walk run dance hike swim stretch
dream explore rest chat learn fun read
splash compete skate jump discover preserve

CLEARVIEW TOWNSHIP:

PARKS, RECREATION AND CULTURE

MASTER PLAN

progressive   nature   doable   vibrant
evolving   learns   cooperate   inclusive
community opportunity growth respect

Gazebo, Station Park, Stayner

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consulting group

prc solutions
engage create deliver

CLEARVIEW

Well managed open spaces, parks, trails, recreation and cultural facilities and programs are a source of pride and focus in Clearview. They will help with the development of the Township's identity. As the population expands, and people increasingly pursue healthy lifestyles, the Township is committed to adopting continuous improvement strategies to meet current needs, while planning for the future.

This document sets out a vision, strategic objectives, and key initiatives for the period 2019-2028, aligning closely with the principal vision, objectives, and policies of the Township's Strategic Plan and Official Plan.

The Parks, Recreation and Culture Master Plan will serve as a policy framework to manage and sustain parks, recreation and culture programs and facilities. It will also be a guide to decision-making for future capital and operational initiatives.

Executive Summary

Residents in rural communities experience a unique environment and a distinct lived experience that is often well connected to the rural landscape. In addition, that outdoor experience is tightly woven into cultural, heritage and historical significance. Planning and development strategies – which include Parks, Recreation and Culture Master Plans – can help rural municipalities create a healthier community and in turn a healthier population.

This Parks, Recreation and Culture Master Plan builds on the previous plan, provides updates and new directions. It builds on the successes and emergent themes in the various recent strategic plans currently in use, most notably, Council's Strategic Plan. This document will guide the Parks, Recreation and Culture Department's delivery of programs and services over the next 10 years. It considers the expected impacts due to growth. It aims to increase participation and variety in programming while increasing operational effectiveness. It confirms the Town's need to ensure that partnerships with service providers remains strong over the life of the plan.

Parks, recreation and culture facilities and programs are supported and highly valued by residents. Respondents to the community survey indicated that recreation users are mostly satisfied with facilities and programs:

- Outdoor sport and recreation 71% (telephone) and 59% (online)
- Indoor recreation and culture 67% (telephone) and 66% (online)
- Recreation and leisure programs 69% (telephone) and 63% (online)

That said, 26% of respondents also indicated that their recreation needs were being met at out-of-town locations. The master plan was developed to service the Town's full demographic profile and include emerging recreation trends.

Maintaining publicly funded and accessible sustainable municipal operations in parks, recreation and culture is a key to community wellbeing, which is also linked to the Town's economic vibrancy.

Highlights of broad issues facing Parks, Recreation and Culture:

- The Town's demographic profile is expected to change with growth expected in young adult, senior and youth populations within the community;
- There will be competing resource needs to provide a mix of programs that more adequately services the full population profile;
- There is some urgency in completing AODA-legislated requirements for facilities;
- There is a need to ensure that all facilities can be multi-generational and multi-functional in nature;
- The Town will need to actively engage with its third-party program providers and volunteers to ensure effective program delivery;

- Need to ensure that all available funding resources are maximized in the development of new (growth) facilities and site amenities;
- Need to improve the quality and quantity of facility and program utilization data in parks, recreation and culture; and
- Need to ensure that operations are sustainable over the life of the plan and beyond.

The Master Plan offers ways to re-define programming priorities and maximize Council's investment in small community halls. It also recommends that core services be confirmed through a community -first approach as well as a departmental operational review.

Key Components of the Master Plan:
- Focus on recreation and culture programming needs across all segments of the community;
- Focus on opportunities to create a healthy community by considering adaptive use of facilities throughout the Township;
- Increase facility and program utilization across all facilities – indoor and outdoor;
- Provide support and enhance community partnerships with program, service, and facility providers throughout the community;
- Develop policies to standardize municipal processes including: facility allocation, rates and fees, R-zone, and subsidy;
- Develop standardized operating and service levels for outdoor facilities; and
- Improve communications and marketing strategies for all programs and facilities.

Setting Directions for the Master Plan:
As noted, this plan builds on other plans currently in use and is developed around three principal themes, namely: Parks, Trails, Green and Open Space Strategy, Recreation Facilities, Service Strategies and Programming, and Financing, Property and Department Management and Staff Strategies. For each theme a set of recommendations and initiatives was developed based on research, input from staff, Core Team, stakeholders / community organizations and the public. Throughout the process, various issues were 'tested' with these same groups. The draft, interim and final plans were also reviewed and discussed with staff / Core Team.

