



BLUEPRINT FOR THE FUTURE

Parks & Recreation Master Plan

Parks and Recreation Master Plan Township of Huron-Kinloss

December 2022 | Final



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Parks & Recreation Master Plan

Acknowledgements

The Huron-Kinloss Parks and Recreation Master Plan was developed with the guidance, insights, and experiences from Township Staff and Members of Council, community organizations, service providers, clubs, and many dedicated community residents and business owners.

We would like to thank members of our Project Team and the many organizations for your time, support, and feedback in creating the Master Plan.

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COMMUNITY GROUPS

- Point Clark Boat Club & Beach Association
- Huron Bruce Minor Hockey Association
- Ripley Wolves
- Senior Men's Slow Pitch
- Ripley Minor Baseball
- Ripley Huron Skating Club
- Lucknow & District Recreation
- Yoga with Adrienne
- Lucknow Agricultural Society
- Bruce Botanical Food Gardens
- Lucknow & District Chamber of Commerce



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Executive Summary

INTRODUCTION

Parks, trails, open spaces, and recreation programs and amenities are critical to supporting the health and well-being of a community. The Township of Huron-Kinloss identified the development of a Parks and Recreation Master Plan as a key priority to support the provision of parks and recreation programs and facilities across the Township. The Master Plan provides a comprehensive framework to manage and sustain parks, recreation, and culture programs and facilities over the next 10 years.

PARKS AND RECREATION MASTER PLAN OVERVIEW

The purpose of the Parks and Recreation Master Plan is to plan for the parks and recreation needs of current and future residents by developing an understanding of what is working, where there might be gaps, and what the priorities are for the future. The Plan for Huron-Kinloss provides an overall vision, direction, and guidance for making decisions about parks, recreation programs, sport services, and facilities. Objectives of the Plan include:

- Promoting active and healthy environments,
- Increasing physical activity among all age groups,
- Enhancing overall community quality of life, and
- Increasing volunteer opportunities and participation in parks and recreation.

PROCESS

The Parks and Recreation Master Plan was completed in two phases. The first phase involved identifying the parks, recreation, cultural facilities, and programming needs across the Township. The second phase included the development of the core areas, pillars, and key initiatives to address community needs and support parks and recreation decision-making in the future.

Phase 1

Identification of Needs

(June to September)



- Research and Engagement Plan
- Data Collection and Background Review
- Community Engagement and What We Heard Report
- Current State Analysis Report

Phase 2

Development of Parks and Recreation Master Plan

(September to December)



- Key Findings and Directions Report
- Community Engagement
- Draft Master Plan
- Final Master Plan



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MASTER PLAN KEY INITIATIVES

The initiatives of the Master Plan have been organized into four (4) core areas. Each of the core areas consist of several pillars which build the foundation for the Master Plan.



Facilities

Natural Environment
Built Form
Operations
Trails
Utilization



Programs

Service Delivery Partners
Outreach
Bookings
Program Diversity



Governance

Staff
Facility Management
Key Performance Indicators
Policies



Finance

Asset Management
Investment: Operations
Investment: Capital
Rates and Fees
Sponsorship Programs

A summary of the initiatives by each of the four (4) core areas is provided below.

Core Area	Pillars and Initiatives
 Facilities	Natural Environment <ol style="list-style-type: none"> 1. Enhance public education of natural area status and use (e.g., beach/ dune, woodlot, nature trails) 2. Protect and enhance environment / biodiversity 3. Publish and post use of lands plan (e.g., Parks Use Policy, Parkland By-law) 4. Manage and post initiatives: invasive species, de(re) forestation, use of chemicals
	Built Form <ol style="list-style-type: none"> 5. Develop Parks Hierarchy, Standards and Details 6. Build relationships with neighbouring municipalities 7. Complete AODA audit for outdoor facilities 8. Complete Age-Friendly Plan (AFP)
	Operations <ol style="list-style-type: none"> 9. Develop community partnerships to enhance beautification efforts (e.g., adopt-a-garden/trail/park)



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Core Area	Pillars and Initiatives
	<p>Trails</p> <ul style="list-style-type: none"> 10. Assess land access needs and feasibility of connecting (local) trails to a larger system 11. Adopt a trails hierarchy based on feasibility (#10 above) 12. Develop trails partnerships with users and clubs 13. Actively promote use of trails network <p>Utilization</p> <ul style="list-style-type: none"> 14. Integrate the use of technology into bookings, facility availability, and program registration processes
 <p>Programs</p>	<p>Service Delivery Partners</p> <ul style="list-style-type: none"> 1. Create an environment that supports community-led programming 2. Develop <i>new</i> community partnerships with existing and new sports, arts, culture program providers <p>Outreach</p> <ul style="list-style-type: none"> 3. Increase community engagement and outreach in parks and recreation planning 4. Identify opportunities to increase awareness and promotion of Township programs and services, including programs and services provided by others for the benefit of Township residents <p>Bookings</p> <ul style="list-style-type: none"> 5. Integrate the use of technology into bookings, facility availability, and program registration processes <p>Program Diversity</p> <ul style="list-style-type: none"> 6. Develop increased range of programming: active, passive, arts, culture, educational 7. Develop targeted programming: seniors, youth, family



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Core Area	Pillars and Initiatives
 <p>Governance</p>	<p>Staff</p> <ol style="list-style-type: none"> 1. Prioritize the development of standard operating procedures (SOPs) 2. Develop staff roles in conjunction with Service Delivery Review 3. Align staff with (future) core service delivery mandate 4. Consider a succession planning model for senior staff <p>Facility Management</p> <ol style="list-style-type: none"> 5. Explore the potential to use contracted services for non-technical tasks (e.g., open grass cutting) 6. Develop a formalized governance model for community halls <p>Key Performance Indicators</p> <ol style="list-style-type: none"> 7. Develop KPIs that reflect the goals of the plan 8. Align operations and services with focus of core service delivery 9. Align programming with core service delivery <p>Policies</p> <ol style="list-style-type: none"> 10. Develop policies, for: allocation, design and service standards, fee assistance, use of parks, and zero tolerance 11. Develop framework for facility and program development 12. Formally adopt and update as needed
 <p>Finance</p>	<p>Asset Management</p> <ol style="list-style-type: none"> 1. Develop an outdoor asset inventory 2. Create a prioritized replacement, renewal, or re-purposing strategy <p>Investment: Operations</p> <ol style="list-style-type: none"> 3. Align operations and services with focus of core service delivery 4. Align programming with core service delivery <p>Investment: Capital</p> <ol style="list-style-type: none"> 5. Adopt prioritized replacement, renewal, or re-purposing strategy that includes highest and best use for all facilities 6. Update outdoor capital plan



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Core Area	Pillars and Initiatives
	<p>Rates and Fees</p> <ul style="list-style-type: none">7. Develop a core services mandate that includes access and affordability8. Assess actual cost for facilities and programs9. Develop a cost recovery strategy that maximizes community benefit <p>Sponsorship</p> <ul style="list-style-type: none">10. Assess market value of assets to maximize sponsorship potential11. Publish and promote funding opportunities with service providers12. Continually access alternative funding programs from corporate and other sources



1.0 Introduction



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Parks & Recreation Master Plan

Developing the Parks and Recreation Master Plan

Parks, trails, open spaces, and recreation programs and amenities are critical to supporting the health and well-being of a community. As such, the Township has identified the preparation of a Parks & Recreation Master Plan as a key priority for the community. The purpose of a Parks & Recreation Master Plan is to plan for the parks and recreation needs of current and future residents by developing an understanding of what is working, where there might be gaps, and what the priorities are for the future.

The plan must also be financially viable and address anticipated demand for service and facility improvements, over the next 10 years. In addition, the plan must align with Council's priorities and promote healthy lifestyles across all community segments.

The overall purpose of the Parks and Recreation Master Plan is to develop a clear and actionable plan. The Master Plan provides a comprehensive framework to manage and sustain parks, and recreation programs, and facilities for the next 10 years. The Plan provides an overall vision, direction, and guidance, for making decisions about parks, recreation programs, sport services and facilities.

Objectives of the Plan include:

- Promoting active and healthy environments,
- Increasing physical activity among all age groups,
- Enhancing overall community quality of life, and
- Increasing volunteer opportunities and participation in parks and recreation.

The Parks and Recreation Master Plan has been completed in two core phases. The first was the identification of needs across the Township, and the second was the development of the strategies and actions to address the identified needs and support parks and recreation decision-making in the future (the Master Plan).

A photograph of a yellow building with a dark wooden roof. A white sign is mounted on the yellow wall, featuring decorative gold corner ornaments. The sign contains text in various fonts. Below the building, several wooden benches are visible, supported by dark wooden posts. The background consists of lush green trees.

This building has been erected by
the
RIPLEY & DISTRICT LIONS CLUB
and donated to the
RIPLEY - HURON RECREATION 1979

2.0 Methodology



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Identifying parks and recreation needs has been completed through a range of both quantitative and qualitative research methods. The research methods consisted of significant data gathering, community engagement, and analysis. The following is an overview of the research and master plan development process.

Data Analysis

Data was gathered for facilities and programs, both indoor and outdoor. Financial data, as it relates to the delivery of parks, and recreation was collected from 2019 FIR data, as published by the Ministry of Municipal Affairs. Similar data was assembled for comparator municipalities. In addition, further data was collected on the provision of facilities and programs from studies previously undertaken in 2018 - 2021. These comparisons generated a perspective on how well the Municipality is delivering facilities, programs, and services to each demographic segment - children, youth, adult, and seniors.

The data suggests that the Municipality is well provisioned for facilities; however, there are gaps in the provision of programs for youth, adults, and seniors. In addition, there may be some issues surrounding the cost of delivering facilities and programs.

Community Engagement

The various engagement activities were carried out between June and October 2022. These activities were used to; inform, engage, and collaborate, with stakeholders and members of the public according to best practices from the International Association for Public Participation (IAP2)¹. Activities were designed to generate feedback related to parks and recreation across the municipality. As well, discussions were designed to confirm findings and develop a range of options for new directions. The mission and vision statements were also developed through these sessions.



Community Feedback on Huron-Kinloss in the Future

Findings from these activities were provided under separate cover within three background documents:

- **Current State Report**
- **['What We Heard' Consultation Report](#)**
- **Key Directions Report**

¹ International Association for Public Participation, Participation Spectrum, www.iap2canada.ca



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Master Plan Document

The Parks and Recreation Master Plan builds and consolidates the findings from each of the previous reports. It also develops a prioritized implementation framework to achieve the master plan goals. The Master Plan framework was confirmed and refined in conjunction with the Core Team, stakeholders, and the community.

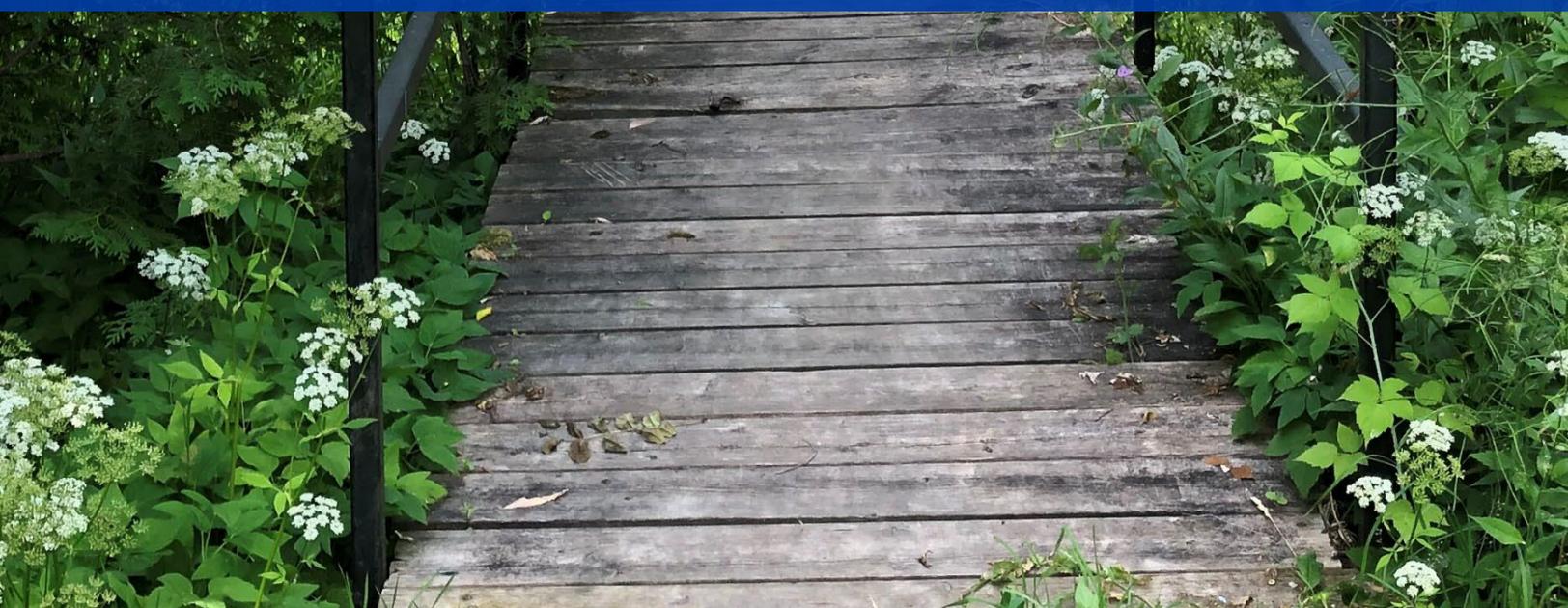
Throughout the processes, common themes emerged. These themes are compatible with the *Framework for Recreation in Canada (2015)*. The principal themes became: Facilities, Programs, Governance, and Finance. The common themes were adopted for the Parks and Recreation Master Plan document.

