Understanding Project Economics and Politics, Schulich School of Business, University

2002

- **Certified Municipal Manager III, The Ontario Municipal Management Institute**
- **Introduction to Microsoft Project Workshop, Schulich School of Business, York University**

1983-1990

Professional Development Program, University of Guelph

Permanent Arena Manager's Certificate, #290

Arena Management Certification, #2060-84

Recreation Administrators Level III, #4007-89

National Coaches Certification Program, Level IV

Association Memberships

2009-2012	PARC Advisory Committee (OPHEA program) Board of Directors, Sport Alliance of Ontario
2004-2012	Clearview Municipal Trails Committee
	Parks Recreation Ontario
	Ontario Recreation Facilities Association
	Canadian Parks/Recreation Association
	Simcoe County Recreation Association
2002 and 2005	Liberal Convention Delegate,
1999-2003	Rogers Television Community Advisory Board
1989-1994	Chairman of TV Ontario Regional Advisory Board
	Georgian Trail Board of Management
1988	Founding member of International Greenways Council
1986-1990	Board of Directors, Blue Mountain Foundation for the Arts
1986	Ministry of Recreation and Tourism Master Plan Review Committee
1983-1993	Ontario Recreation Society
1983-1986	Executive, Collingwood Shipbuilders Sr. A Hockey Team
	Ontario Trails Association
	Federation Network Association
	Leisure Intelligence Network (LIN), Ontario, Founding Board Member

SPECIAL EVENTS

I oversaw a very diverse group of events holding a variety of positions including:

2013 and 2014	Chair, Collingwood Elvis Festival
2008	Executive Member, Paralympic Games
	Chair, Ontario Winter Games
2006	Executive Member, Ontario Winter Games
2003 to 2010	Chair, Collingwood Elvis Festival
2000	Chair, Winterfest, Ontario Senior Games
1998	Liaison, Liberal Caucus Meeting, Federal Government level
1997	Co-Chair, Toronto/Collingwood World Winter Games
1996	Co-Chair, World Masters Weightlifting Federation Championships
1995	Co-Chair, World Special Olympic Bid Committee (Collingwood)
1994	Co-Chair, Georgian Bay Tall Ship Festival
1993	Executive Committee, World Student Ski Championships
1991	General Manager, Ontario Winter Games (Collingwood)
	Co-Host, Team Canada Hockey Training Camp
	Co-Host, An Evening of Champions, Figure Skating
1988 and 1990	Co-Chair, Ontario Arena Association Conference
1987	Executive Member, Bid Team, Canadian School Boy Wrestling Championships
1986 to 2010	Director, Collingwood World Cup Horse Show
1982	Director, North American Board Sailing Championships
1979 to 1983	Director, International Silver Stick Hockey Tournament

Consulting Projects

I provided professional expertise on a variety of Master Plans and studies including:

	Ramara Trails Exspansion Project
2017	Kincardine recreational Master Plan
2015	Organize and Administrate Liberal Provincial celebration
2014-15	Arnprior Recreation Master Plan;
	Mayfield Subdidvision Caladon peer review team
2013/14	Sunnidale Trails Secondary Plan Cultural and Needs Assessment Study
2012-2015	Ramara Parks and Recreation Master Plan Study
2012	Wasaga Beach Parks, Facilities and Recreation Master Plan Study
2010	Provincial Trails Policy Development Committee
2009-2012	Simcoe County Master Trails Plan
2006-2007	Trails Study (life changes correlated to proximity to trails)
2004	Provincial Trails Policy Development Committee
1999	Simcoe Grey, A Regional Trail Network Strategy;
	The Economic Benefits of the Georgian Trail to the Town of Collingwood and Region (published)
1998	Regional Tourism Best Practice Symposium, Atlantic Canada, Regional Trails
1993-1994	Nipissing East Community Opportunities Near North Trails Partnership Trails Master Plan
1992-1993	Rails to Trails to Greenways Manual;
	Wasaga Beach Trails Master Plan
1991-1992	Simcoe County Trails Master Plan
1990-1991	Seguin Trail Management Plan
1989-1990	Rails to Trail Binder Series

Researcher/Writer

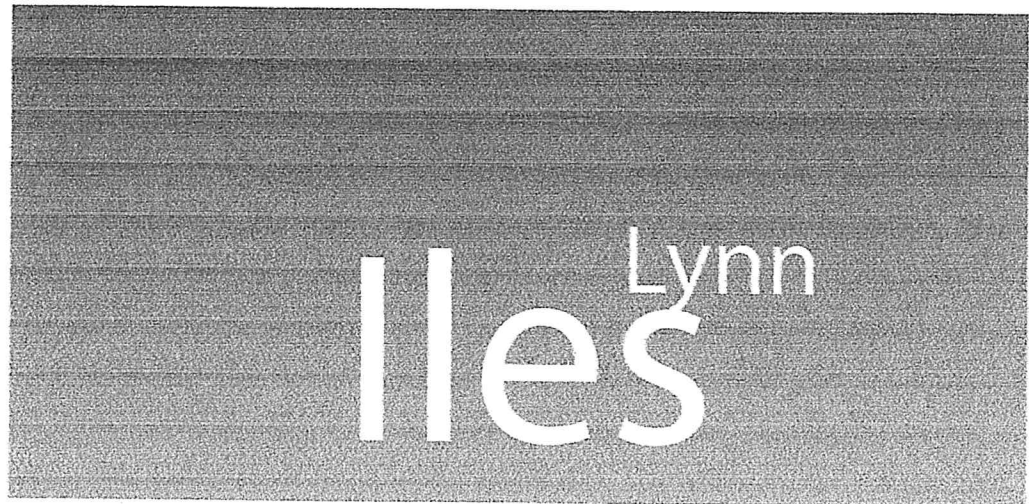
- + Training Resources
- + Interpretive Materials
- + Planning Documents
- + Books and Reports

