



**MUNICIPALITY OF TWEED**

**TERMS OF REFERENCE**

**FOR**

**MASTER PARKS AND RECREATION PLAN**

**R.F.P NO. 2024-01-510**

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**MUNICIPALITY OF TWEED  
REQUEST FOR PROPOSAL  
FOR  
RECREATION MASTER PLAN  
R.F.P NO. 2024-01-510**

The Municipality of Tweed is soliciting proposals from reputable consulting firms to execute a thorough Parks and Recreation Master Plan. Submissions are restricted to firms capable of demonstrating qualifications and expertise in the field of recreation, particularly with a track record of developing municipal Parks and Recreation master plans.

Sealed proposals and clearly marked shall be submitted to:

**Gloria Raybone, CAO/Treasurer  
Municipality of Tweed  
255 Metcalf St., Postal Bag 729  
Tweed, ON K0K3J0**

**RECREATION MASTER PLAN  
R.F.P. NO. 2024-01-510**

And must be received no later than:

**Tuesday, April 30th, 2024, at 2:00 p.m. (EST)**

Proposals will be opened publicly and read aloud immediately thereafter in the Committee room of the Municipality of Tweed, 255 Metcalf St. Tweed, Ontario.

Questions regarding this proposal must be directed to Rachelle Hardesty, Manager of Community Development/Parks and Recreation, at 613-478-2535 or by email [rhargesty@tweed.ca](mailto:rhargesty@tweed.ca).

The Municipality reserves the right to reject any or all proposals, irrespective of price. The lowest bid or any proposal may not necessarily be accepted. Furthermore, the Municipality retains the discretion to waive irregularities and informalities in the proposals and to award the contract in the best interest of the municipality.

The accepted proposal must be approved by Council.

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## **SECTION 2**

### **GENERAL INFORMATION**

#### **2.1 REQUEST FOR PROPOSAL INTENTION**

The Municipality of Tweed seeks to develop a Parks and Recreation Master Plan to strategically steer the Parks and Recreation Department and its services until 2034. The successful proponent will undertake all activities pertaining to research, consultation, engagement, and plan preparation.

#### **2.2 QUALIFICATIONS**

The Municipality reserves the right to carefully consider all proposals and may choose to reject any or all of them, regardless of the bid amount. We also retain the flexibility to waive minor irregularities or informalities in the proposals. Our goal is to select the proposal that best aligns with the needs and interests of the municipality. Additionally, any proposal deemed suitable will require approval from the Council.

#### **2.3 PROJECT COMPLETION**

The Municipality wishes to have the project completed by November 1<sup>st</sup>, 2024.

#### **2.4 SUBMISSION DEADLINE**

The Request for Proposals closes at 2:00p.m., Tuesday, April 30th, 2024, and will be publicly opened immediately thereafter in the Committee Room at the Municipality of Tweed.

Late proposals will not be accepted and will be returned unopened.

#### **2.5 MUNICIPAL FREEDOM OF INFORMATION PROTECTION OF PRIVACY ACT**

The Municipality of Tweed operates under the Municipal Freedom of Information and Protection of Privacy Act. Consequently, consulting firms must acknowledge that proposal contents may be disclosed to the public as a condition of the request for proposal process.

#### **2.6 LOCATION OF THE MUNICIPALITY OF TWEED**

The Municipality of Tweed is situated in Hastings County, Ontario, Canada. It is positioned approximately halfway between the major Canadian cities of Toronto

and Ottawa. Specifically, it lies 20 minutes north of Belleville, a city in eastern Ontario, and it is intersected by highways 7 and 37.

In terms of population, according to Statistics Canada's 2021 Census of Population, the Municipality of Tweed has a population count of 6,067 people. This provides a snapshot of the demographic makeup of the area as of that census year.

The Municipality currently maintains approximately 2,176 square metres of indoor recreation facilities and approximately 211,221 square metres of outdoor recreation facilities.

## **2.7 CONSULTING FIRMS INSURANCE**

The successful consulting firm must maintain a comprehensive professional liability insurance policy with coverage of no less than \$2,000,000. The Municipality of Tweed is to be listed as an additional insured party on this policy. A certified copy of the policy or certificate shall be provided to the municipality within seven (7) days of being notified of a successful bid.

## **2.8 INQUIRIES**

Questions regarding the general information must be directed to:

Rachelle Hardesty  
Manager of Community Development/Parks and Recreation  
Municipality of Tweed  
255 Metcalf St., Postal Bag 729  
Tweed, ON K0K 3J0

Phone: 613-478-2535

Email: [rhardesty@tweed.ca](mailto:rhardesty@tweed.ca)

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## **SECTION 3**

### **PROJECT DESCRIPTION**

#### **3.1 PROJECT REQUIREMENTS**

The Municipality of Tweed is seeking the services of a qualified and competent consulting firm to complete a Master Parks and Recreation Plan. This plan is intended to enable the municipality to strategically manage the direction of parks and recreation services until 2036.