Recommendations, in the form of objectives and associated actions, were developed focusing on increasing facility utilization, maximizing program quality and quantity, and enabling community development.





3.0 Background Review





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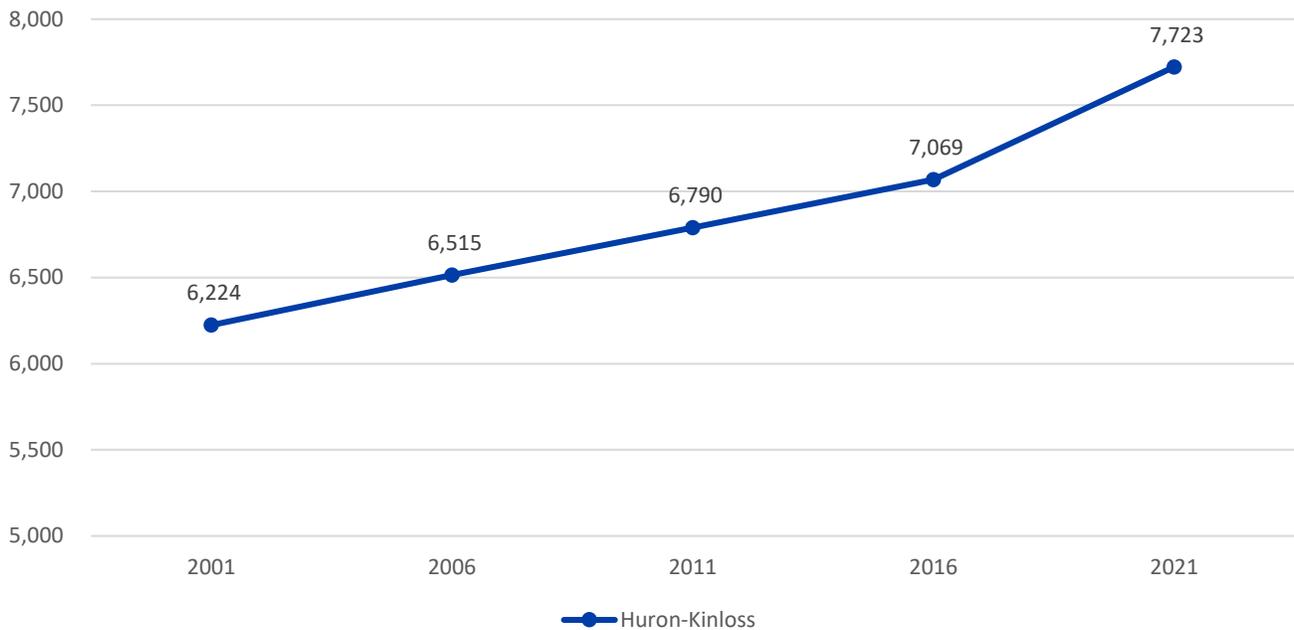
This section presents a summary of the demographic and health profile for Huron-Kinloss and key themes that emerged from the community consultation process, which was used to inform broad estimates of demand and future needs for recreation, culture, and parks services.

Community Profile

CHANGES IN POPULATION AND EMPLOYMENT

Between 2001 and 2021, Huron-Kinloss' population has seen relatively strong growth. The population has increased steadily from 6,224 to 7,723, growing by 24% or an average annual growth rate of 1.2%. The largest increase in population during this period was between 2016 and 2021, where the population grew by 9.3% or 1.9% each year.

Figure 3.1: Historic Population Growth, 2001 - 2021



Source: Statistics Canada Census

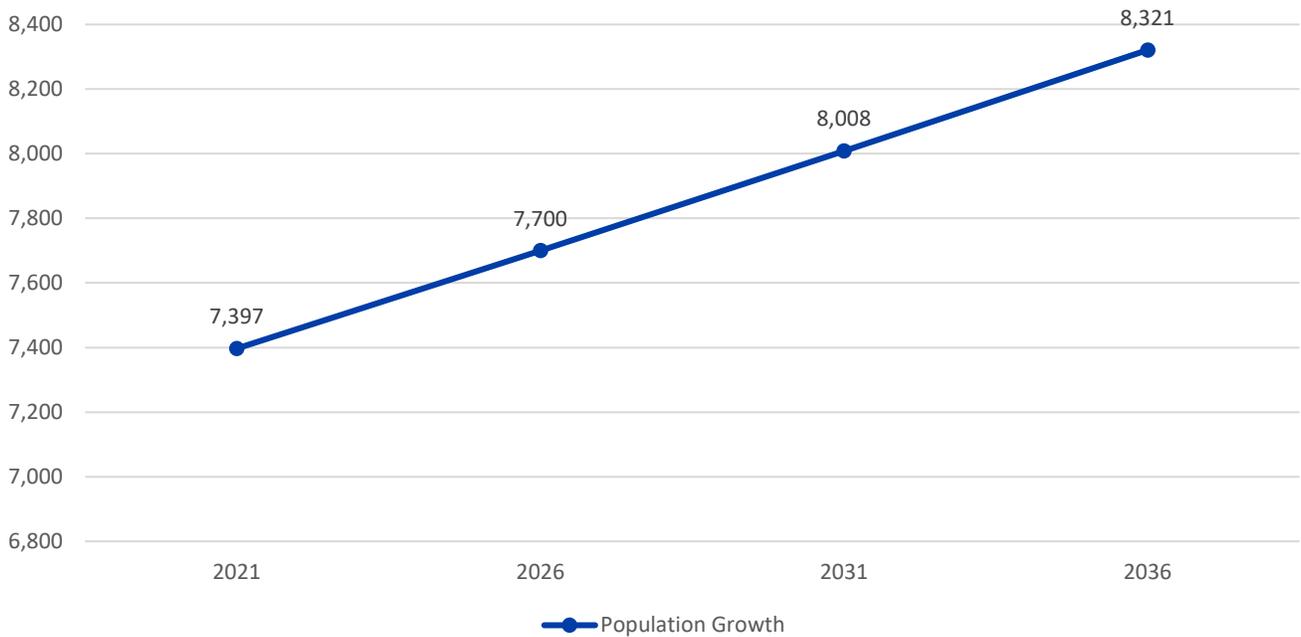


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As part of the 2016 Official Plan, population and employment projections were completed to the year 2036. Based on the most recent population in 2021 from the Statistics Canada Census, the Township is anticipated to grow at a steady rate. While the 2021 population was 7,723, the anticipated 2021 population was estimated at 7,397, indicating the Township is growing faster than anticipated.

Figure 3.2: Projected Population Growth, 2021 – 2036 (Official Plan)



Source: Huron-Kinloss Official Plan (2016)

Projected population is an important tool to use when assessing the potential needs of our future community; however, it is important to understand that population projections will vary based on many external factors such as, large infrastructure projects, servicing constraints, etc.



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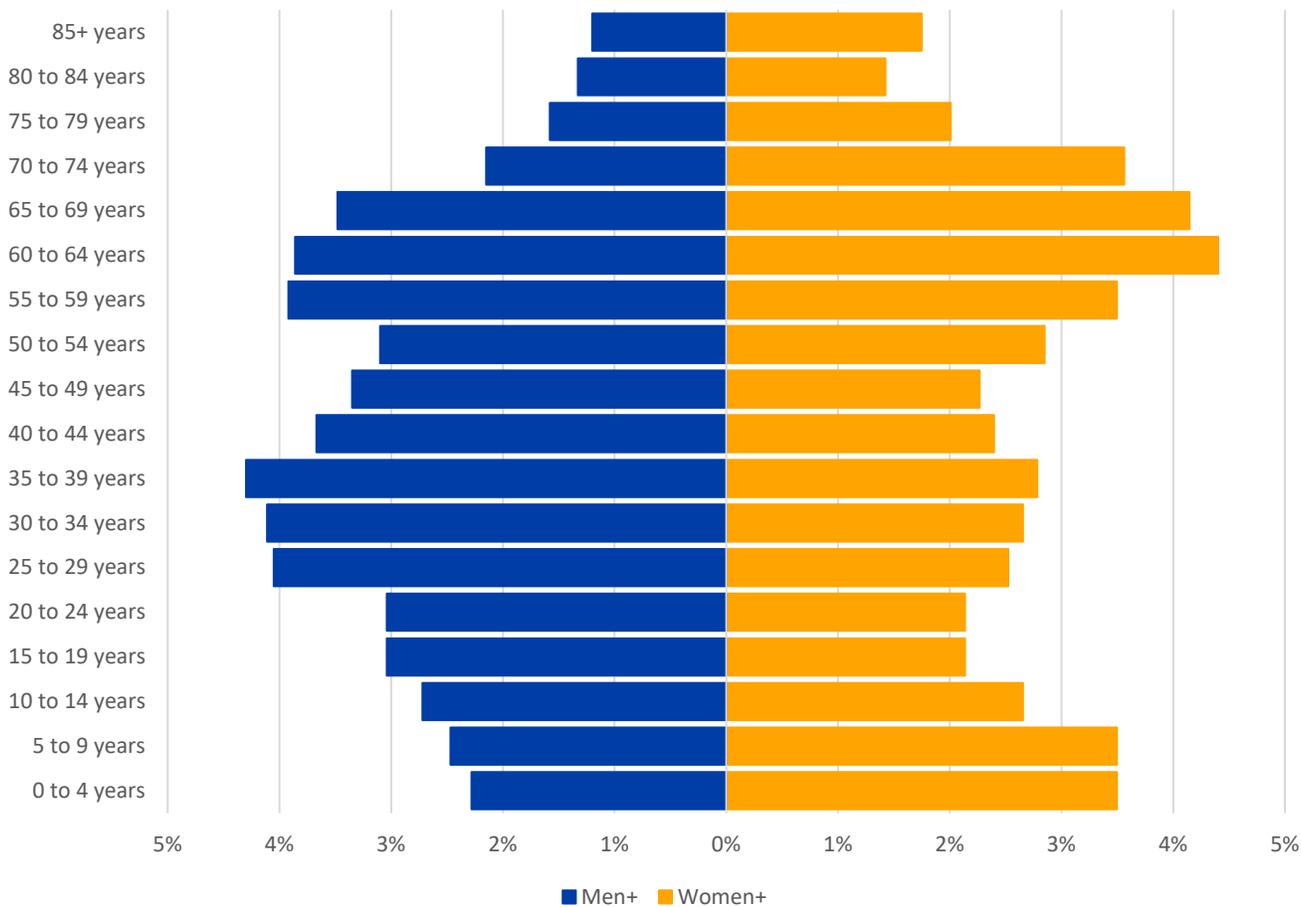
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AGE PROFILE

Huron-Kinloss's population is aging in recent years, with the median age increasing from 40.1 in 2011, to 44 in 2021. Over the past 10 years, the largest increase has been in the 65- to 84-year-old age range, which increased from 16.5% of the population in 2011 to 22% of the population in 2021.

Additionally, the percentages of 15- to 19-year-olds and 20- to 24-year-olds have been decreasing since 2011, from 6.7% to 4.6% of the population, and from 5.9% to 4.1% of the population, respectively.

Figure 3.3: Gender by Age Distribution, 2021



Source: Statistics Canada Census



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MIGRATION AND ETHNICITY

In 2021, 6% of Huron-Kinloss' population were immigrants, compared to Ontario, in which 30% the population were immigrants. Only 10 new immigrants migrated to Huron-Kinloss between 2011 to 2021. The percentage of immigrants is relatively low, meaning demand for recreation and cultural activities is not anticipated to change significantly because of different cultural preferences of people moving to the community.

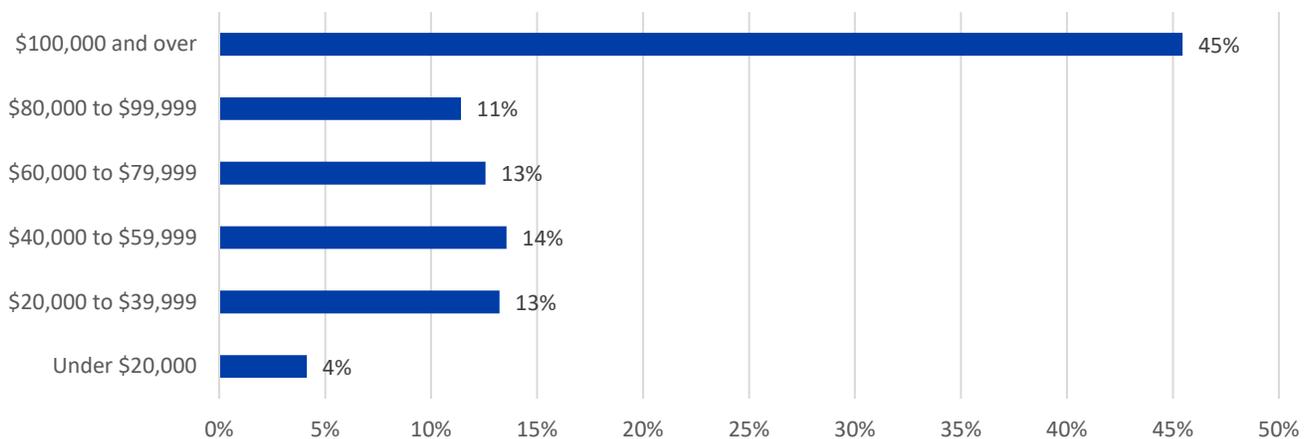
Between 2001 and 2021, the population of Indigenous residents has increased from 35 to 125, or an increase of 257% during that time. There has been fluctuation in the number of residents identifying as Indigenous over the last 20 years. In both 2001 and 2006, 35 individuals (0.6% of residents) identified as Indigenous. In 2011, this percentage increased significantly to 155 individuals (2.3% of residents), while in 2016, this number decreased to 100 individuals (1.5% of residents) reporting Indigenous identity. In 2021, this number increased again to 125 individuals (1.7% of residents) identifying as Indigenous. Considering the recreation and culture preferences of this group will help advance the process of reconciliation in the community and ensure that culturally appropriate and safe facilities and programs are available for community members.