Parks, Trails, Green and Open Space Strategy – the provision of outdoor recreational experiences that services the entire population profile and promotes community health and well-being

Recreation Facilities, Service Strategies, and Programming– the provision of indoor recreational experiences that services the entire population profile and promotes community health and well-being

Financing, Property and Department Management and Staff Strategies - a culture of continuous improvement that strives to attain the highest and best use of facilities while delivering core services in a sustainable manner.

* Any clause or words marked with an asterisk is defined in the Glossary of Terms in Appendix

Parks, Trails, Green and Open Space Strategies (PT)	
Objective	**Description (Refer to pages 22 to 29)**
1.0 Parks, Trails and Greenspace System	Over the next 10 years, establish a range of park, trails and greenspace facilities that support programs for recreation and culture. The range of facilities and programs should reflect the Township's demographic profile (21% senior, 52% adult, and 27% under 25).
2.0 PTG Service Delivery	Over the next 18 months, establish clear guidelines for service delivery standards that are based on site performance needs and mitigation of risk management factors. Service delivery supports facility programming that maximizes use of space by all ages and abilities. Guidelines should include Accessibility for Ontarians with Disabilities Act and Ontario Building Code considerations.
3.0 PTG Programming	Re-organize the range of programs and services to align with Objective 1 parameters. Create facility capacity for new programs. Beginning in 2022, phase-in alternative programming with a community-led mandate. Target phase-in rate of 1 new program per age group every 3 years. Programs should be offered to encourage participation through all phases of life
4.0 PTG Facility Panning	To achieve the goals of the plan, over the next 10 years, confirm and adopt guidelines, funding and policies to maintain parkland dedication rates of 5% residential and 2% commercial. Ensure that the provision of facilities is matched to community demographics and utilization needs.
5.0 Priority Infrastructure Services	Complete required infrastructure and services over the life of this master plan in an organized, prioritized manner. Complete priority ranking framework in 2019. For 2019 onwards, priority ranking system to be used for capital recommendations.

Recreation Facilities, Service Strategies, and Programming (FSP)	
Objective	**Description (Refer to pages 30 – 35)**
6.0 Recreation Facility System	Beginning in 2019, create a network of community and regional partners to ensure coordinated development of recreational facilities and programs to avoid duplication of efforts and maximize facility utilization. Township facility capacity should be assessed for their ability to provide alternative programming that is paired with demographic mapping.
7.0 FSP Service Delivery	Over the next 18 months, formalize clear guidelines for service delivery standards that are based on site performance needs and mitigation of risk management factors. Match staffing and facility availability to ensure maximum facility utilization. Focus on core service delivery to support facility programming that maximizes use of space by all ages and abilities.
8.0 FSP Programming	Re-organize the range of programs and services to align with community profile. Match staffing and facility availability to ensure maximum facility utilization. Beginning in 2021, phase-in alternative programming with a community-led mandate. Target phase-in rate of 1 new program per age group every 3 years. Programs should be offered to encourage participation through all phases of life.
9.0 FSP Planning	Continue to develop facility maximization goals via utilization and programming. To ensure maximum utilization and participation facilities and programs should be designed within a "hub" framework to include: multi-function space that can support a variety of users and programs, be AODA and compliant, and include co-location of services.
10.0 Priority Infrastructure & Services	Adopt priority ranking framework developed in Objective 5 and complete ranking by 2019. From 2019 onwards, priority ranking system to be utilized for capital recommendations.
11.0 Small Community Halls	Over the next 10 years work to ensure the operational and market viability of small halls. Use small halls to foster community development and increase the capacity of the not-for-profit and private sector. In 2020 Establish a range of community programs and activities that can be accommodated at these halls. In 2022 begin implementing new programming

Financing, Property and Department Management and Staff Strategies (MO)	
Objective	**Description (refer to pages 37 – 44)**
12.0 Systems Management	*Over the next 5 years adopt a systems management protocol to maximize facility and program utilization. Over the next 10 years, achieve facility and program utilization goals.*
13.0 Service Delivery Management	*During 2020-2021, re-position core services to align with Operational Review (2019) outcomes. Revised model should support Objective 12 initiatives to maximize facility use, and support community development initiatives (See also Objective 18*
14.0 Program Management	*Beginning in 2021, commit adequate resources to staff training to ensure continuous learning to meet emerging needs, and to support new programming models and protocols.*
15.0 Parks, Recreation and Culture Planning	*Beginning with the 2019 budget cycle, over the term of the master plan, balance the realities of available resources with the planning of projects.*
16.0 Priority Infrastructure	*Establish a long-term strategy for renovating aging facilities, tied to the Township's AMP. The planning schedule should also be completed in conjunction potential revenues generated from alternative sources (see Objective 17)*
17.0 Financing	*Diversify revenue sources to reduce reliance on tax-funded budget, while still providing the progressive parks, recreation and culture system of which Clearview residents are proud and have come to expect.*
18.0 Community Development	*Adopt processes and programs designed to support and increase community capacity for the continued provision of programs, facilities and services for Clearview residents.*
19.0 Marketing and Communications	*Beginning in 2019, provide continuous improvement opportunities to increase information sharing and communications with the public, internal and external stakeholders.*
20.0 Master Plan Objectives & Review	*Adopt review timelines and processes for all master plan objectives, initiatives and key performance indicators. Refresh master plan on a 5-year cycle.*

