



# Community Services Master Plan – Project Charter

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Project: Community Services Master Plan 2022-2026  
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Date: January 21, 2021  
Adopted: February 3, 2021

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## **1.0 Project Mission & Charter**

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### **1.1 Project Mission**

The Community Services Master Plan 2022-2026 (CSMP) is intended to provide strategic direction across the community services department for the next five years. It will be available to Middlesex Centre Council and senior administration as an important point of reference to inform future decision making and overall investment in the areas of recreation programming, facilities, parks, playgrounds, trails and other related departmental services. Further, the CSMP will serve as a foundational document for future project-specific or tactical planning such as feasibility studies, frequent reporting and annual departmental business plans.

This project focuses on the completion of a five-year CSMP that will guide the department to effectively plan, budget, implement and deliver on identified priorities while supporting the municipality's strategic plan.

### **1.2 Purpose of the Project Charter**

In an effort to move this project forward in a timely manner, it is recommended that a project charter be used. The project charter outlines the scope, schedule, budget, milestones, delivery strategy and risks associated with the project. The adoption of a project charter will allow the project steering committee to finalize a detailed project schedule. A project charter establishes a full understanding of the expected objectives, outcomes and deliverables for this project and will guide the project steering committee in its management and completion.

Once approved by Council, the charter and any amendments will guide the management of the project.

## **2.0 Background**

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### **2.1 Project Background**

In the fall of 2011, Middlesex Centre Council approved a comprehensive review of the Community Services Department and the completion of a 10 year Master Plan. Monteith-Brown Planning Consultants were selected to complete the plan which was finalized, presented and endorsed by Council on May 23, 2012.

Over the last 8 years, staff have actively worked on the implementation of the 73 recommendations identified in the plan. In all, 62 of the 73 recommendations have been

completed to date or are now in progress. The remaining 11 recommendations will be addressed as part of this project to determine if there is still a need or desire for them, and/or if they should be modified to reflect the current environment.

Middlesex Centre is a growing community which has resulted in the ongoing demand and expectation of higher levels of service on existing facilities, assets, administrative services and recreational programs. The existing CSMP has become outdated. Staff are aiming to complete a new five-year plan that will provide guidance to effective planning, budgeting, implementation and delivery of stated goals and initiatives within the Community Services Department.

### 3.0 Project Governance and Steering Committee

The following outlines project governance and the project steering committee along with their roles and responsibilities.

Project Role	Responsibilities
Project Approval Council	<ul style="list-style-type: none"> <li>• Approves project charter and project plan and approves any significant changes made to the scope of the project</li> <li>• Provides final approval of CSMP and endorsement of identified recommendations/priorities/initiatives</li> </ul>
Project Sponsor: Michael Di Lullo, CAO	<ul style="list-style-type: none"> <li>• Provides oversight and strategic direction</li> <li>• Provides approval of project charter prior to going to Council</li> <li>• Approves and confirms project goals, objectives and deliverables prior to going to Council</li> <li>• Assists in the resolution of any conflicts</li> </ul>
Project Manager: Scott Mairs, Director, Community Services	<ul style="list-style-type: none"> <li>• Controls the day-to-day aspects of the project</li> <li>• Develops and maintains the project charter, project plans and all documentation</li> <li>• Identifies project objectives and deliverables</li> <li>• Identifies and manages risks</li> <li>• Reports and forecasts project status</li> <li>• Resolves conflicts within the project</li> <li>• Oversees quality assurance of the project management process</li> <li>• Executes formal reviews and management reviews</li> <li>• Helps resolve issues and change requests</li> <li>• Tracks action items and any related budgets</li> </ul>