INCOME PROFILE

The 2021 Census reported a median household income of \$91,000 for 2020 in Huron-Kinloss. In 2020, 4% of households had incomes under \$20,000 and another 13% had incomes between \$20,000 and \$39,999. 445 residents (5.9%) were living in low income based on the Low-income cut-offs (after tax).

The income profile of residents points to the need for some affordable recreation and cultural opportunities to engage those with financial barriers.

Figure 3.4: Median Household Income Distribution, 2020



Source: Statistics Canada Census



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GENERAL HEALTH

Health statistics are only available at the health unit level. Huron-Kinloss is part of the Grey Bruce Health Unit, which spans 8,587 km² and serves a population of 161,977 people. ²

59.1% of the Grey Bruce population aged 12 and up perceived their health to be very good or excellent. 14.2% of residents aged 12 and up described their general health as fair or poor, which was somewhat higher than Ontario residents (~11.3%). About 69.5% of the Grey Bruce population reported very good or excellent mental health, slightly lower than the province (71.1%).

OVERWEIGHT AND OBESITY

66% of adults in Grey Bruce were either overweight or obese in 2015-2016 based on their self-reported height and weight. 33.1% of adults were considered overweight, while 32.9% were considered obese. The rate of overweight and obesity in Grey Bruce was slightly higher than Ontario as a whole, at 61.4%. Youth (age 12-17) rates of overweight or obesity in 2015-2016 were not significantly higher (28.0%) compared to the province (24.7%).

PHYSICAL ACTIVITY

Canadian Physical Activity Guidelines for adults define being physically active as participating in at least 150 minutes of moderate to vigorous intensity aerobic physical activity per week, in bouts of 10 minutes or more. 56.2% of adults in Grey Bruce met Canadian Physical Activity Guidelines in 2015-2016, comparable to the province at 57.4%.

Canadian Physical Activity Guidelines for youth define being physically active as participating in an average of 60 minutes of moderate to vigorous physical activity each day. 64.1% of youth in Grey Bruce met the Canadian Physical Activity Guidelines in 2015-2016.

² *About Us*. Public Health Grey Bruce. Retrieved August 3, 2022, from <https://www.publichealthgreybruce.on.ca/About-Us>



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Community Engagement

As part of the parks and recreation master planning process, several community engagement activities were undertaken to gather insights from stakeholder groups, staff and Council, and residents. Activities were aimed at developing an understanding of current and future needs, challenges and gaps, and opportunities for parks and recreation planning in the future.

Community engagement activities undertaken include:

- Interviews with members of Council and senior staff (13)
- Focus groups and questionnaires with community groups and clubs (18 participants)
- Virtual community workshop (9 participants)
- Community pop-up interviews (60)
- Telephone survey (200)
- Online survey (143)
- Community Open House (21)

Table 3.2: Overview of Engagement Activities and Participation

ACTIVITY	DATE	PARTICIPATION
Telephone Survey	July 12 th to July 24 th , 2022	200
Online Survey	July 12 th to August 8 th , 2022	143
Focus Group 1: Service Providers & Clubs	June 21 st , 2022	6
Focus Group 2: Culture & Community Groups	June 21 st , 2022	2
Questionnaires & Interview: Sports Clubs	June 30 th to July 8 th , 2022	11
Key Informant Interviews	June 13 th to June 24 th , 2022	13
Virtual Community Workshop	July 12 th , 2022	9
Pop-Up 1: Lucknow, Summerfest Fireman's Breakfast	June 25 th , 2022	21+
Pop-Up 2: Ripley, Sport Team Night	July 12 th , 2022	22+
Pop-Up 3: Point Clark, Youth Day	July 30 th , 2022	17+
Community Open House	October 12 th , 2022	21



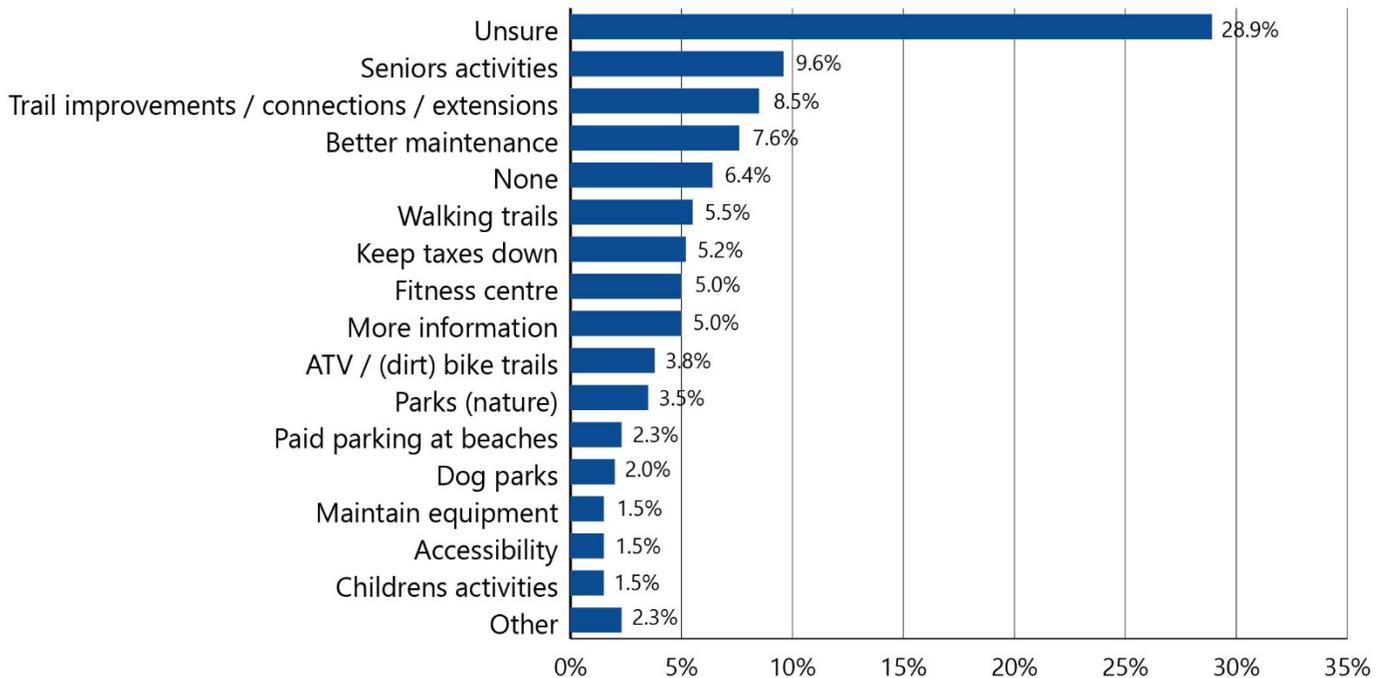
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Key messages heard through the various conversations and feedback received from residents and stakeholders on priorities for the future of parks and recreation across the Township include:

- Ensure accessibility of all public spaces
- Continue to make upgrades to park equipment, trails, and facilities
- Continue to prioritize public use of lakeshore
- Continue enhancement of trails including overall maintenance, accessibility, and connectivity
- Increase emphasis on active transportation
- Continue to expand and grow facilities and programs to meet growing and diversifying population needs
- Ensure programming and activities for youth, new families
- Ensure ongoing maintenance and facility enhancements when needed
- Seek out opportunities for increasing communication and engagement with community
- Explore possibilities for increasing Township events and tourism
- Explore opportunities to expand use of existing spaces such as lakeshore/beach areas
- Identify opportunities to support volunteerism and partnerships
- Continue to embrace values of biodiversity and sustainability within planning and decision making

Figure 3.5: Residents' Priorities Over the Next 10 Years



Source: Community Feedback

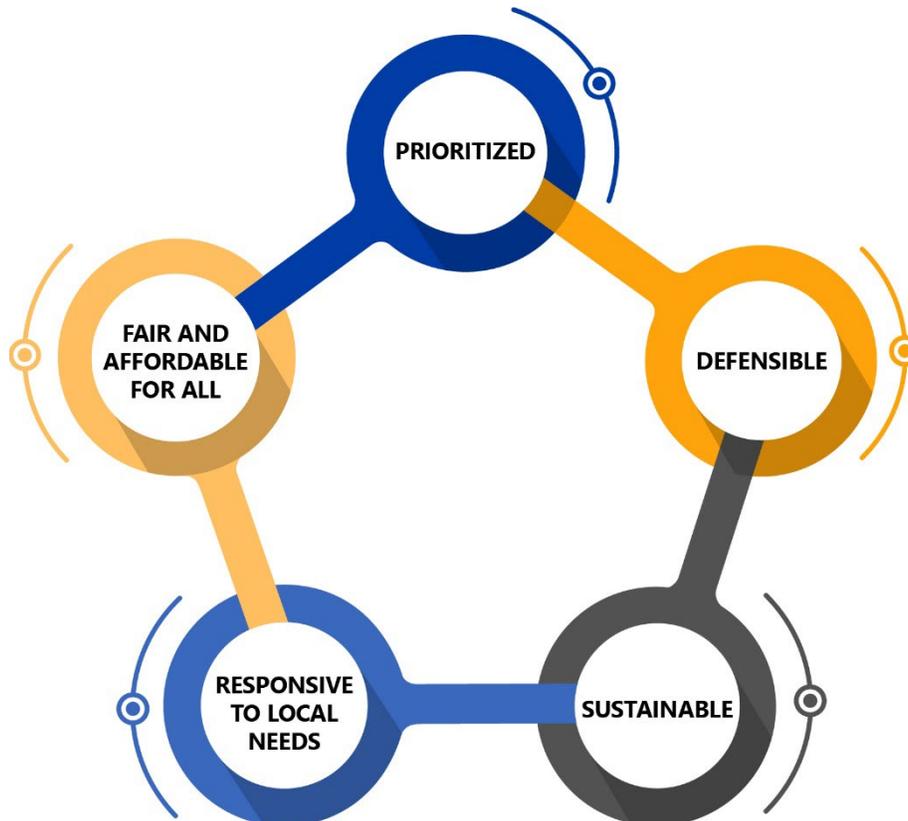


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Summary of Findings and Emerging Themes

Preliminary local and national trends suggest that the parks and recreation master plan should be:



NATIONAL TRENDS

From the broader recreation community at the national level, the *Framework for Recreation in Canada, 2015* acts as a guiding document for public recreation providers in Canada. Its mandate is that:

Every citizen should be engaged in meaningful, accessible recreation experiences that foster individual, community, and environmental well-being.³

³ Canadian Parks and Recreation Association, *Pathways to Wellbeing*, 2015



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The key goals of the *Framework* include:



GOAL
01

Active Living

Foster active living through physical recreation



GOAL
02

Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation



GOAL
03

Connecting People and Nature

Help people connect to nature through recreation



GOAL
04

Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities



GOAL
05

Recreation Capacity

Ensure the continued growth and sustainability of the recreation field

Adapted from the *Framework for Recreation in Canada, 2015*

LOCAL TRENDS

From demographic research, the Huron-Kinloss community is the same or similar to provincial profiles for health and activity levels. That said there are some notable indicators which will affect how we participate in recreation.

Population Profile: consideration for a range of programming, access, and accessibility of all facilities (indoor and outdoor), social inclusion opportunities (e.g., drop-in space for older adults during the daytime) to meet the needs of residents of all ages and abilities.

Aging Population: the demand for alternative programming is expected to grow, and consideration of activities, programming, and facilities for an aging population is needed.

Income Profile: there is a need to ensure that programs are in place and widely publicized to support residents who may struggle with affordability concerns to enable them in accessing recreational facilities.

Facilities and Programs: given that the Township has not seen a lot of diverse immigration into the community to date, it is not expected that the cultural preferences of current residents will shift; however, consideration of these differences is still important to ensure the Township is able to provide culturally safe and supportive facilities and programs.