PARKS, RECREATION & CULTURE SERVICES - SNAPSHOT

Multiple research studies show that the health and well-being of a community are strengthened measurably when residents engage in parks, recreational and cultural opportunities. In Clearview, we are fortunate to have an abundance of such opportunities.

Our large expanse of public green space includes natural areas, sports fields, playgrounds, multi-use trails, urban forest, and neighbourhood parks. In 2018, there are 15 maintained parks, covering approximately 24 hectares. These provide residents and visitors with many varied opportunities for outdoor activities and enjoyment. In addition, the Township enjoys the benefit of a wide variety of private outdoor recreational facilities including access* to provincial recreational lands.

The Township provides two community centres – each with a single ice pad - two dedicated curling clubs, and 7 small community halls.   These centres allow Clearview to offer recreation and cultural programming, that ranges from sports and fitness, arts and culture, to special events and activities that help foster a sense of community cohesiveness. Recreational and leisure programs are offered for every age and ability, and include seasonal aquatics, fitness, ice sports, art and cultural spaces, and multipurpose rooms.

In 2018, the award-winning Small Halls Festival hosted over 35 events showcasing the very best of rural living and contemporary arts, theatre, music and local culinary delights. The Festival attracted 7000 visitors and locals to discover Clearview Township's 8 community centres and generated $1.8 million dollars in economic activity.[1]

Within the context of our parks, recreation and culture, connection to Clearview's rural heritage plays an important role in our municipality's identity. These outdoor experiences include the trail system - along agricultural lands and wooded areas - and the newly developed Eco Park, for recreational pursuits. Community partnerships are pivotal to the Township's ability to provide recreational and cultural programs and events. The support that volunteers bestow to the community allows residents and visitors to enjoy a higher quality of parks, recreation and cultural experiences, and is greatly appreciated.

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[1] TREIM Model results, Clearview Township, 2018

ride picnic relax jump splash

Chicken Race

ACKNOWLEDGEMENTS

We would like to thank the following residents and groups for their time, input and support in the development of the master plan.

INTRODUCTION

Master Plan Purpose

The purpose of the master plan study is to provide a policy and action framework to manage, sustain, or enhance parks, recreation and culture programs and facilities over the next 10 years. Specifically, the Townships requires an inspirational plan that aligns with Council's priorities. The Plan reflects the community's rural / urban mix and needs while promoting healthy lifestyles across all community segments. It also addresses future community needs to better define the Township's role in providing programs, facilities, and services.

To achieve those goals, the Township's Request for Proposal (RFP) document outlined several objectives which include:

- Producing a Parks Recreation and Culture Master Plan (PRCMP) relating to the full scope of recreation, parks and cultural services to 2028;
- Developing a service profile of parks, recreation and cultural facilities;
- Conducting a robust engagement strategy;
- Identifying gaps and priorities based on the community profile to better provide for the community now and in the future; and
- Developing guidelines, frameworks and prioritized recommendations.

Key Deliverables

To further assess the plan's success, key deliverables were delineated in the RFP. Some of those were completed and presented in the internal Background Document (BD). The **bolded** items (3,6,7&8) below relate to the Master Plan document.   The list includes:

1. Review and analysis of all corporate background documents (BD, September 2018);
2. Provide a review of recreation facilities, programs and services that have direct impact on those operating within the Township (BD, Sept. 2018);
3. **Develop a comprehensive framework that determines the level of service, programs, and governance (and potential partnership), for the provision of core versus ancillary services;**
4. A thorough review and analysis of Corporate and PRC Department policies, guidelines and operating standards (BD, September 2018);
5. Provide an assessment of influential trends that influence delivery of accessible, relevant and sustainable* service based on sourced data from; demographics, environmental scans, comparator municipalities and industry associations (BD, September 2018);
6. **Deliver a robust communications and engagement strategy;**
7. **Develop efficiency and effectiveness recommendations related to; financial, facility, programs and services, future growth, service and delivery standards, partnerships and community need; and**
8. **Create a clear prioritized Parks, Recreation and Culture Master Plan.**

It is expected that adherence to these objectives and deliverables will yield a greater sense of community, increased branding opportunities, and enhance the overall quality of life and place.