#### **3.2 PROJECT OVERVIEW**

The Master Plan will serve as a guide for developing and delivering services, prioritizing demands, and opportunities, evaluating current parks, recreational facilities, playgrounds, and programs, and exploring existing user fees and cost recovery options. It will establish a framework to efficiently manage and maintain parks and open spaces, review recreation programs and facilities in a cost-effective, proactive manner, in line with industry standards and best practices, for the next ten (10) years.

Additionally, the Master Plan must recognize the Municipality of Tweed's provision of leisure and recreation opportunities for both residents and non-residents. Its outcomes and results should present a clear action plan to direct the municipality in the sustainable development of future recreation facilities and opportunities.

#### **3.3 RESPONSIBLE DEPARTMENT**

The Parks and Recreation Department will oversee the development and implementation of the Master Parks and Recreation plan. This department is responsible for directly providing and assisting in the provision of a wide variety of parks and recreation services and amenities. The successful bidder will collaborate closely with the department during the preparation and approval of the Master Plan.

#### **3.4 PROJECT OBJECTIVES**

The primary goal of the project is to develop a plan with a community-centered approach. It is imperative that extensive community engagement occurs throughout the process, as the intent is to incorporate substantial community input into the development of the plan. The Municipality requires the following key objectives be met:

1. Creation of an Impactful Vision: Develop a vision for the delivery of recreation and cultural programming that reflects the varied needs, interests, and priorities of the community, while aligning with the priorities of the Council.



2. **Comprehensive Inventory:** Develop a comprehensive inventory of Recreation and Culture programs, services, events, and relevant facilities, including an analysis of utilization levels, capacity, and sustainability of these items.
3. **Detailed Needs Assessment:** Complete a detailed needs assessment/gap analysis to determine the current and desired states of recreation in the community, identifying gaps, barriers, and opportunities relative to recreation programming, services, events, facilities, parks (greenspace available for public recreation), and trails.
4. **Partnership Opportunities:** Identify partnership opportunities for the enhancement of recreation and cultural programs, activities, events, and services.
5. **Community-Use Spaces Management:** Examine the dedicated community-use spaces currently being utilized in the Village and Hamlet recreation facilities and halls and provide recommendations on how to best manage these assets.
6. **Consideration of Benefits:** Ensure that the personal, social, economic, and environmental benefits of recreation and culture are considered throughout the plan.
7. **S.W.O.T. Analysis:** Complete a comprehensive S.W.O.T. Analysis to provide a detailed overview of the strengths, weaknesses, opportunities, and threats facing the systems of recreation program/service provision currently being utilized by the Municipality.
8. **Identification of Diverse Recreational Needs:** Clearly identify and assess the diverse recreational needs and wishes of the general public, user groups, community partners, and other key stakeholders.
9. **Grant Programs and Funding Strategies:** Identify key grant programs or funding strategies that will help maximize potential opportunities to enhance overall service provision.
10. **Promotion of Healthy Living:** Identify opportunities to promote healthy living and personal wellness among all age groups and segments of the community through recreation service provision.
11. **Volunteer Engagement:** Provide meaningful strategies to increase volunteer opportunities and engagement in recreation programs and services.

**Needs Assessment:**

a. Undertake a comprehensive review of the current state (snapshot) and determine the desired state, identifying gaps and priorities concerning parks, trails, open spaces, recreation facilities, community programs, services, and events, through a robust and validated consultation process. This process is expected to yield the following outcomes:

a. Review the level of usage for specific age groups and identify barriers to participation.

b. Identify differences between users and non-users of leisure activities.

c. Ascertain the degree of satisfaction in current programs, events, facilities, and parks.

d. Identify priority needs, preferred activities, gaps, and opportunities for age and interest-based sectors of the community in relation to programs, events, facilities, and parks.

e. Identify the extent to which leisure services outside the community are utilized and opportunities for the Municipality to capture some of this usage.

f. Identify the level of awareness of programs and services offered.

g. Identify preferred program, service, and facility improvements and willingness to pay.