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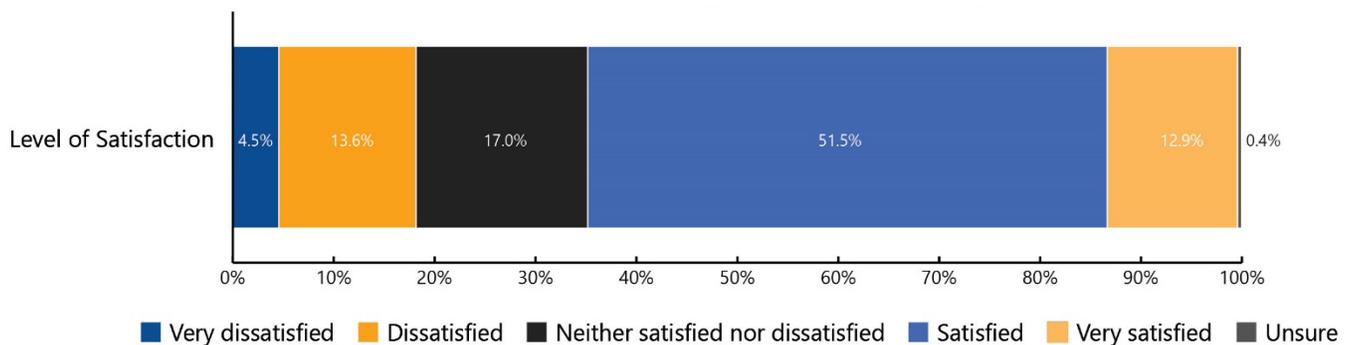
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COMMUNITY ENGAGEMENT

Key themes emerged from both the local research and engagement activities that included the following. Interestingly, the national trends noted above have also emerged in the research and local comments to date.

- The Township is well serviced for parks and recreation facilities.
- Overall, residents are satisfied with parks, recreation, and programming across the Township.
- There is a need to continue to ensure the accessibility of all public spaces and programs.
- While indoor and outdoor facilities are generally well maintained, there is a continued need to ensure ongoing maintenance and enhancements when needed.
- There is a need to make improvements to trails including overall maintenance, accessibility, and connectivity.
- Improvements are needed to better track facility usage and programming.
- There is a desire to continue to expand and grow facilities and programs to meet growing needs for diversity in program offerings.
 - Ensure there is a range of programming and activities for youth, seniors, and families.
- The volunteer base is shrinking.
- Some challenges with staffing capacity in high season.
- Increasing communication and engagement with community is needed.
- Some residents may be facing affordability challenges.
- There is a need to continue to embrace values of biodiversity and sustainability within planning and decision making. Satisfaction with Township parks, trails, and outdoor spaces

Figure 3.6: Satisfaction with Township Parks, Trails, and Outdoor Spaces



Source: Community Feedback



4.0 Vision and Guiding Principles





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Vision

High quality active lifestyles for the entire community.

Guiding Principles

Inclusive – Parks and recreation opportunities are accessible to people of all ages, gender, religion, culture, abilities, and income.

Integrated – Social, economic, and environmental actions and priorities are aligned with parks and recreation planning and support social interactions and promote connections with nature.

Adaptable – Planning incorporates current and future needs of residents and growing communities to provide a range of diverse and high-quality recreational opportunities.

Leadership – Huron-Kinloss is a leader in building partnerships and promoting community involvement and collaboration.



5.0 Strategic Directions and Action Plan



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Introduction

In post-pandemic 2022 and beyond, people are evaluating why we exercise or pursue an active lifestyle. This will impact what facilities are needed and how we want to engage. While we are returning to some of our past routines, they are not necessarily in the same formats. According to recent information gathered by IBIS World Market Research, we are returning to:

- Include social and wellness themes into why we exercise,
- Modest brick and mortar facilities (versus boutique), and
- A combination of in-person, virtual sessions that can be accessed at home or closer to home.⁴

For municipalities developing planning strategies for parks and recreation, this is good news. These directions have become more prevalent in municipal parks and recreation programming and service delivery.

Based on the community profile the aging trend is expected to continue. Population changes are expected from a net influx of people. Cultural preferences are not expected to change because of the population growth. As such, the demand for facilities and programming is expected to:

- Include a greater need for adult and senior programming and
- Address age-related concerns: access, accessibility, and social inclusion.

Based on the community health profile, active living opportunities for all population segments are needed. According to the Canadian Health Measures Survey, fewer than 1 in 10 (8%) of youth and only about 1 in 5 adults meet their daily requirement of activity.⁵ Recent trends in physical activity suggests that we are returning to our pre-pandemic routines for recreation. Implications for programming and facility development include:

- The need to provide a programming mix based on community needs,
- The need to deliver recreation opportunities that address **how** we engage in our preferred activities (e.g., self-directed, drop-in, etc.), and
- The need to provide recreation opportunities that support a range of abilities.

That said, a greater understanding of recreation's place on the community benefit and core services scales are needed. Both community benefit and core services assessments are important in the development of strategies and investment goals for recreation facilities and programs. Once defined, these frameworks serve as a basis for prioritizing the funding and development of facilities and programs. To be effective, these frameworks need to be assessed, revised, and updated periodically.

⁴ CBC Business News Network, August 21, 2022

⁵ Canadian Health Measures Survey data, STATCAN, (2017)



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A community benefit assessment determines the degree to which a facility or program meets the needs of the overall community. Maximizing community benefit has long been considered a central theme for Community Services Departments. It encourages support for facilities and programs that maximize social, inclusion, and equitable principles in recreation.

Core service refers to the degree to which a service is essential to the community's health and safety. In recreation, it is an outgrowth of a service-first approach. When applied, it ensures that priority is given to programs and services that enhance social and physical well-being across the entire community, regardless of ability. For Community Services, it is the mix of facilities, programs, and services that the Township is best suited to deliver. This assessment has resulted in re-defining partnerships and service levels that extend beyond traditional municipal boundaries.

The Strategic Directions have been organized by four (4) core areas. Each of the core areas consist of several pillars which build the foundation for the Master Plan. Within each of the pillars, strategic directions or initiatives were developed to respond to the gaps and opportunities identified through research and community feedback.

MASTER PLAN CORE AREAS AND PILLARS



Facilities

- Natural Environment
- Built Form
- Operations
- Trails
- Utilization



Programs

- Service Delivery Partners
- Outreach
- Bookings
- Program Diversity



Governance

- Staff
- Facility Management
- Key Performance Indicators
- Policies



Finance

- Asset Management
- Investment: Operations
- Investment: Capital
- Rates and Fees
- Sponsorship Programs



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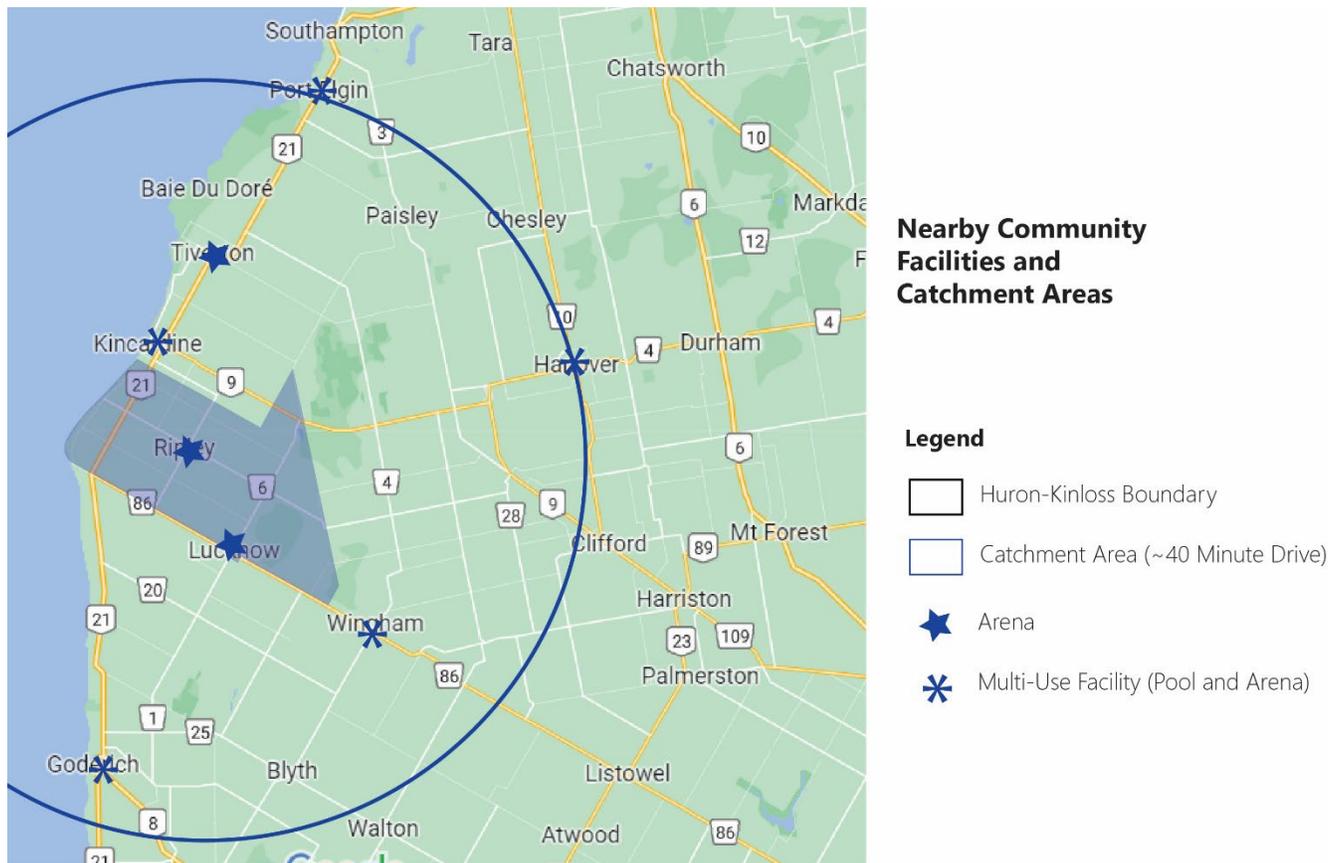


Facilities

The Township is well serviced for recreation and parks facilities. Facilities include opportunities for recreation and leisure pursuits within the natural environment (woodlots, dunes) and built form (formal parks and trails, and buildings). The Huron-Kinloss waterfront, a municipally managed resource, is included as an asset with implications for the master plan.

Indoor and outdoor facilities are well maintained. Indoor and outdoor facilities are provided at comparable levels to the municipal benchmarked group. Based on current planning and development standards for large-scale indoor facilities, such as arenas and indoor pools, the Township is well-served. In addition to local facilities, agreements exist with neighbouring municipalities to provide access to facilities and programming for Huron-Kinloss residents.

Figure 5.1: Community Facilities Catchment Areas





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Best practices show that multi-functional community hubs are the preferred facility type. Advantages of this type of facility include:

- The ability for multiple service providers to operate from one location,
- Opportunities to provide targeted programming, and
- Opportunities to provide a range of activities and programming (e.g., arts and culture).

Over the past two years, demand for outdoor space for a variety of pursuits (sport and recreation, leisure, well-being / spiritual needs) have been documented. This demand for quality and variety for 'closer to home' venues has been reported at the national level in studies by the Canadian Lifestyle and Fitness Institute (2020 & 2021). Additionally, at a local level, ad hoc reports of the increased demand and usage of parks and trails has been reported within Huron-Kinloss and comparator municipalities. Almost 20% of survey respondents indicated that they are now more likely to engage in outdoor activities (versus pre-pandemic).

Based on the community profile for participation and growth, the facilities provided will service current and future community needs. That said, the demand for non-sports-based physical activity and recreational opportunities are expected to increase. To accommodate these needs, priority should be given to those initiatives where community support exists for program delivery, operations, funding, and connections to the greater community.

PILLARS OF FACILITIES

- **Natural Environment**
- **Built Form**
- **Trails**
- **Operations**
- **Utilization**



NATURAL ENVIRONMENT

Recreation and leisure opportunities within the natural environment are prevalent in Huron-Kinloss. The natural environment refers to those spaces that occur in nature (e.g., dunes, wooded areas). To preserve and protect their unique characteristics, naturalized areas require specific management practices that may impact public access or are needed to eradicate invasive pests and species.

■ Initiatives

1. **Enhance public education of natural area status and use (e.g., beach/dune, woodlot, nature trails)**



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- **Action:** Update, publish, adopt, and enforce guidelines surrounding acceptable access, uses, and behaviours in the use of municipally managed naturalized areas.

KPI: reduce incident rate by 10%/year beginning in 2025

- **Action:** Update and enhance demarcation of environmentally sensitive areas. Where possible, include pictogram-type storyboards to enhance public awareness.

2. **Protect and enhance environment / biodiversity**

- **Action:** Adopt and publish standards for reforestation efforts (e.g., planting ratio).
- **Action:** Adopt and publish guidelines for limited activities during regeneration efforts on naturalized lands.

3. **Publish and post use of lands plan (e.g., Parks Use Policy, Parkland By-law)**

- **Action:** Create, publish, adopt, and enforce guidelines surrounding acceptable access, uses, and behaviours in the use of municipal parkland and open spaces.

4. **Manage and post initiatives: invasive species, de(re) forestation, use of chemicals**

- **Action:** Post and publish scheduled activities and timelines for land management initiatives. Schedules should include timelines where public use of lands is not recommended / at risk.