THE PLANNING PROCESS

The Master Plan framework was confirmed and refined in conjunction with the Core Team. The framework consisted of significant data-gathering and engagement phases, the findings of which were presented in the Background Document *Community, Facility, and Service Profile* (CFSP / BD, September 2018). Information collection activities are described above as part of key deliverables.   The following engagement activities were carried out in the development of the Background Document:

- Interviews with key informants from the Township, (June & July 2018);

- Focus groups with stakeholders, representing community associations and organizations, and sport and cultural groups (July2018);

- A telephone survey to a statistically valid sample of Township, with more than 200 respondents (August 2018);

- A web-delivered survey, using the same questions as the telephone version, received an additional 184 responses (August 2018);

- Community Pop-up Events with approximately 50 participants (July and August 2018)

- Community Workshop in New Lowell with 40 participants (September 2018);

- Cross-departmental Core team workshops throughout the master planning process to determine the appropriateness of the vision and the mission, and the level of support for strategic objectives (May – November 2018); and

- Presentations to the following committees: Core Team, and Township Council (2018 - 2019).

METHODOLOGY

As noted earlier, the Master Plan methodology consisted of significant data gathering and analysis, which was combined with various engagement activities. All research, profiles, data and data analysis were presented in the Background Document (BD, September 2018).

Background Document: Profile and Opportunities
The Background Document generated a community and service profile. The community profile was based on demographics as well as a scan of the current facilities and programs. The engagement sessions yielded a vision for the future of Parks, Recreation and Culture in the Township of Clearview.   A future service profile was then generated based on a gap analysis from research, data, and community engagement.   The resulting profiles focused on opportunities in programming, facility development and operations management. This yielded insights for the future direction in the provision of both indoor and outdoor facilities and programs.

Research
Extensive demographic research was carried out at the local, county, and comparator municipality levels. Based on the 2016 Statistics Canada census information, profiles were generated for age, income, employment, education, and health. National participation statistics were compared to Clearview's current participation rates. GIS mapping was carried out for the Township based on age, income and projected participation. Clearview's profile was compared to the county and comparator municipality profiles.   In addition, to aid in future needs development, generational behaviour profiles were also presented. Behaviour profiles, by generation, are considered one of the best predictors of future interests and needs[2].   Projections covered the life of the plan.

Over the life of the plan, adults will make up about 52% of Clearview's population mix. The adult mix will be predominantly "Boomers", and "Millennials" (1984 – late '90s). However, the "Gen X" (1965 -84) population will see a decrease over the next 10 years.   The Township will need to ensure that there are adequate programs, facilities and services to meet their needs. As well, the senior population segment will be the largest single segment of the population (21%). This older population profile suggests that, when being developed, facilities and programming will need to consider access, accessibility* and social inclusion opportunities.

Literature Review
The Request for Proposal listed several documents where pertinent Township background information was available. Documents related to Economic Development and Aging Strategies at the regional and county level respectively, were also reviewed. Documents listed were reviewed and summarized in the Background Document.

Data Analysis
Data was gathered for facilities and programs, both indoor and outdoor. Financial data, as it relates to the delivery of parks, recreation, and

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[2] Jason Dorsey, Center for Generational Kinetics, www.genhq.com

METHODOLOGY

culture was collected from 2017 FIR data, as published by the Ministry of Municipal Affairs. Similar data was assembled for comparator municipalities. The comparator group included; Adjala Tosorontio, Brock, Laurentian Valley, Shelburne, and South Stormont. In addition, further data was collected on the provision of facilities and programs in neighbouring municipalities: Wasaga Beach and Collingwood. Making these comparisons generated a perspective on how well the Township is delivering facilities, programs, and services to each demographic segment - children, youth, adult, and seniors.

The data suggests that the Township 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 outlined earlier were carried out between June and September 2018. 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)[3]. Activities were designed to generate feedback on current and future issues identified in earlier sessions. 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.

Master Plan Document

Throughout the processes, common themes emerged. Per the Request for Proposal, analysis surrounding the 3 principal themes were requested, namely: Parks, Trails, Green and Open Space Strategies (PT), Recreation Facilities, Service Strategies and Programming (FSP), and Financing, Property and Department Management (MO). These themes resonated with research and gap analysis. They were also common to existing planning and strategic documents already in use by the Township. These common themes were adopted for the Parks, Recreation and Culture Master Plan document.

Recommendations, in the form of objectives and associated initiatives, were developed focusing on increasing facility utilization, maximizing program quality and quantity, and enabling community development. **Key to achieving both park (PT) and recreation facilities (FSP) objectives is the need to deliver municipal operations in a sustainable* manner**.