Address

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- + lynnblack@xplornet.com



Profile

I have 35 years experience in research, program design, and writing as well as an extensive career in recreation and outdoor education. The scope of my work includes: workbooks and training materials, interpretive signs and programs, master plans, strategic plans, white papers, e-books, website content, magazine articles, survey design and analysis, literature searches and reviews, program evaluation and marketing materials. I have developed interpretive programs and taught at a number of outdoor education/recreation centres.

Work Experience

EXAMPLES OF RELEVANT WORK EXPERIENCE

- »Project Coordinator, Sequin Trail Management Plan for Ministry of Natural Resources and County of Simcoe Rails to Trails to Greenways Master Plan Study
- »Did research, report writing, survey design and analysis for Wasaga Beach Parks, Facilities and Recreation Master Plan, Ramara Parks and Recreation Master Plan, Arnprior Recreation Master Plan
- »Compiled and completed summary response charts from 50 stakeholder groups as part of survey analysis, Ontario Trails Strategy for David A. Clark Consulting Inc.
- »Researched and wrote text (for Page Graphics) for the Clearview Township marketing brochure *Come to Clearview Rediscover Life's Simple Pleasures* highlighting significant natural, historic and cultural features, including trails, in the township.
- »Researched and wrote interpretive sign text (for Page Graphics) on historic and natural features of Samuel Wilmot Nature Trail, Valleys 2000 Bowmanville Creek Bypass Channel and First Nations display panel at Discovery Centre, Providence Bay on Manitoulin Island
- »Ganaraska Forest Centre Co-ordinator, responsible for supervising the delivery of outdoor education and recreation programs for six school boards and public
- »Part-time Outdoor Education Instructor and program developer at Tiffin Centre for Conservation and Hands-On Science
- »Researched visitor profiles for Parks Canada trail-related activities

Skills

- Research
- Writing
- Editing/Proofing
- Nature/History
- Interpretation
- Trails, Parks, Outdoor
- Education Planning
- Program Design
- Analysis/Evaluation

Education

- MASTER OF ENVIRONMENTAL STUDIES (MES) YORK UNIVERSITY 1985
Thesis entitled "Future Directions in Out-of-Classroom Education"
- BACHELOR OF ARTS (BA) HONORS CO-OP RECREATION UNIVERSITY OF WATERLOO 1983
Thesis entitled "Criteria For Successful Linked Roadside Exhibits—Case Study"

Chris Fawcett

153 Chamonix Cres.

Blue Mountains, ON, L9Y 0S7

cfawcett1@hotmail.com / 705 888 9234

I have 25 years experience within municipal administration, including :

- Treasurer, Town of Wasaga Beach 1982-1987
- Municipal Clerk / Township Manager, Township of Collingwood 1987-1998
- Town Manager/Director of Finance, Town of The Blue Mountains 1998-2007

Education :

- Bachelor of Arts - Geography & Social Sciences University of Guelph 1971
- Diploma of Business Administration (MBA courses) Waterloo Laurier University, 1973
- Numerous municipal courses within the AMCTO & Municipal Administrators programs

Work Experience :

- some highlights, in addition to the normal municipal administration duties, include involvement in the following municipal initiatives :
 - establishment of the Georgian Trail / Collingwood Twp. portion
 - L.E. Shore Library - in charge of property acquisition, co-ordination with architect group, building committee administration
 - new Fire Hall in Craigeith - location/feasibility study committee
 - new Fire Hall on Clarke St. - location/feasibility study committee / property acquisition
 - Beaver Valley Community Centre - development / municipal co-ordination
 - Delphi Park lands acquisition - lead negotiations / purchase from OPG
 - School Bd. property on Grey Rd. 19 - assigned negotiation/purchase
 - purchase of previous Curling Club property in Thornbury / demolition & conversion for parking
 - lead review of all services / assets of Township & Town regarding amalgamation
 - co-ordination of first Town Development Charges Studies
 - involvement / co-ordination of numerous Town/Twp. sewer & water facilities expansion projects / Local Improvement projects
 - Application, co-ordination, and administration of the Town's 'Superbuild' project a successful \$30 mil. + gov't & private sector partnership that included :
 - Thornbury streetscape works
 - Craigeith Depot project
 - Marsh Street Centre partnership
 - Trail developments / County Rd. # 19 and other area trails
 - Intrawest partnership / Tourism infrastructure



WE'VE COME A LONG WAY

WHAT'S YOUR VISION
FOR ARNPRIOR?



ARNPRIOR

JOIN THE CONVERSATION:
TAKE THE RECREATION
MASTERPLAN SURVEY

<http://arnprior.ca/town/recreation-master-plan/>

Paper copies available in the Municipal Offices and Nick Smith Center



→ barcode / to
access survey!

- ATTACH. - SAMPLE 'POST CARD' (front & back)
- for study promotion
 - use a local photo!
 - customize for TBM!