Built form refers to any man-made area and includes buildings, and outdoor facilities (parks, trails). Huron-Kinloss is well serviced for both indoor and outdoor built facilities. There is a need to ensure that there is access for all who wish to use programs and facilities. Access should cover the full range of age and abilities.

■ Initiatives

5. **Develop Parks Hierarchy, Standards and Details**

- **Action:** Post a Request for Proposals (RFP) for qualified consultants to complete architectural and landscape standards and details for all site features. Implement recommendations.
- **Action:** Confirm proposed park classification recommendations (Appendix A).

6. **Build relationships with neighbouring municipalities**

- **Action:** Enter into discussions with neighbouring municipalities to better understand regional facility access potential and recreation capacity limits.

7. **Complete AODA audit for outdoor facilities**



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- **Action:** Post an RFP for qualified consultants to complete an AODA audit of all outdoor facilities and site amenities, including activity fields and courts, paths and walkways, pavilions, seating, trails, and washrooms.
- **Action:** As part of RFP deliverables create prioritized plan to update outdoor facilities to ensure AODA compliance.

8. Complete Age-Friendly Plan (AFP)

- **Action:** Post an RFP for qualified consultants to complete an AFP. Adopt recommendations.



Facility maintenance standards are good for both indoor and outdoor facilities. During the high summer season, there are some staff capacity concerns.

■ Initiatives

9. Develop community partnerships to enhance beautification efforts (e.g., adopt-a-garden/trail/park)

- **Action:** Adopt trails management guidelines based on classifications as recommended by Ontario Recreation and Facilities Association (ORFA).
- **Action:** Establish and publish parks and trails maintenance guidelines for all seasons.
- **Action:** Promote and support partnership opportunities for local groups (e.g., horticultural societies) to enhance beautification efforts.



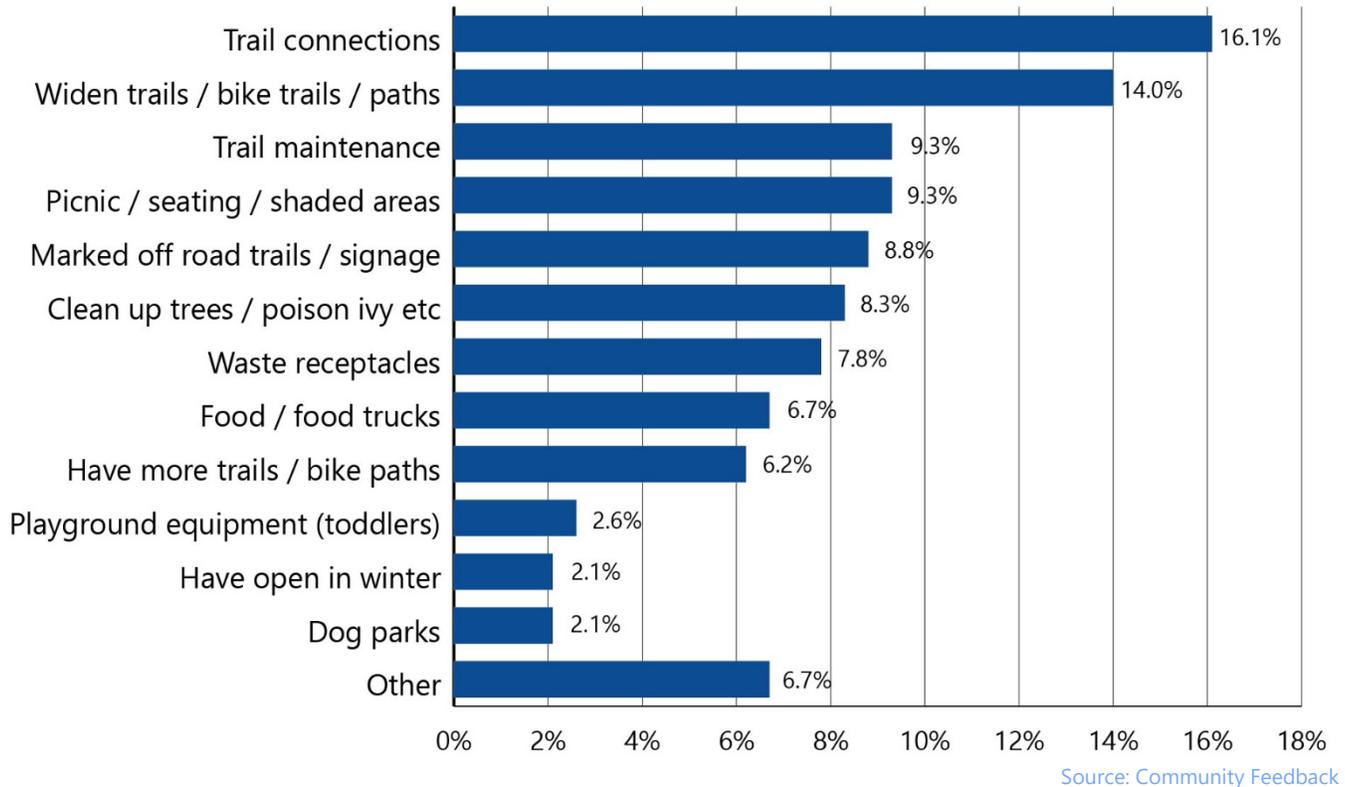
Trails refer to all classes of outdoor trails, whether for pedestrian, motorized or shared use. The quality and quantity of the local trails network in Huron-Kinloss is good. The existing trails are intended for local use only, and do not connect to the broader community or neighbouring communities. When asked, over 30% of survey respondents indicated that an improved trails system is needed.



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Figure 5.2: Recommendations for Improvements to Township Parks, Trails, and Outdoor Spaces



Initiatives

10. Assess land access needs and feasibility of connecting (local) trails to a larger system

- **Action:** Post an RFP for qualified consultants to complete an Active Transportation Network (ATN) and Trails Feasibility Study. Study to include:
 - on-site audit of existing and proposed trails lands, including costs for improvements, access, and/or acquisitions
 - trail head recommendations (parking, amenities) and location of amenities within the system
 - use of on-road connections, as needed, and associated costs for roadway improvements
 - extensive stakeholder and public consultation
 - prioritized 10-year capital plan to complete a main artery (e.g., north – south and / or lakeshore path)

11. Adopt a trails hierarchy based on feasibility (#10 above)

- **Action:** Prioritize development of universal, multi-use pathways, and trails from the ATN.
- **Action:** Include pedestrian-only zones within the ATN, that include rest and amenity areas.



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- **Action:** Include trails that are focused on motorized vehicles.

12. Develop trails partnerships with users and clubs

- **Action:** Enhance partnerships with trail user clubs (e.g., Bluewater Snowmobile Club) to maintain and protect trails and adjacent vegetation within trails system.

13. Actively promote use of trails network

- **Action:** Publish, post, and promote benefits and features of local trails and ATN.
- **Action:** Work in conjunction with local trail groups to educate public about the trails system (uses, classifications, opportunities, amenities, restricted areas, motorized areas, etc.).



The ability to assess site capacity is reliant on utilization data. Utilization refers to how many hours a facility is booked; however, the information requires a significant amount of staff time to process and is not always available on a timely basis. For sports fields and other halls, data was difficult to trace and requires additional focus in the years to come. For those facilities that are tracked (e.g., arenas) utilization information is available. For arenas, as with neighbouring facilities, capacity exists during off-peak hours.

■ Initiatives

14. Integrate the use of technology into bookings, facility availability, and program registration processes

- **Action:** Adopt on-line facility management system (in conjunction with bookings program).
- **Action:** Track facility utilization data to assess functional utilization.
- **Action:** Complete a facility utilization analysis for prime and non-prime hours of all municipal community spaces (indoor and outdoor).
- **Action:** Develop and set targets for prime and non-prime usage.

KPI: target bookings rate: 80% prime, 30% non-prime (year 3-7)



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Programs

Programming is provided by a combination of the municipality, private organizations, and non-profit organizations. This combination of municipally owned facilities and community partnerships has allowed the Township to deliver a range of programming to its residents. Current programming options are offered for all age groups. Based on the community profile, the programming mix is not expected to change.

Accessing programs is currently completed in-person. Booking of facilities and programs is completed manually. It can be time-consuming for staff to maintain a manual booking schedule.

The benefits of engaging in physical and leisure activities exist on many levels: social, environmental, and economic. To support active living environments, communities must commit to providing safe spaces and places to participate. Best practices in the delivery of recreational opportunities include maintaining and enhancing key community partnerships. For rural municipalities, that also includes the removal of barriers that surround transportation, isolation, and facility location. The ability to provide transportation options is important in overcoming those barriers.

Findings from analyses of the COVID-19 impacts on recreation have identified increased activities in outdoor recreation, increased activities closer to home, increased use of virtual programming, and a renewed level of comfort with indoor activities. The delivery of recreation throughout the community will need to address these trends.

Huron-Kinloss' population is aging. Over the past 10 years, the largest increase has been in the 65- to 84-year-old age range, which increased from 16.5% of the population in 2011 to 22% of the population in 2021. This trend is expected to continue. The demand for alternative programming for an aging population is expected to grow. The adult population profile suggests that access and accessibility of all facilities as well as social inclusion opportunities will be in demand. In addition, it will be important to maintain policies that support access for all.

Assessments of general health, overweight and obesity, activity levels are not significantly different than provincial averages. There are some segments of the community for whom affordability of programming may be a concern.

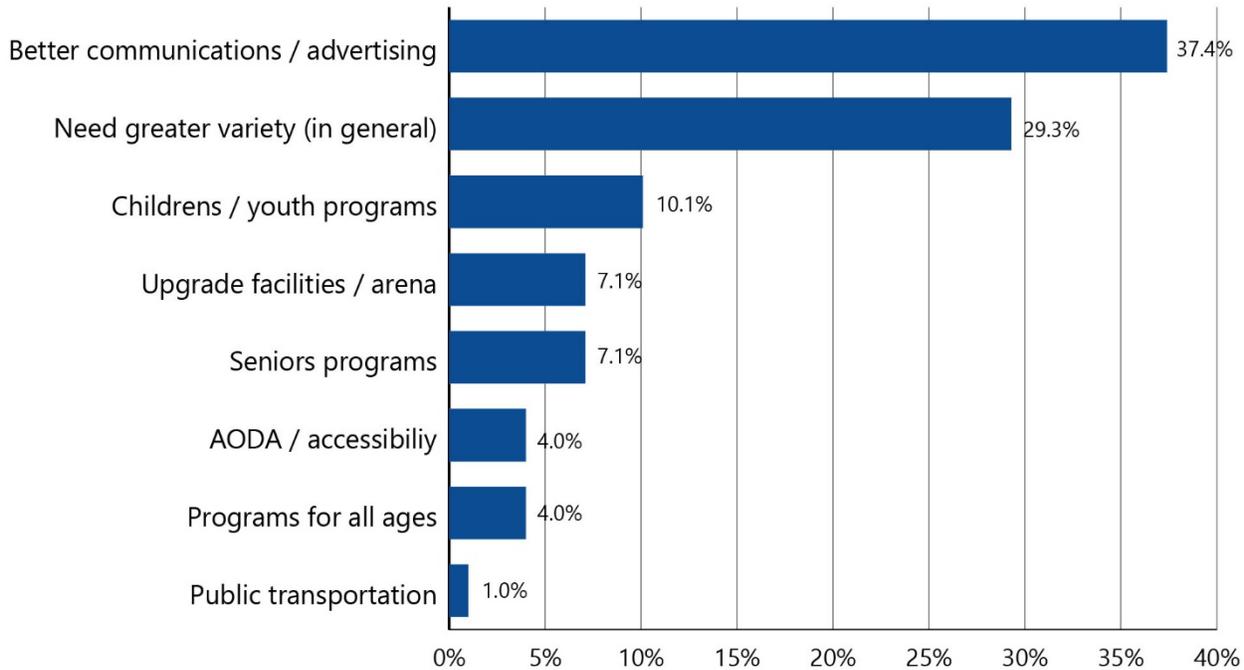
That said, addressing how, where, and by whom, programs are delivered will be important for program delivery over the next ten years. Establishing alternative methods of service delivery will also be important to mitigate any future service disruptions. These same methods can also be utilized to target groups or individuals who are less active or mobile, and ensure they have access to programming that contributes to a healthier lifestyle.



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Figure 5.3: Recommendations for Improvements to Township Programming and Services



Source: Community Feedback

PILLARS OF PROGRAMS

- Service Delivery Partners
- Outreach
- Bookings
- Program Diversity



SERVICE DELIVERY PARTNERS

The minor hockey amalgamation is a best practices approach in the delivery of minor sports. The ability to unite teams under one banner increases the viability of the sports league and reduces duplication of efforts by volunteers. That said, in general, the volunteer base is shrinking throughout the Township.

Initiatives

1. Create an environment that supports community-led programming

- **Action:** Develop a list of competencies required for others (volunteers or third-party providers) to deliver municipal programs.



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- **Action:** Develop preferred program delivery model (e.g., minor sports consolidations) to coordinate and develop programs across the community.
- **Action:** Integrate the preferred program delivery model into the community benefit profile.
- **Action:** Create and deliver a range of workshops for community partners who deliver municipal programming (e.g., train the trainer).
- **Action:** Promote partner opportunities for community-led individuals and / or organizations to deliver programs (e.g., reciprocal agreements).