### **Programming:**

a. Assess community and neighborhood strengths, weaknesses, opportunities, and threats to the delivery of parks and recreation services.

b. Determine if the current mix of programs, services, and events (public, private, and not-for-profit) available to residents is balanced, accessible, and appropriately addresses the current and future needs of both residents and visitors of the community.

c. Determine where the Municipality should expand or curtail events, programming, services, and facilities in areas such as children, youth, older adults, lower income, community engagement, special needs, direct programming, and facility allocation.

d. Develop and assess delivery and programming options, recommending preferred options and rationale for the same.

e. Develop principles for when the Municipality should be directly involved in the delivery of events and programming and when they should support or not be involved.

### **Recreation Facilities:**

- a. Develop prioritized short, medium, and long-term capital improvement plans (10-year period) for upgrades to existing facilities and new construction, including outdoor sports facilities, multiplex facilities, standalone facilities, and cultural facilities. Long-term projects include major construction or acquisitions and consider needs, locations/distribution, schedules, and financial strategies. All potential projects/upgrades would be accompanied by general cost estimates and an identified corresponding year.
- b. Develop goals and objectives for the provision of facilities as it reflects programs and services for the short, medium, and long term.
- c. Evaluate facility location and design in relation to demographic requirements over the life of the Plan.
- d. Evaluate facility location and design in relation to sizing and typologies guides (i.e., positioning).
- e. Develop a utilization and capacity analysis and model for peak and non-prime time.
- f. Recommend a priority order booking process for the use of Municipality-owned and operated facilities.

### **Parks and Open Space:**

- a. Evaluate the existing inventory of parks and open space, including existing amenities, based on the active and passive opportunities the spaces provide.
- b. Determine a viable park and open space hierarchy and rationalize the suitability for users and the Municipality of Tweed now and into the future (i.e., what is suitable in a/for a neighborhood park or community park, greenways, specialty parks, etc.).
- c. Determine suitable locations and provide rationale for specialty parks, such as dog parks.
- d. Examine and predict the impact of trends in parkland development based on the existing parks inventory.
- e. Provide a general Parks Use By-law template or outline based on leading municipal practice that would be appropriate for application in the Municipality of Tweed.
- f. Provide best practice guidelines for edible landscapes and community gardens in urban parks.

### **Policy Considerations:**

- a. Assess the Municipality of Tweed's role in providing recreation, parks, facility, and cultural opportunities from a community-wide perspective as well as from a visitor's perspective.
- b. Evaluate the array of programs and services currently provided in relation to community needs and desires over the life of the Master Plan.
- c. Explore the relationship between municipal services and those provided by other local agencies, organizations, and the private sector.
- d. Examine the role of existing partnerships in guiding the development of community partnership arrangements in the future.
- e. Conduct a contemporary and future look at the role that volunteers play in the provision of parks and recreation services.
- f. Identify changes required or needed to current policies and processes to move the current status quo to a desired future state.
- g. Explore location options for future opportunities to provide additional facilities, parks, and amenities, including but not limited to single-purpose and multipurpose facilities, trails, parks, natural and open spaces, outdoor/indoor sport facilities, and active and passive spaces for spontaneous use.
- h. Evaluate travel distances for residents to access parks, facilities, and amenities, with recommendations to improve the status quo.
- i. Evaluate facility, indoor and outdoor, recreational needs over the short, medium, and long-term life of the plan.
- j. Assess the current organizational structure, staffing capacity, and resource allocation to achieve the desired goals and objectives of the plan.
- k. Evaluate the existing inventory of parks and recreational facilities based on a shift towards multi-use and multipurpose experiences.

### **3.5 CONSULTATION AND ENGAGEMENT**

To ensure the success of the Master Parks and Recreation Plan, it is imperative to incorporate community engagement as a fundamental component of the planning process. For instance, proposals must include a comprehensive outline detailing how the community, council, staff, community partners, user groups, and other stakeholders will be actively engaged. At a minimum, the consultation must include:

The consultation process must encompass the following elements:

1. Meetings and/or interviews with Council members, the Chief Administrative Officer (CAO), the Parks and Recreation Manager and Supervisor, and the Preliminary Community Centre Task Force.
2. Meetings with all user groups, key stakeholders, community partners, service clubs, youth representatives, and members of the general public.
3. The application must specify the consultant's approach to outreach and engagement with the community.

### **3.6 TIMELINE**

Applicants are required to include a timeline as part of their submission. A summary report is expected to be submitted and presented to Council at the midpoint of the project timeline during a public Council meeting. Furthermore, the final report is expected to be submitted and presented to Council by November 10th, also during a public Council meeting. Proposals must allocate adequate time to ensure that the level of community engagement is sufficiently robust to achieve the highest possible level of community engagement.