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[3] International Association for Public Participation, Participation Spectrum, www.iap2canada.ca

METHODOLOGY

Throughout the document, some words and phrases common to the process were used. Some of these may not be familiar to the public. We have marked these with an asterisk (*) and explained their context in the Glossary of Terms (Appendix A).

To track progress and ensure that Master Plan objectives were being addressed, Key Performance Indicators (KPIs) were developed. These will be developed by Staff and presented in an updated Appendix B. The expected completion is towards the end of Phase 1 activities in 2021.

To aid in the future development of parkland, a Parks Classification Standard, with associated design and service level standards, is presented in Appendix C.

The refinement of the recommendations is found in the Action and Implementation Plan framework in Appendix D. A projected cost and investment plan are delivered in the Capital Cost Allowance (CCA) - Appendix E. Both sections also include the projected operating impact from any recommendations or capital expenditures.

And finally, excerpts from the Consultation Report and Findings is presented in Appendix F.

It should be noted that, pending the outcome of the recommended Operational Review (See Objective 13 Initiative 2), any operational impacts are expected to be absorbed within the existing staffing complement.

THE MISSION

Together with our community partners, we create opportunities to support healthy and enriching lifestyles for our residents, families and visitors.

Creemore Horticultural Park

THE VISION

To be a high quality, connected and accessible system of recreation, cultural and parkland opportunities and experiences for all.

From the various consultation activities, some guiding principles were also created to support the vision:

Inclusive - our system of recreation, culture and parks is accessible and affordable to all

Healthy - our system of recreation, culture and parks provides opportunities for residents to engage in meaningful, active living

Progressive – our system of recreation, culture and parks is continuously improving and learning

Engaged - our system of recreation, culture and parks provides opportunities for residents and stakeholders to be actively engaged partners and shared stewards

Sustainable* - our system of recreation, culture and parks respects our natural environment and heritage

The Township will use this vision and guiding principles to drive future decisions about operational and capital priorities.

PRINCIPAL THEMES

The Township's Strategic pillars are woven into connections with a healthy natural environment. Moreover, the two pillars directly related to master plan development: Recreation and Culture, and Quality of Life are linked to an overarching theme of managing and sustaining a healthy community. To demonstrate how the following sections, Strategic Objectives and Recommended Initiatives, are connected to the vision, each is linked to one of the three principal master plan themes outlined below.

PT

Parks, Trails, Green and Open Space Strategies

Our range of experience through parks, trails, green and open spaces are well developed. Facilities enable participation in leisure activities that encompasses various abilities with a multi-generational* outlook. The open space system is augmented by facilities that are provided by other levels of government as well as the private sector. These experiences all contribute to community well-being, including enjoyment of the natural environment. This contribution to well-being in Clearview assists in creating conditions whereby the local economy can thrive through the promotion of sport and cultural tourism, and marketing of the potential of the parks, trails and open space system. Our enhanced management practices strive to ensure public access* and accessibility* in the provision of outdoor facilities.

FSP

Recreation Facilities, Service Strategies, and Programming

The Township delivers a wide range of programs and services to our residents throughout all settlement areas. Many other health and wellness programs are delivered with or through community partners. These programs are developed to ensure access to healthy lifestyle options. Across the Township, to develop new facilities / programs that meet the needs of our changing demographics and trends, we work with other agencies including: neighbouring municipalities, the Nottawasaga Valley Conservation Authority, and local community halls.

MO

Financing, Property and Department Management and Staff Strategies

Embracing a culture of continuous improvement, we are committed to delivering parks, recreation and cultural operations in an effective and efficient manner while maximizing cross-departmental collaborations to reduce duplication of efforts. We strive to attain the highest and best use of our facilities to ensure that we are delivering our core services in a sustainable* manner.

Although presented sequentially, the principal themes have considerable cross-over potential. They are not mutually exclusive, stand-alone concepts, but rather goals and objectives that can provide support and augment initiatives in other areas.   To that end, some of the objectives are shown with more than one icon.

CREATING A HEALTHY COMMUNITY

DISCUSSION

Current research at the national level, by the Canadian Parks and Recreation Association (CPRA) suggests that recreation is:

… the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community well-being.[4]

In addition, two of the CPRA's key priorities for developing recreation specifically target the development of healthy communities, namely; active living, and supportive environments / increasing recreation capacity. Often overlooked in the statement above is the implied connection to cultural activities and the provision of space to pursue those activities.