2. **Develop new community partnerships with existing and new sports, arts, culture program providers**

- **Action:** Prioritize partnerships with non-sport program providers, to expand programming base.
KPI: target 1 new program per area (e.g., 1 – arts, 1 – culture, etc.)
- **Action:** Consider incentive program or reward system for groups and / or individuals that provide community-led programming.



The ability to effectively deliver programming and services is reliant on users' awareness. The municipality currently uses various media platforms to reach the local community; however, the community is not always of aware of programs and services. Users and groups also require access to information on a timely basis. In response to how the community services programs and services could be improved, 37.4% of survey respondents indicated that better communications and advertising is required.

■ Initiatives

3. **Increase community engagement and outreach in parks and recreation planning**

- **Action:** Adopt semi-annual meeting schedule with local communities to share and gather feedback on programming opportunities, projects, and initiatives, in parks and recreation.
- **Action:** Create and adopt community engagement strategy for (re)development of all facilities.

4. **Identify opportunities to increase awareness and promotion of Township programs and services, including programs and services provided by others for the benefit of Township residents**

- **Action:** Create and adopt a communications strategy for parks and recreation.
- **Action:** Consider development of trail maps.
- **Action:** Consider development of neighbourhood facilities and amenities mapping.



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BOOKINGS

As noted, bookings are currently completed manually and require staff time to process. The ability to track and assess program success and requests is time-consuming.

■ Initiatives

5. Integrate the use of technology into bookings, facility availability, and program registration processes

- **Action:** Source and adopt an integrated, on-line bookings portal for public access.
- **Action:** In the short-term, provide in-person and/or telephone booking options for those unable to access bookings portal.
- **Action:** In the long-term, transition to bookings portal for all facilities and programs.



PROGRAM DIVERSITY

Alternative programming refers to non-sport activities. There are many good quality facilities in Huron-Kinloss that can be used for alternative programming. Community feedback has suggested that there is a demand for a wider range of programming. This desire for a greater variety in programming extends to both indoor and outdoor facilities.

■ Initiatives

6. Develop increased range of programming: active, passive, arts, culture, educational

- **Action:** Expand opportunities for drop-in, self-directed activities within existing facilities.

KPI: target addition of 3 new programs per year, within existing facilities, beginning in year 3

7. Develop targeted programming: seniors, youth, family

- **Action:** Identify existing community or private organizations that provide programs for youth, seniors, and families.
- **Action:** Explore partnership opportunities to develop range of activities (e.g., subsidized rates and / or discounts, co-located classes).

KPI: target addition of 3 new programs per year (e.g., 1 each for youth, family, seniors)



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Governance

The current community services team is a mix of seasoned and new-to-the-department staff. All have a good understanding of their roles and are enthusiastic in developing the department. There is a need to maintain the drive and level of commitment within the department in the coming years. This includes ensuring that operating procedures and processes are well-documented and in place.

Current governance trends include the development of multi-purpose, shared, third-party governed/operated facilities where the facilities are municipally owned. A third-party group is defined as anyone who is not part of the Township staff.

Third-party facility governance is becoming the preferred model for day-to-day facility operations and programming. For facilities, a governance model that best suits the Township should include a formalized agreement with any third-party user or group. In addition, best practices for this shared model include:

- A commitment by the municipality to support the third-party in the development of volunteer capacity (e.g., training, financial reporting/bookkeeping, programming), and
- A confirmation that the operational standards are aligned with other municipal buildings.

Best practices in the governance and delivery of a parks and recreation system requires the department to focus on those initiatives that it is **best suited to deliver**. This (future) focus ensures the development of a governance structure that supports a core service mandate. Defining core services embraces the principles of sustainability in the effective delivery of recreation programs and facilities.

Community Services Core Services Mandate:

The Huron-Kinloss core services include planning, development and operation of recreation programs, recreation facilities, parks/trails, and the Ripley Cemetery.

Other services include Climate change/energy management initiatives, environmental initiatives, and green space management, tree preservation by-law, shoreline management, and community events.

To be effective in the future, Community Services will need to effectively foster existing and new partnerships in a supporting role, develop new skills within staff and volunteers, and incorporate flexibility into programming and operations while mitigating risk factors.

Community Services will adopt processes and programs for parks and facilities based on demonstrated needs while supporting and increasing community capacity for provision of affordable, equitable, and accessible programs,



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facilities, and services for residents. Programs will be inclusive of inactive or vulnerable populations and available to all, paid for by a combination of taxes and flexible user fees, which consider economic circumstances.

Good governance includes a framework for decision-making that allows for equitable access to programs and facilities. Within the department there is also a need to ensure that facilities and programs are effectively managed. A formalized framework by which consistent and equitable decisions can be made is needed. Key policies to support decisions in parks and recreation programming, facilities, and fee structure have been identified.

Good governance also includes the ability to define and set achievable goals. Key performance indicators (KPIs) have become a standardized way of assessing how well we are achieving those goals. They are a measurable standard of performance over time for a specific objective. KPIs provide targets and timelines gauge progress. In Huron-Kinloss, KPIs have been widely adopted to support the delivery of strategic initiatives. To track progress, KPIs are also easily adapted to dashboard-type reporting. This reporting can be shared with Council and the community-at-large.

PILLARS OF GOVERNANCE

- Staff
- Facility Management
- Key Performance Indicators
- Policies



There is a good mix of staff and leadership within the Community Services Department. The ability to recruit, train, and ensure this mix continues, needs to be supported. Having a clear path forward includes the development of procedures and guidelines for staff.

There is a sufficient complement of staff to develop the plan. The recreation programmer role is highly valued in a community-based recreation model. The importance of this role has also been noted in the recently completed Service Delivery Review. The ability to deliver the plan on a timely basis will be enhanced by prioritizing the development of the recreation programmer position.

■ Initiatives

1. Prioritize the development of standard operating procedures (SOPs)

- **Action:** Create and adopt SOPs for all parks and recreation services.



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- **Action:** Adopt processes and programs designed to support and increase community capacity for the continued provision of programs, facilities, and services for residents.
- 2. Develop staff roles in conjunction with Service Delivery Review**
 - **Action:** Prioritize development of Recreation Programmer role, as needed based on funding and plan development.
 - **Action:** Provide competency training for any new or changing roles. Competencies should include finance, marketing, program development.
 - 3. Align staff with (future) core service delivery mandate**
 - **Action:** Confirm and adopt core service delivery.
 - **Action:** Develop staffing structure in conjunction with core service delivery mandate.
 - 4. Consider a succession planning model for senior staff**
 - **Action:** Identify recruitment strategy for senior staff as needed.
 - **Action:** Identify any existing staff that may qualify for enhanced training.
 - **Action:** Re-assess existing plans and confirm appropriate timing.



FACILITY MANAGEMENT

Both indoor and outdoor facilities are well maintained. During the peak season staff capacity is over-burdened. With differences in staff structure, there is limited opportunity to 'borrow' staff from other departments.

■ Initiatives

- 5. Explore the potential to use contracted services for non-technical tasks (e.g., open grass cutting)**
 - **Action:** Develop SOP for non-technical (out-sourced) tasks.
 - **Action:** Create pilot project area to test contracted services performance.
 - **Action:** Expand (or curtail) contracted services areas.
- 6. Develop a formalized governance model for community halls**
 - **Action:** Confirm core services model with community partners.
 - **Action:** Develop and confirm usage agreement for all community centres / halls / hubs that includes roles and responsibilities of both parties. Agreements should have defined effective and / or expiration dates.
 - **Action:** Formally update and adopt new agreements to coincide with terms of agreement.



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KEY PERFORMANCE INDICATORS

The ability to understand how well the department is achieving planning goals is required. Uncertainty exists in the use of models / strategic goals for facility and program development. KPIs measure how effectively the goals for facilities, programs and services are being met, over the life of the plan.

■ Initiatives

7. Develop KPIs that reflect the goals of the plan

- **Action:** Confirm and adopt KPIs within the implementation plan.
- **Action:** Compile and deliver annual report to Council that includes KPI goals and progress.
- **Action:** Update KPIs on an annual basis.

8. Align operations and services with focus of core service delivery

- **Action:** Adopt KPI goals for maintenance standards.

9. Align programming with core service delivery

- **Action:** Adopt KPI goals for program delivery.



POLICIES

Good governance includes a framework for decision-making that allows for equitable access to programs and facilities. For the development of new programs or facilities, a clearly defined framework is needed. It should outline the roles and responsibilities for both the municipality and the community. This framework should indicate the conditions required for the development of programs and facilities in terms of: financial, operational, governance, and continued staff involvement needs.

Additionally, policies and guidelines should also provide transparency for facility patrons and management in understanding roles and responsibilities. Taken together they manage expectations in the development of parks and recreation facilities, programs, and services. The following policies have been identified for development: allocation, design and service standards, fee assistance, use of parks, and zero tolerance.

■ Initiatives

10. Develop policies, for: allocation, design and service standards, fee assistance, use of parks, and zero tolerance



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- **Action:** Complete an environmental scan for policies.
- **Action:** Create policies for Huron-Kinloss: allocation, design and service standards, fee assistance, use of parks, and zero tolerance

11. Develop framework for facility and program development

- **Action:** Define level of support that will be provided by the municipality for facility development.
- **Action:** Define level of support required from the community to pursue development of new facility.
- **Action:** Define level of support that will be provided by the municipality for program development.
- **Action:** Define the level of support required from the community to pursue new program development.

12. Formally adopt and update as needed

- **Action:** Where required, present policies / guidelines to Council for formal approval.
- **Action:** Where required, incorporate policies to by-laws.



Finance

Existing departmental activities are funded through a combination of taxes, user fees, and sponsorships. Over the past several years, there has been a reliance on funding from other sources (e.g., grants, incentive programs) to complete capital projects in parks and recreation. Recent economic activity suggests that competition for and availability of those grants and programs will be at a premium over the next several years.

Municipalities typically consider community need and benefit core services. The need to invest in parks and recreation departments is centred around community well-being. Proven community need and benefit are generally primary considerations for investments in facilities and programming (infrastructure and delivery). Municipalities are also taking a closer look at their core service investments. Once need and benefit are established, the municipality can assess appropriate investment levels.

For the Community Services Department, core services include planning, development and operation of recreation programs, recreation facilities, parks and trails, and the Ripley Cemetery. Future financial planning for the department should prioritize, support, and promote investments in these core services.

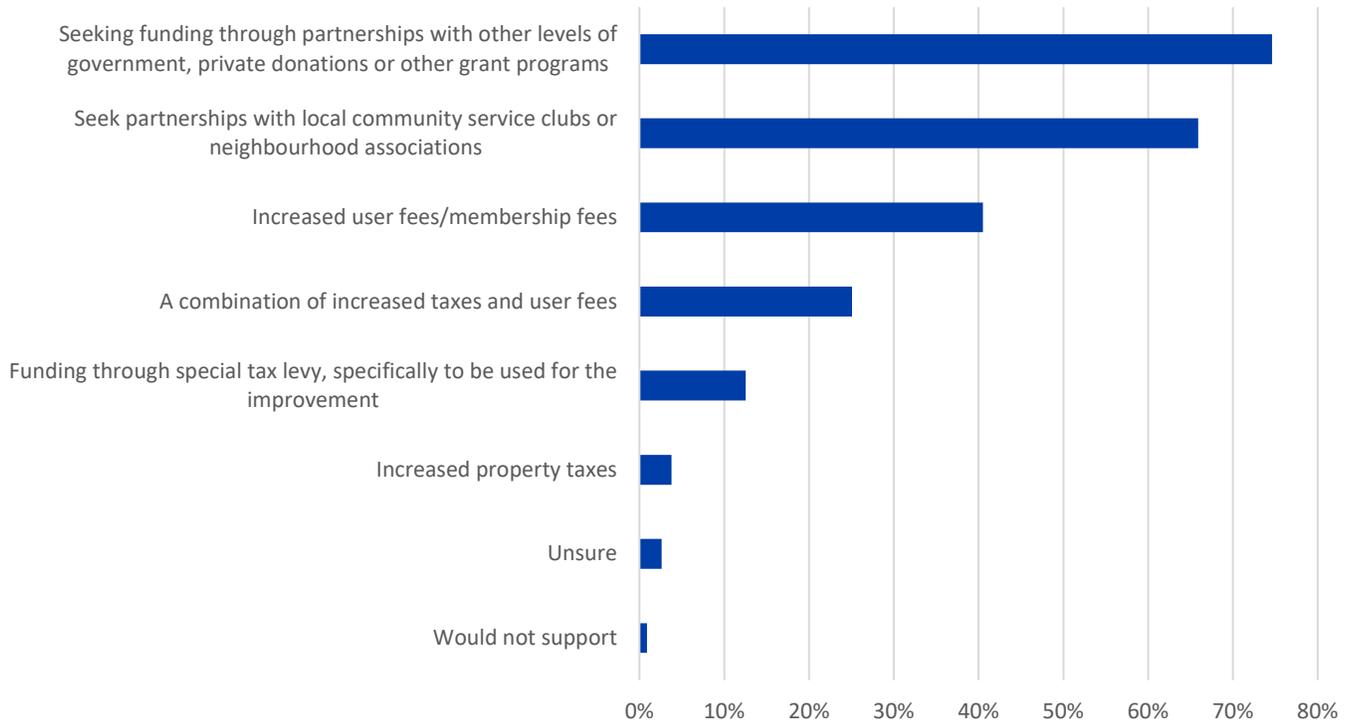
Future opportunities for funding should be factored into the assessment of highest and best use of all facilities. To prepare for any future funding programs, the Township should address highest and best use potential for any underutilized facilities. This assessment includes developing shovel-ready plans and concept designs.