Project Role	Responsibilities
Project Steering Committee: <ul style="list-style-type: none"> <li>• Justin Fidler</li> <li>• Ryan Darling</li> <li>• Lise Massen</li> <li>• Kent Ferguson</li> <li>• Debbie Heffernan (Council)</li> <li>• Heather Kepran</li> </ul>	<ul style="list-style-type: none"> <li>• Provides ongoing review of the development of the study, process and reports to ensure project scope is being adhered to</li> <li>• Provides guidance, feedback and recommendations for the plan including goals, objectives and the public consultation process</li> <li>• Organizes, supports and participates in the review, public consultation and other activities as they relate to the development of the plan</li> <li>• Attends meetings as required to assist in achieving project objectives and deliverables and advancing the project</li> <li>• Assists in completing research, data gathering, analysis and documentation as outlined in the project plan</li> </ul>
Public Review and Oversight Community Services Advisory Committee	<ul style="list-style-type: none"> <li>• Reviews project scope and parameters</li> <li>• Participates in public consultations and other activities as they relate to the development of the plan</li> <li>• Encourages public participation and input – ambassadors for the CSMP project</li> </ul>

## 4.0 Management & Accountability Approach

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### 4.1 Accountability Structure

The project steering committee will meet as required to provide strategic direction to the project manager and sponsor and when key decisions of Council are required.

### 4.2 Progress Reporting to Council and the Public

It is recognized that this project will have a high level of interest in the community. To ensure that Council and the public are kept informed on its progress, the Middlesex Centre website and other media channels (social media, newsletters, media releases, etc.) will be used to share updates and the status of this project.

### 4.3 Change Management

Significant scope changes related to project scope or budget will be approved by Council (e.g., changes to the items listed under Objectives). Changes that fundamentally alter the mandate of this charter will be presented to Council for final approval (e.g., changes to the deliverables listed).

## 5.0 Defining Success

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### 5.1 Strategic Alignment

This project contributes and supports the municipality's strategic plan (2021-2026) by meeting the needs of both current and future residents of Middlesex Centre. The strategic plan along with other relevant plans and strategies will be consulted over the course of this project. These documents include:

- 2012 Community Services Master Plan
- 2014 Trails Master Plan
- 2017 Ilderton Indoor Recreation Facility Needs Study
- 2018 'You Matter' Community Survey
- 2019 Community Services Rates & Fees Study
- 2020 Official Plan Review
- 2020 Asset Management Plan
- Long-Term Financial Plan

The municipality's commitment to excellence and quality in the provision of services is demonstrated through alignment with provincial and national strategic planning related to recreation and sport. Wherever possible, the CSMP will look to incorporate practices and principles from the following policy and framework documents:

- Provincial:
  - Ontario Support for the Framework for Recreation in Canada 2015
- National:
  - A Framework for Recreation in Canada 2015: "Pathways to Wellbeing"
  - A Common Vision for increasing physical activity and reducing sedentary living in Canada: "Let's Get Moving"
  - Sport for Life and the Long-term Athlete Development Framework

## 5.2 Objectives

This project looks to achieve the following objectives:

- Review of past studies and community profile
- Assess the current state of the Community Services Department in the delivery of services to the community
- Complete a comprehensive public engagement process for both internal and external stakeholders
- Identify key service delivery priorities and areas of optimization including any gaps in service delivery
- Identify long-term strategies for healthy and active living and meets the needs, priorities, values and interests of the community
- Identify areas of potential partnerships
- Set priorities for capital investment in existing and new infrastructure – sound financial planning and budgeting for community services functions

## 5.3 Deliverables

The project looks to complete the following deliverables:

- A comprehensive five year Community Services Master Plan that presents a vision and strategy for the future of the Community Services Department between 2022-2026
- Identify short, medium and long-term initiatives
- Provides an Implementation Plan

## 6.0 Budget, Project Timeline & Planning Process

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### 6.1 Budget

As this project is being completed internally, external costs to complete the project will be minimal. Staff time to complete this project will be tracked and reported to the project sponsor. External costs may include refreshments for various public/stakeholder consultation meetings (if permitted due to COVID-19) and disbursements for items like newspaper advertising, printing, paper surveys, etc. A budget of \$2,500 has been allocated to this project.