Research

Research from the broader recreation community suggests several methodologies for achieving healthy communities. Common themes in the methodologies reviewed suggest that, in 2018 and beyond, there is a need to be streamlined, connected and coordinated, and provide programs and services in a variety of ways. These themes are operationalized in the following ways:

- Streamlined: offer facilities and programs based on proven community need and functional capacity, and the development of "hub" facilities;
- Coordinated: at the systems (facility), programming and planning phases to reduce duplication of efforts throughout the community;
- Connected: at both the systems (facility) and technology levels; and
- Variety in programming: by offering programs via multiple methods, to reach a greater cross-section of the community, including; programmed, drop-in, self-directed, and web-based.

Comparator Municipalities

Closer to home, the environmental scan of comparator municipalities also found the same commonalities regarding strategies for achieving healthy communities.

- Streamlined approaches:
  - use of a combination of indirect and direct- delivered programs to maximize facility use
  - co-location of programs in hub facilities that are multi-purpose and support multi-generational* use
- Coordinated systems and programs: although there are a range of programs, not all facilities offer the same or similar experiences. This is especially true of outdoor facilities that service local neighborhoods.
- Connected systems and technology: facilities are physically connected via green corridors or active transportation networks and this is a primary driver for developing an active, healthy community.
- Variety in programming: programming delivered via methods that target specific groups and their preference for engagement, e.g. significant support (dedicated space) for drop-in programs for seniors to address social isolation concerns.

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[4] The Framework for Recreation in Canada, Canadian Parks and Recreation Association, www.cpra.ca

CREATING A HEALTHY COMMUNITY

Clearview Demographics Profile
Based on Statistics Canada's 2016 census information, the demographic profile of the community (and region) is changing. Pressures due to growth, will be very strong – approaching 3% per annum for the duration of the master plan document.   As such, current recreation and cultural activities are anticipated to change significantly due to changes in cultural preferences or people moving into the Township.

For a more fulsome discussion on the Township of Clearview demographic profile, see also Appendix H.

Clearview's population is aging, which is typical across Ontario.   The aging trend is expected to continue. The adult and senior population currently represents approximately 71% of the Township's population. Over the next 10 years that percentage is expected to move upwards slightly to 73% of the population.   Implications for recreation and culture programming include:

- Demand for activities for the adult and senior population market segment is expected to remain high;
- Activities will be more driven by the needs of Centennials and Millennials; and
- Demands for access*(availability and affordability) and accessibility* (mobility) to all facilities (indoor and outdoor) and programming for social inclusion will increase.

Clearview Mandate – Strategic Plan 2017 - 2022
The Township recognizes that the community as a whole is on the precipice of significant growth. As such, *"There is a real and identified requirement to have a much better understanding of the needs of the community with respect to delivering recreational services, and what role can be played by the Township in delivering ….. "*[5]

Strategic Plan connection to Healthy Community Operational Themes
Currently, the Township enjoys good relationships with various third-party service providers. The combination of Township-owned facilities and partnerships with community organizations has allowed the Township to deliver a range of programs for residents. The four operational themes are echoed in the strategic plan in the following ways:

- Streamlined: modifying parks usage, de-duplication

- Coordinated: development of recreational programs … tailored to the needs and desires of the community.

- Connected: developing bike lane connections, promoting "connected communities", consistency in way-finding

- Variety in Programming: all of the above

The operational themes addressed above are broad-based and are entwined within the master plan themes in the following sections. They apply equally to each of the master plan themes.

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[5] Clearview Strategic Plan, 2017 - 2022

Parks, Trails, Green Space and Open Space Strategy PT

DISCUSSION

The delivery of a coordinated parks system is being widely connected to its community well-being and personal development attributes.

We also believe that Canada's park systems are a vital part of the solution to broader social issues challenging us as a country — nurturing healthy Canadians and curbing the rising costs of health care, ensuring a productive and innovative workforce, stimulating a strong economy, developing safe inclusive communities, inspiring feelings of national and provincial pride, and providing our children with the best opportunities to succeed.[6]

Municipalities are the main provider of freely accessible, localized outdoor experiences. It is vitally important to ensure that we are delivering parks and park experiences based on community needs. Community needs will influence programming and facility development. These needs also extend to our preferences for how we would like to engage with the outdoors.