### **3.7 PROJECT DELIVERABLES**

The consultant is tasked with providing the Municipality of Tweed with the following deliverables:

1. A progress report submitted to Council, to be presented at the midpoint of the project timeline.
2. A comprehensive final report that fulfills all objectives, to be formally presented at a public Council Meeting on November 10th, 2024.
3. Five printed copies of the final report, including maps, illustrations, and schedules.
4. One USB drive containing Word and PDF versions of the final report, along with maps, illustrations, and schedules.
5. Ensuring that all documentation meets Accessibility for Ontarians with Disabilities Act (AODA) requirements.
6. Any additional supporting materials as mutually agreed upon by the Municipality of Tweed and the consulting team.

**SECTION 4**  
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## **SECTION 4**

### **PROPOSAL REQUIREMENTS**

#### **4.1 PROPOSAL REQUIREMENTS SUBMITTED BY CONSULTING FIRM**

The proposals submitted by consultants for the Municipality of Tweed must clearly demonstrate adherence to the Terms of Reference 2024-01-510. Each proposal should encompass, but not be limited to, the following:

1. A detailed work chart or schedule outlining the timing of major tasks and milestones.
2. Description of the consulting firm's relevant previous work, emphasizing experience and expertise aligned with the specific requirements and objectives of this project.
3. Breakdown of the maximum total project cost for each component, including major tasks or milestones, field inspections, report writing, printing costs, and other disbursements listed separately.
4. Identification of any special circumstances necessary for project completion.
5. Recognition of potential gaps in the Terms of Reference and strategies for addressing these gaps within project activities.
6. Submission of a comprehensive list of previous projects of similar scale or type successfully completed for municipal clients.

#### **4.2 PROPOSAL EVALUATION**

The Municipality of Tweed will review proposals submitted by each individual firm following the closing date. A scoring system will be employed based on the following categories:

1. Quality of the proposal submitted, including approach and methodology:
  - Clarity and ease of understanding.
  - General approach.
  - Proposed public and stakeholder consultation methods.
  - Understanding of project objectives.
  - Quality and presentation of the proposal.
  - Proposed level of effort.
2. Experience in completing similar plans:

- Previous experience with similar projects.
  - Experience working with municipalities of 10,000 people or fewer.
3. Key Personnel assigned to the project:
    - Experience in public and stakeholder engagement.
    - Qualifications.
    - Local knowledge, understanding of the area, and direct experience.
  4. Proposal Cost and perceived overall value of services proposed.
  5. Work plan & schedule.

It is important to note that the Municipality of Tweed reserves the right to assign weighting to each of the above five categories. Additionally, any proposal failing to include mandatory requirements as outlined in the Terms of Reference will be automatically disqualified.

#### **4.3 CONTRACT**

The consulting firm is required to include a draft engagement contract with their proposal for the Municipality of Tweed. The consulting firm will enter into a contract with the Municipality of Tweed. This contract will specify that the work to be undertaken shall be carried out to the satisfaction of the Municipality in accordance with the request for proposal and for the agreed-upon amount. Additionally, the contract will state that no additional compensation shall be provided to the consulting firm for any additional work unless prior written authorization has been granted. At a minimum, the contract will include the Request for Proposal and the accepted Proposal.



**SECTION 5**  
**FORM OF PROPOSAL**  
**DECLARATION**

I/We, the undersigned authorized signing officer of the Proponent, hereby affirm that no person, firm, or corporation other than the one represented by the signature (or signatures) of proper officers as provided below, has any interest in the proposal.

Furthermore, I/We declare that all statements, schedules, and other information provided in this proposal are true, complete, and accurate to the best of the Proponent's knowledge and belief.

I/We affirm that this proposal is made without any connection, knowledge, comparison of figures, or arrangement with any other company, firm, or persons

Additionally, I/We declare that no employee of the Municipality of Tweed will become interested, directly or indirectly, as a contracting party or otherwise in the supplies, work, or business to which it relates, or in any portion of the profits thereof, or in any such supplies to be therein, or in any of the monies to be derived therefrom.

I/We further affirm that the undersigned is empowered by the Proponent to negotiate all matters with the Corporation of the Municipality of Tweed representatives relative to this proposal.

Moreover, I/We declare that the agent listed below is hereby authorized by the Proponent to submit this proposal and negotiate on behalf of the Proponent.

Lastly, I/We agree that in submitting this Proposal, we recognize that the Municipality may accept any Proposal in whole or in part, or elect to reject all proposals.

**ACKNOWLEDGEMENT OF ADDENDA**

I/We have received and allowed for Addenda Number \_\_\_\_\_ in preparing my/our proposal. Insert # or 'none'.

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

**NOTE: Failure to sign this page and return with your submission will result in non-acceptance of your submission.**