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Figure 5.4: Funding for New or Improved Parks or Recreation Services



Source: Community Feedback

The success of a parks and recreation department is also influenced by the quality of its facilities. Asset management for parks and recreation should follow the same principles as existing corporate strategies for asset management.

The degree to which municipalities can reduce costs for services are achieved via rates and fees. *Pathways to Recreation* (National Framework) supports the development of strategies to ensure that no family or individual in Canada is denied access to public recreation, due to economic disadvantage. Rates and fees have many purposes. Two of the most notable are to equitably distribute service costs, and to limit tax increases. Many municipal recreation programs are moving towards a fees system that is based on community benefit.

PILLARS OF FINANCE

- **Asset Management**
- **Investment: Operations**
- **Investment: Capital**
- **Rates and Fees**
- **Sponsorship Programs**



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ASSET MANAGEMENT

Most park assets are in good condition. Indoor facilities are in good condition and well maintained. Asset management requires all sites to be assessed for Remaining Useful Life (RUL). As well, the highest and best use of a facility should also be considered. Indoor recreation assets are part of the corporate Asset Management Plan (AMP). Currently, no structured asset management program exists for parks.

■ Initiatives

1. Develop an outdoor asset inventory

- **Action:** Post a Request for Proposal (RFP) for qualified consultants to complete an outdoor facility inventory audit.
- **Action:** Develop parks asset inventory that aligns with existing corporate Asset Management Plan (AMP).

2. Create a prioritized replacement, renewal, or re-purposing strategy

- **Action:** Define conditions for replacement, renewal, or re-purposing (e.g., remaining useful life, maintenance cycle, utilization).



INVESTMENT: OPERATIONS

Operations include staff and contracted costs for maintenance and general upkeep of all facilities. Both indoor and outdoor facilities are included. Operations also includes any costs associated with providing programming. Annual investments in parks and recreation are in line with comparator municipalities.

■ Initiatives

3. Align operations and services with focus of core service delivery

- **Action:** Prioritize investments in operations and services with that support core services.

4. Align programming with core service delivery

- **Action:** Prioritize investment in programming with those that support core service delivery.



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INVESTMENT: CAPITAL

Capital investments in parks and recreation are rising. Capital costs are those that are specifically related to the design, construction, or renewal of an asset. Assets include land, buildings, and equipment. Parks and trails are also considered assets.

■ Initiatives

5. Adopt prioritized replacement, renewal, or re-purposing strategy that includes highest and best use for all facilities

- **Action:** Identify and confirm underutilized recreation properties, facilities, and assets (indoor and outdoor) for potential re-purposing.
- **Action:** For any assets to be re-purposed, complete recommended outreach process as outlined in Program initiative #3 above.
- **Action:** For any asset to be re-purposed, complete a shovel-ready or concept plan.

6. Update outdoor capital plan

- **Action:** Adopt and continually renew outdoor asset inventory prepared in 2022.
- **Action:** Confirm and update budget forecast within the asset inventory.



RATES AND FEES

The Township wants to ensure that their fee structure is equitable and accessible for all. There are inconsistencies in how rates and fees are collected. There are community segments where affordability is a concern.

■ Initiatives

7. Develop a core services mandate that includes access and affordability

- **Action:** Complete core services workshop for senior management and members of council.
- **Action:** Adopt community benefit and cost recovery goals.
- **Action:** Confirm results with community service providers.

8. Assess actual cost for facilities and programs

- **Action:** Track costs for all facilities by time of day and program / event, over the next 3 years.
- **Action:** Establish facility cost and incremental programming costs.



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9. Develop a cost recovery strategy that maximizes community benefit

- **Action:** Based on results in #8 above, establish rates and fees that achieve cost recovery goals.
- **Action:** Consider adjustments to rates based on time of day and adopted policies (e.g., allocation).



Many of the Township's capital infrastructure in parks and recreation are funded by grants or funding from other levels of government; however, this stream of funding tends to be inconsistent.

■ Initiatives

10. Assess market value of assets to maximize sponsorship potential

- **Action:** Complete a regional market comparison to establish comparable base rates.

11. Publish and promote funding opportunities with service providers

- **Action:** Share grant and funding opportunities with service providers.
- **Action:** Provide support, as needed, in completing grant applications.

12. Continually access alternative funding programs from corporate and other sources

- **Action:** Maintain supplier relationships to ensure timely access to funding opportunities (e.g., Tim's Free Skate).
- **Action:** Continue to access funding, as available, from other government programs.



6.0 Glossary of Terms



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Community Benefit: the degree to which a facility or program meets the needs of the overall community.

Community Hub: refers to the ability of a space to accommodate cross-departmental municipal services. For example, the co-location of sport, culture, and civic activities.

Core Services: the degree to which a service is essential to the community's health and safety.

Governance Model: refers to the policies and procedures in place for overseeing the delivery of programs, facilities, and services.

Multi-Functional (Use): refers to the ability of a space to be used in a variety of ways.

Multi-Generational: refers to the ability of a space to host activities across all generations. It is typically assessed on such factors as access, accessibility, comfort, safety to promote well-being.

Recreation Capacity: refers to the ability of the facility or program to accommodate additional users. It is a critical precondition in the delivery and provision of a sustainable level of facilities and programming.

Non-Sports-Based: refers to those activities that are not part of defined or organized sports (e.g., arts, culture, learning, etc.).

Third (3rd) Party Service Providers: refers to any person or group who is not directly employed by the municipality and are delivering programs or services on behalf of the municipality. Those directly employed by the municipality in the delivery of programs and services would be considered direct-delivered.

Sustainable: refers to the ability of the program, protocol, or expenditure of resources to be a viable standard, rate or level that can be maintained into the future, without compromising future needs.

Universal: refers to the degree to which a facility or program can be enjoyed by all, regardless of ability.



Appendix A Parkland Classification





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Parkland Classification

TOWNSHIP OF HURON - KINLOSS - PARKS CLASSIFICATION STANDARDS (Recommended)		DESIGN GUIDELINES: SITE AMENITY STANDARDS (Recommended)					EXISTING / RECOMMENDED SITES				
CLASS	CRITERIA DESCRIPTION	RECOMMENDED SIZE	PARKING	WALKWAYS	COMFORT	SHADE	SEATING	FIELD	PROVISION	OPERATING STANDARD	
REGIONAL / MULTI-SPORT FACILITY	Location that has capacity to deliver a variety of sport and/or cultural events, with a regional draw. On-site parking is required at a functional level. Should also include a level of access, accessibility, and comfort associated with large events. Features may include: tournament quality sports fields, amenities housed in permanent buildings, and paved on-site parking.	4.0 - 10 hectares Service area = full community & beyond	Fully accessible, gravel or paved	Fully accessible, gravel or paved	permanent, including accessible/family	structure fully accessible	bleacher, fully accessible	bleacher, fully accessible (Cat. 3*)	Maximum 1 site for the Municipality. Sites should be developed in conjunction with demographic profile mapping.	Fields to be maintained to tournament quality = cut 2 or 3 times per week, depending on usage	None required (2022) - may be a consideration in years 12 - 15 depending on growth and partnerships with neighbouring municipalities
COMMUNITY / SPORTS PARK (youth & adult)	Location that has capacity to deliver a variety of sport and (potentially) cultural events on a municipal-wide scale. On-site parking is required at a functional level. Should include a level of access, accessibility, and comfort associated with medium-sized events. Features may include: league quality sports fields, amenities housed in semi-permanent buildings, sport and multi-use courts, outdoor rinks (multi-purpose), and neighbourhood play element / structure.	4.0 - 10 hectares Service Area = full community, may include some out-of-town	Fully accessible, gravel or paved	Fully accessible, gravel or paved	permanent, including accessible/family	structure fully accessible	bleacher, fully accessible (Cat. 3)	Maximum 4 sites for the municipality. Sites should be developed in conjunction with demographic profile mapping.	Fields to be maintained to tournament quality = cut 2 times per week, depending on usage	Fields to be maintained to tournament quality = cut 2 or 3 times per week, depending on usage	Ludnow Kinsmen (as part of larger site), Lucknow Lions and Caledonia, Point Clark Ball Park, Ripley Memorial
SPORTS PARK (children)	Park dedicated to provision of sport activities for junior play. Features may include: junior sportsfields, portable site amenities.	3.0 - 4.0 hectares Service Area = local	Fully accessible, gravel	Fully accessible, gravel	semi-permanent or portable	optional structure	optional bleacher	One diamond site and one rectangular site for municipality, may be included in category above.	Fields to be maintained to level of play = cut weekly only	Fields to be maintained to level of play = cut weekly only	Pine River Ball Park
LOCAL COMMUNITY PARK	Dedicated to use by local residents only. May include site amenities focused on children, youth, adults and seniors. In conjunction adjacent parking facilities (e.g. schools), may also include programmed play space for "little leagues". Features may include: play structures, passive open space, sport / multi-purpose courts, shade and seating areas.	0.5 - 2.5 hectares Service area = local, within 10 - 15 minutes walk	not required	optional	optional	optional structure	optional	Development in conjunction with provision of other park classifications. Provision of elements for adults and seniors to be developed in conjunction with playground replacement.	Fields to be maintained to open play standard = cut weekly only	Fields to be maintained to open play standard = cut weekly only	Attawandagon, Blue, Heritage, Huronville, Kinbrae, Langton, Lions, Victoria, Whitechurch
COMMUNITY URBAN PARK	Centrally located within urbanized areas within the Township. Dedicated to use by Township residents. May include site amenities focused on children, youth, adults, and seniors. Parking should include on-street options and accessible spaces. Features may include: horticultural displays, play structures, passive open space, sports courts, waterplay zones, washrooms, shade and seating areas.	0.5 - 2.5 hectares Service area = urban area, within 15 - 30 minutes walk	On-street, paved, accessible	Paved, accessible	permanent, including accessible/family	structure	park-style benches and tables	Development in conjunction with community growth and other parkland availability / amenities.	Lawns are as of be maintained to open play standard = cut weekly only	Lawns are as of be maintained to open play standard = cut weekly only	Lewis, Lighthouse
COMMUNITY URBAN PARLETTE	Centrally located within urbanized areas within the Township. Dedicated to use by Township residents. Park is more pastoral in use, and generally focused on well-being attributes. May include site amenities focused on children, youth, adults, and seniors. Features may include: horticultural displays, small play structures, passive open space, shade and seating areas.	less than 1.0 hectare	not required	optional	optional	optional structure	optional	Development in conjunction with provision of other parkland. Provision of elements for well-being to be prioritized in urban parkettes (e.g. passive play areas with seating).	Lawns are as of be maintained to open play standard = cut weekly only	Lawns are as of be maintained to open play standard = cut weekly only	Waterworks,
ENVIRONMENTAL OPEN SPACE	General parkland for limited use by all. Purpose of site is to address environmental concerns (e.g. erosion, tree canopy). Restrictions apply to types of activities permitted, and access points. Amenities limited to site-adjacent only. Sites may include: dunes, woodlots, Provincially Sensitive Areas (PSA, e.g. wetlands)	VARIES	Informal only. No paved surfaces	N/A	N/A	N/A	N/A	As needed to maintain environmentally sensitive areas, reduce hazard lands, and develop sustainable climate change initiatives.	Maintainance related tasks limited to control of unwanted species and collection of refuse	Maintainance related tasks limited to control of unwanted species and collection of refuse	Beach, woodlots, wetlands
OPEN SPACE	General parkland for use by all, as view corridor, or provide linkages to other green space areas	VARIES	N/A	N/A	N/A	N/A	N/A	N/A	Fields to be maintained to open play standard = cut weekly only	Fields to be maintained to open play standard = cut weekly only	*depends on community support and the ability of the community to meet community development requirements



LUCKNOW

Appendix B Implementation Plan





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OBJECTIVES

INITIATIVE	ACTION REQUIRED	PRIMARY TARGET	LEAD	CAPITAL COST REQUIRED
 <h2>Facilities</h2>				
Natural Environment				
1. Enhance public education of natural area status and use	Update, publish, adopt, and enforce guidelines surrounding acceptable access, uses and behaviours in the use of municipally managed naturalized areas.	Effective Facility Management	Community Services, Communications	
	Update and enhance demarcation of environmentally sensitive areas. Where possible, include pictogram-type storyboards to enhance public awareness	Effective Facility Management	Community Services (CS)	\$\$
2. Protect and enhance environment / biodiversity	Adopt and publish standards for reforestation efforts (e.g., planting ratio).	Effective Facility Management	CS	
	Adopt and publish guidelines for limited activities during regeneration efforts on naturalized lands		CS, Communications	
3. Publish and post use of lands plan (e.g., Parks Use Policy)	Create, publish, adopt, and enforce guidelines surrounding acceptable access, uses, and behaviours in the use of municipal parkland and open spaces.	Effective Facility Management	CS, Planning	