Research

Research from the broader recreation community suggests that there are some central themes to creating good park systems.[7][8][9] These themes are grouped and operationalized in the following ways:

- Programming: connecting community needs with park facilities
- System Planning: develop tools and guides for park development, use and acquisition
- Effective management: improve the quality of park amenities and effective maintenance strategies
- Building partnerships: between stakeholders, communities and municipalities

Comparator Municipalities

Closer to home, the environmental scan of comparator municipalities found these themes being put into practice, in the delivery of their parks and open space systems:

- Programming: community-led programming; includes community-funding of some associated site amenities
- System Planning: adoption of parkland classification systems, provision standards for active and passive park components
- Effective management: tendency towards larger, multi-functional* spaces in conjunction with tracking of program and space utilization
- Building Partnerships: amalgamation of sports groups into an overarching Minor Sports Association / Sport Council

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[6]*Connecting Canadians With Nature,* Canadian Parks Council, Parks Canada (2014)

[7] *Making Connections*, Toronto Alliance for Better Parks, Park People www.parkpeople.ca (2015)

[8] *Complete Parks Overview,* www.changesolutions.org

[9] *Planning for Parks, Recreation and Open Space,* Interagency Committee for Outdoor Recreation, Washington State (2005)

Parks, Trails, Green Space and Open Space Strategy   PT

Clearview Demographics, Facilities and Programming

Based on the behaviour and demographic profiles presented in the Background Document (see also Appendix H), there are some key aspects that are vital to the development of facilities programming over the next 10 years. The key indicators are:

- The ability of the parks and open space system to provide opportunities that are more self-directed, vigorous, and embrace technology with a focus on youth and adult population segments
- The ability of the Township to source affordable options for citizens to engage in recreational pursuits
- The ability of the Township to coordinate participation and community mapping profiles with the provision of facilities and programming
- The ability to maximize participation in drop-in activities for youth and adults (e.g. time of day, location and program variety)

Community Engagement Findings

Community engagement findings confirmed emerging trends within the recreation community, with respect to adults and seniors.   There is a greater demand for programming and space to address the needs of the adult and senior population. The most popular 'Parks and Trails' responses included:

- There is a good range of outdoor facilities - 59% of on-line, and 71% of telephone survey respondents - were either satisfied or very satisfied with outdoor facilities
- Maintenance and on-going up keep of outdoor facilities should be more standardized
- Need to establish pedestrian-friendly walkable community, including improving trails connectivity
- Need to consider establishment of minor sports umbrella organization
- Need to consider greater range of programming for adults

Clearview Opportunity

Currently, the Township enjoys good relationships with various third-party service providers. The combination of Township-owned facilities and partnerships with community organizations has allowed the Township to deliver a range of programs for residents. A range of programs for children are already well represented.

- Programming: opportunities exist to explore the provision of a greater range of programming that can be provided by community partners
- Systems Planning: opportunities exist to align the open space system with best practices for facility and site amenity provisions
- Effective Management: opportunities exist to redefine and adopt best practices for daily facility management
- Building Partnerships: opportunities exist to redefine roles and responsibilities of the Township and its various service delivery partners.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

The Township's ability to provide diverse programming relies heavily on community organizations and third-party program providers. This is not expected to change. The recommendations below are also reliant on maintaining and enhancing existing relationships and developing community capacity as the primary source of achieving goals and objectives in parks, trails and open space.

OBJECTIVE | Parks, Trails and Greenspace System   PT

1

Over the next 10 years, establish a range of park, trails and greenspace facilities that support programs for recreation and culture. The range of facilities and programs should reflect the Township's demographic profile (21% senior, 52% adult, and 27% under 25).

INITIATIVES

1. **Functional Capacity Analysis**

   Recommendation: Develop a comprehensive inventory and functional capacity data base of facilities. Data should be organized by usage and participation rates for all programs delivered on Townships property. Data tracking should begin on an immediate basis for direct and 3rd party use / booking of facilities.

   Recommendation: Develop related policies and standards for use of facilities.

2. **Parks Classification and Standards**

   Recommendation: Adopt a Parks Classification and Standards System; including park criteria, and design guidelines. Park standards should reflect the expanding social and well-being aspects of open space provisions. See also Appendix C.

3. **Trail System Completion / Active Transportation Network**

   Recommendation: Complete priority segments of the recommended Trails Master Plan (Objective 12 Initiative 2) and components of the *Transportation and Recreation Basemap* that includes all classes of trails and on-road components, over the next 10 years.

   Recommendation: Connect multiple destinations* to meet the needs of recreational and active trail users and promote healthy lifestyle via active transportation opportunities.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

4. **Assess outdoor facilities for their ability to deliver multi-generational spaces***

   Recommendation: Conduct Accessibility for Ontarians with Disability Act (AODA) functional review on access* walkways, parking lots, comfort locations, and rest areas, including sports park seating areas. Add shade areas to park sites depending on size and usage.

OBJECTIVE | Parks, Trails, and Greenspace Service Delivery

PT **MO**

2

Over the next 18 months, establish clear guidelines for service delivery standards that are based on site performance needs and mitigation of risk management factors. Service delivery supports facility programming that maximizes use of space by all ages and abilities. Guidelines should include Accessibility for Ontarians with Disabilities Act and Ontario Building Code considerations.