## 6.2 Project Timeline & Planning Process

Staff anticipate the project will take approximately 10 months to complete and will be broken into four phases:

- Phase 1 – Project Initiation, Data Gathering & Analysis (2 months)
- Phase 2 – Stakeholder & Community Engagement (4 months)
- Phase 3 – Develop Implementation Plan & Identify Priorities (2 months)
- Phase 4 – Plan Development (2 months)

### Phase 1 – Project Initiation, Data Gathering & Analysis

- Project kick-off meeting
- Review project scope/plan with Community Services Advisory Committee
- Review all relevant documents
- Complete community development profile including population, demographics and other inputs
- Identify internal/external stakeholders to be engaged in Phase 2
- Review facility, park and trail inventories
- Review of facility and park condition assessments
- Review of recreation programs and services
- Identify best practices and trends in facilities, parks, trails and recreational programming

### Phase 2 – Stakeholder & Community Engagement

Stakeholder engagement will involve three separate groups:

- Internal stakeholders – Key informant interviews with Council, senior management team, Community Services staff, Community Services Advisory Committee, YMCA, Middlesex County Library and the Middlesex Centre Archives (which are considered internal stakeholders due to the partnership in place with those agencies)
- External stakeholders – Group interviews with representation from user groups such as minor sport organizations, service clubs, culture and heritage groups, and not for profit agencies.
- Local residents and businesses – Surveys and public meetings (pending COVID-19 restrictions) with residents and business owners who wish to provide insight on their vision for recreation facilities and services in Middlesex Centre.

### Phase 3 – Develop Implementation Plan & Identify Priorities

Phase 3 will focus on identifying short, medium and long-term priorities along with an implementation plan based on the information obtained through the data analysis and stakeholder engagement. Tasks associated with this phase include:

- Identify initiatives and implementation plans for:
  - Recreational facilities
  - Parks, playgrounds and trails
  - Recreational programming
  - Service delivery
  - Infrastructure investments
- Prepare draft plan documents
- Provide Council with an update on the draft plan to gain feedback prior to finalizing draft plan

### Phase 4 – Plan Development

Phase 4 will focus on finalizing the Master Plan and presenting final plan to the general public, Community Services Advisory Committee and Council.

- Online engagement of the draft plan to stakeholders and general public for final comments
- A public open house (if possible due to COVID-19 restrictions) to present draft plan
- Present draft plan to Community Services Advisory Committee
- Refine the plan based on the above engagements
- Present to Council for final approval and adoption

## **7.0 Risks**

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### **7.1 Risk Management**

Risks will be reviewed and updated on a regular basis to reflect the current understanding as actual events occur. The following lists the potential risks and mitigation strategies for this project:

Risk	Mitigation Strategy
Lack of community involvement	<ul style="list-style-type: none"> <li>• Strong communications and engagement strategy. Ensure 2-way communication among the project steering committee, stakeholders and residents.</li> <li>• Use current information retained from the development of the Strategic Plan and the Official Plan Review</li> </ul>
Lack of community understanding of the project	<ul style="list-style-type: none"> <li>• Strong communications and engagement strategy. Ensure 2-way communication among the project steering committee, stakeholders and residents.</li> </ul>
Engagement fatigue	<ul style="list-style-type: none"> <li>• With a number of recent public engagements for projects such as the Strategic Plan, Official Plan and Budget Survey, residents may be feeling engagement fatigue. As noted above, a strong communication strategy is important to ensure the public understands the importance of this project.</li> </ul>
Stakeholder issues, managing controlling voices	<ul style="list-style-type: none"> <li>• The project manager will ensure all feedback is considered, but stays within the scope of the project.</li> </ul>
Time Overruns	<ul style="list-style-type: none"> <li>• The project manager will monitor schedule, will update project steering committee and project sponsor, and adjust timelines as needed.</li> </ul>
COVID-19	<ul style="list-style-type: none"> <li>• Seek creative ways to engage the public to promote physical distancing e.g., online meetings or engagement through social media.</li> </ul>
Organizational Risks	<ul style="list-style-type: none"> <li>• With other pressing departmental and corporate projects on the go in 2021, there will be an increased workload to the project team. Having a detailed project plan and schedule will assist in keeping the project on its critical path. Sharing of tasks amongst the project team will ease the workload across the team.</li> </ul>
Project Management Risks	<ul style="list-style-type: none"> <li>• Continuously re-visit the project purpose, objectives and deliverables to ensure they are clearly defined and understood. Ensure ongoing communications among project team members.</li> </ul>

# 8.0 Project Approvals

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Aina DeViet, Mayor

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Date

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Michael Di Lullo, CAO

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Date

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Scott Mairs, Director, Community Services

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Date