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OBJECTIVES

INITIATIVE	ACTION REQUIRED	PRIMARY TARGET	LEAD	CAPITAL COST REQUIRED
4. Manage and post initiatives: invasive species, de(re) forestation	Post and publish scheduled activities and timelines for land management initiatives. Schedules should include timelines where public use of lands is not recommended / at risk.	Effective Facility Management	CS, Communications	
Built Form				
5. Develop Parks Hierarchy, Standards and Details	Post a Request for Proposals (RFP) for qualified consultants to complete architectural and landscape standards and details for all site features. Adopt recommendations.	Effective Program Management	CS, Planning	\$\$\$
	Confirm proposed park classification recommendations (Appendix A)		CS, Planning	
6. Build relationships with neighbouring municipalities	Enter into discussions with neighbouring municipalities to better understand regional facility access potential and capacity limits	Active Healthy Community	CS	
7. Complete AODA audit for outdoor facilities	Post an RFP for qualified consultants to complete an AODA audit of all outdoor facilities and site amenities, including activity fields and courts, paths and walkways, pavilions, seating, trails, and washrooms.	All ages	CS	\$\$
	Create prioritized plan to update outdoor facilities to ensure AODA compliance (RFP deliverable)	All ages	CS	



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OBJECTIVES

INITIATIVE	ACTION REQUIRED	PRIMARY TARGET	LEAD	CAPITAL COST REQUIRED
8. Complete Age-Friendly Plan (AFP)	Post an RFP for qualified consultants to complete an AFP. Adopt recommendations	Effective Program Management	CS	\$\$
Operations				
9. Develop community partnerships to enhance beautification efforts (e.g., adopt-a-garden/trail/park)	Adopt trails management guidelines based on classifications as recommended by Ontario Recreation and Facilities Association (ORFA)	Effective Facility Management	CS	
	Establish and publish parks and trails maintenance guidelines for all seasons	Effective Facility Management	CS	
	Promote and support partnership opportunities for local groups (e.g., horticultural societies) to enhance beautification efforts	Active Healthy Community	CS	
Trails				
10. Assess land access needs and feasibility of connecting (local) trails to a larger system	Post an RFP for qualified consultants to complete an Active Transportation Network (ATN) and Trails Feasibility Study.	Active Healthy Community	Transportation, CS, Planning	\$\$\$\$
11. Adopt a trails hierarchy, based on feasibility	Prioritize development of universal, multi-use pathways, and trails from the ATN	Active Healthy Community	CS, Planning	
	Include pedestrian-only zones within the ATN, that include rest / amenity areas	Active Healthy Community	CS, Planning	
	Include trails that are focused on motorized vehicles	Active Healthy Community	CS, Planning	



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OBJECTIVES

INITIATIVE	ACTION REQUIRED	PRIMARY TARGET	LEAD	CAPITAL COST REQUIRED
12. Develop trails partnerships with users and clubs	Enhance partnerships with trail user clubs (e.g., Bluewater Snowmobile Club) to maintain and protect trails and adjacent vegetation within trails system	Active Healthy Community	CS	
13. Actively promote use of trails network	Publish, post, and promote benefits and features of local trails and ATN	Active Healthy Community	CS	
	Work in conjunction with local trail groups to educate public about the trails system (uses, classifications, opportunities, amenities, restricted areas, motorized areas, etc.)	Effective Facility Management	CS	
Utilization				
14. Integrate the use of technology into bookings, facility availability, and program registration processes	Adopt on-line facility management system (in conjunction with bookings program)	Effective Facility Management	CS, Finance	
	Track facility utilization data to assess functional utilization	Effective Facility Management	CS	
	Complete a facility utilization analysis for prime and non-prime hours of all municipal community spaces (indoor and outdoor)	Effective Facility Management	CS, Finance	
	Develop and set targets for prime and non-prime usage	Effective Facility Management	CS, Finance	



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OBJECTIVES

INITIATIVE	ACTION REQUIRED	PRIMARY TARGET	LEAD	CAPITAL COST REQUIRED
 <h2>Programs</h2>				
Service Delivery Partners				
1. Create an environment that supports community-led programming	Develop a list of competencies required for others (volunteers or third-party providers) to deliver municipal programs.	Effective Leadership	CS	
	Develop preferred program delivery model (e.g., minor sports consolidations) to coordinate and develop programs across the community.	Effective Leadership	CS	
	Integrate the preferred program delivery model into the community benefit profile.	Active Healthy Community	CS	
	Create and deliver a range of workshops for community partners who deliver municipal programming (e.g., train the trainer)	Active Healthy Community	CS	
	Promote partner opportunities for community-led individuals and / or organizations to deliver programs (e.g., reciprocal agreements)	Active Healthy Community	CS	
2. Develop new community partnerships with sports, arts, culture program providers	Prioritize partnerships with non-sport program providers, to expand programming base	Effective Programming	CS	
	Consider incentive program or reward system for groups and / or individuals that provide community-led programming	Programming and Service Providers	CS	



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OBJECTIVES

INITIATIVE	ACTION REQUIRED	PRIMARY TARGET	LEAD	CAPITAL COST REQUIRED
Outreach				
3. Increase community engagement and outreach in parks and recreation planning	Adopt semi-annual meeting schedule with local communities to share and gather feedback on programming opportunities, projects, and initiatives, in parks and recreation	Community Development	CS	
	Create and adopt community engagement strategy for (re)development of all facilities	Community Development	Communications	
4. Identify opportunities to increase awareness and promotion of Township programs and services, including programs and services provided by others for the benefit of Township residents	Create and adopt a communications strategy for parks and recreation	Community Development	Communications	
	Consider development of trail maps	Active Healthy Community	CS	
	Consider development of neighbourhood facilities / amenities mapping	Active Healthy Community	CS	



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OBJECTIVES

INITIATIVE	ACTION REQUIRED	PRIMARY TARGET	LEAD	CAPITAL COST REQUIRED
Bookings				
5. Integrate the use of technology into bookings, facility availability, and program registration processes	Source and adopt an integrated, on-line bookings portal for public access	Effective Facility Management	CS, Finance	
	In the short-term, provide in-person / telephone booking options for those unable to access	Effective Facility Management	CS	
	In the long-term, transition to bookings portal for all facilities and programs	Effective Facility Management	CS	
Program Diversity				
6. Develop increased range of programming: active, passive, arts, culture, educational	Expand opportunities for drop-in, self-directed activities within existing facilities	Effective Facility Utilization	CS	
7. Develop targeted programming: seniors, youth, family	Identify existing community or private organizations that provide programs for youth, seniors, and families	Program Supply	CS	
	Explore partnership opportunities to develop range of activities (e.g., subsidized rates and / or discounts, co-located classes)	Program Supply	CS	



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OBJECTIVES

INITIATIVE	ACTION REQUIRED	PRIMARY TARGET	LEAD	CAPITAL COST REQUIRED
 <h2>Governance</h2>				
Staff				
1. Prioritize the development of standard operating procedures	Create and adopt SOPs for all parks and recreation services.	Effective Facility Management	CS	
2. Develop staff roles in conjunction with Service Delivery Review	Prioritize development of Recreation Programmer role.	Effective Department Management	CS, Human Resources	
	Provide competency training for any new / changing roles. Competencies should include finance, marketing, program development.	Effective Department Management	CS, Human Resources	
3. Align staff with (future) core service delivery mandate	Confirm and adopt core service delivery.	Effective Department Management	CAO	
	Develop staffing structure in conjunction with core service delivery mandate.	Effective Department Management	CAO	
4. Create a succession planning model for senior staff	Identify recruitment strategy for senior staff as needed.	Effective Department Management	CAO	
	Identify any existing staff that may qualify for enhanced training.	Effective Department Management	CAO	
	Re-assess existing plans and confirm appropriate timing.	Effective Department Management	CAO	



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OBJECTIVES

INITIATIVE	ACTION REQUIRED	PRIMARY TARGET	LEAD	CAPITAL COST REQUIRED
Facility Management				
5. Explore the potential to use contracted services for non-technical tasks (e.g., open grass cutting)	Develop SOP for non-technical (out-sourced) tasks.	Effective Facility Management	CS	
	Create pilot project area to test contracted services performance.	Effective Facility Management	CS	
	Expand (or curtail) contracted services areas.	Effective Facility Management	CS	
6. Develop a formalized governance model for community halls	Confirm core services model with community partners.	Community	CS	
	Develop and confirm usage agreement for all community centres / halls / hubs that includes roles and responsibilities of both parties. Agreements should have defined effective and / or expiration dates.	Effective Facility Management	CS, Finance	
	Formally update and adopt new agreements to coincide with terms of agreement	Effective Facility Management	CS, Finance	
Key Performance Indicators				
7. Align operations and services with focus of core service delivery	Confirm and adopt KPIs within the implementation plan.	Effective Facility Management	CS	
	Compile and deliver annual report to Council that includes delivery targets, progress and KPI goals	Leadership	CS	
	Update KPIs on an annual basis.	Leadership	CS	
8. Align programming with core service delivery	Adopt performance goals for maintenance standards.	Effective Facility Management	CS	



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OBJECTIVES

INITIATIVE	ACTION REQUIRED	PRIMARY TARGET	LEAD	CAPITAL COST REQUIRED
9. Develop KPIs that reflect the goals of the plan	Adopt performance goals and KPI goals for program delivery.	Effective Program Delivery	CS	
Policy				
10. Develop policies, for: allocation, design and service standards, fee assistance, use of parks, and zero tolerance	Complete an environmental scan for policies.	Department Management	CS	
	Create policies for Huron-Kinloss: allocation, design and service standards, fee assistance, use of parks, and zero tolerance	Department Management	CS	
11. Develop framework for facility and program development	Define level of support that will be provided by the municipality for facility development	Department Management	CS	
	Define level of support required from the community to pursue development of new facility	Community Development	CS	
	Define level of support that will be provided by the municipality for program development	Department Management	CS	
	Define the level of support required from the community to pursue new program development	Community Development	CS	
12. Formally adopt and update as needed	Where required, present policies / guidelines to Council for formal approval.	Department Management	CS	
	Where required, incorporate policies to by-laws	Department Management	CS	



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OBJECTIVES

INITIATIVE	ACTION REQUIRED	PRIMARY TARGET	LEAD	CAPITAL COST REQUIRED
 <h2>Finance</h2>				
Asset Management				
1. Create a prioritized replacement, renewal, or re-purposing strategy	Define conditions for replacement, renewal, or re-purposing (e.g., remaining useful life, maintenance cycle, utilization).	Financial Planning	CS, Finance	
2. Develop an outdoor asset inventory	Post a Request for Proposal (RFP) for qualified consultants to complete an outdoor facility inventory audit	Financial Planning	CS, Finance	\$\$\$
	Develop parks asset inventory that aligns with existing corporate Asset Management Plan	Asset Management	CS, Finance	
Investment: Operations				
3. Align operations and services with focus of core service delivery	Prioritize investments in operations and services with that support core services.	Financial Planning	CS	
4. Align programming with core service delivery	Prioritize investment in programming with those that support core service delivery.	Financial Planning	CS	



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OBJECTIVES

INITIATIVE	ACTION REQUIRED	PRIMARY TARGET	LEAD	CAPITAL COST REQUIRED
Investment: Capital				
5. Adopt prioritized replacement, renewal, or re-purposing strategy that includes highest and best use for all facilities.	Identify and confirm underutilized recreation properties, facilities, and assets (indoor and outdoor) for potential re-purposing.	Facility Utilization	CS, Finance	
	For any assets to be re-purposed, complete recommended outreach process (above)	Facility Utilization	CS	
	For any asset to be re-purposed, complete a shovel-ready or concept plan.	Facility Utilization	CS	\$\$ - \$\$\$
6. Update outdoor capital plan	Adopt and continually renew outdoor asset inventory prepared in 2022.	Asset Management	CS	
	Confirm and update budget forecast within the asset inventory.	Financial Planning	CS	
Rates and Fees				
7. Develop a core services mandate that includes access and affordability	Complete core services workshop for senior management and members of council.	Community Development	CS	
	Adopt community benefit and cost recovery goals.	Community Development	CS	
	Confirm results with community service providers.	Community Development	CS	
8. Assess actual cost for facilities and programs	track costs for all facilities by time of day and program / event, over the next 3 years.	Financial Planning	CS, Finance	
	establish facility cost and incremental programming costs.	Financial Planning	CS	



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OBJECTIVES

INITIATIVE	ACTION REQUIRED	PRIMARY TARGET	LEAD	CAPITAL COST REQUIRED
9. Develop a cost recovery strategy that maximizes community benefit	Based on results in #8 above, establish rates and fees that achieve cost recovery goals.	Revenue	CS, Finance	
	Consider adjustments to rates based on time of day and adopted policies (e.g., allocation).	Revenue	CS, Finance	
Sponsorship				
10. Assess market value of assets to maximize sponsorship potential	Complete a regional market comparison to establish comparable base rates.	Revenue	CS	
11. Publish and promote funding opportunities with service providers	Share grant and funding opportunities with service providers.	Revenue	CS	
	Provide support, as needed, in completing grant applications.	Revenue	CS	
12. Continually access alternative funding programs from suppliers (e.g., free skate, playground funding)	Maintain supplier relationships to ensure timely access to funding opportunities (e.g., Tim's Free Skate)	Revenue	CS	
	Continue to access funding, as available, from other government programs.	Revenue	CS	