INITIATIVE

1. **Develop site servicing standards for parks**

   Recommendation: Adopt parks maintenance standards based on parks classification and sports fields performance criteria as set out in Appendix C.

   Recommendation: Create site management routes and schedules to ensure that all sites are managed on a rotational basis.

   Recommendation: Re-align seasonal crews to manage park operational needs.

2. **Develop operational standards for trails**

   Recommendation: Adopt trails maintenance standards and schedules for all classes of trails (see also Objective 4 Initiative 1 below), and as recommended in ORFA maintenance standards, to mitigate risk management.

3. **Re-affirm roles and responsibilities of staff in conjunction with Operational Review** (See Objective 13, Initiative 2 below)

   Recommendation: Renew and revise staff roles and responsibilities to align with Departmental Operational Review.

   Recommendation: Consolidate facility bookings via one central bookings system, across entire department Consolidate staff efforts to match system.

4. **Re-affirm roles and responsibilities for user groups**

   Recommendation: Re-affirm user groups responsibilities to align with maintenance standards in Objective 2, Initiative 1 above.

   Recommendation: Consider adoption of reward system for groups that assist with the delivery of municipal service.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

OBJECTIVE | PTG Programming PT

3

Re-organize the range of programs and services to align with Objective 1 parameters. Create facility capacity for new programs. Beginning in 2022, phase-in alternative programming with a community-led mandate. Target phase-in rate of 1 new program per age group every 3 years. Programs should be offered to encourage participation through all phases of life.

INITIATIVES

1. **Regular Review**
   Recommendation: Conduct a regular review of all programs to ensure:
   - Delivery does not conflict or compete with other groups offering recreational and leisure programs.
   - Ensure rates and fees and cost recovery programs are in line with corporate standards.
   - Ensure that any user groups that may be impacted are included in the review process.

2. **Greater range of programming**
   Recommendation: Identify existing community / private programs for partnership opportunities in developing range of activities for youth and adults (e.g. subsidized rates, special discounts, special classes, combined memberships). Prioritize *preferred locations for new programs based on community population and participation mapping in Background Document.*

   Recommendation: Explore diverse, alternative, and accessible youth outdoor recreation opportunities: rock climbing, geocaching, and other initiatives that have appeal to younger generations. New programs should follow business case protocols as outlined in Objective 15 Initiative 4.

3. **Adult and senior programming and facilities**
   Recommendation: Source opportunities to develop partnerships for third party *delivery of programs and services* that trend towards more vigorous activities.

   Recommendation: Source opportunities to develop partnerships with neighbouring municipalities for *access* to alternative programming* needs of adults.

   Recommendation: Create self-directed fitness opportunities in conjunctions with web-based applications (or other technology models) for youth, young adults and seniors (e.g. virtual fitness groups).

   Recommendation: Provide alternative outdoor fitness apparatus in conjunctions with active park development and in proximity to active trails development (e.g. obstacle course apparatus). Recommended locations are high traffic, such as adjacent to rail trail.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

4. **Children and Nature**

   Recommendation: Explore opportunities to expand current programming in conjunction with additional stakeholders (NVCA, Naturalists) to use parks, trails, and recreation experiences in helping children and youth connect with nature. Prioritize affordable, family activity options. *(e.g. winter walks, summer paddling, tree days, youth expo)*

5. **Adopt a Business Plan protocol for program development**
   Recommendation: Develop business case protocol (see also Appendix G) that outlines assessment criteria for program development within the roster of programs being offered / supported by the Township.

OBJECTIVE | PTG Facility Planning

PT **MO**

4

To achieve the goals of the plan, over the next 10 years, confirm and adopt guidelines, funding and policies to maintain parkland dedication rates of 5% residential and 2% commercial. Ensure that the provision of facilities is matched to community demographics and utilization needs.

INITIATIVE

1. **New facility development**

   Recommendation: Work in conjunction with Community Services to create facility fit* options for best use opportunities for lands identified for re-purposing (existing lands). The following existing lands have been identified as potential sites available for upgrade or alternative use capabilities: Carruthers, Dunedin, Islay, Mad River and McKean parks.

   Recommendation: New (greenfield) facilities should support the following development principles: multi-purpose, multi-generational*, include neighbourhood components, hub facility potential, can be linked to other PTG sites.

2. **Development Planning**

   Recommendation: Continue to accept parkland dedication at the 5% (residential) and 2% (non-residential rates) preferably in land dedication. Resist pressures to accept any lands that are not tablelands for parkland dedication.

   Recommendation: Work towards development of land use mapping that shows future park locations, which include size and trail connections to other green spaces, for all settlement areas.

   Recommendation: Establish guidelines surrounding acceptable parkland sites that include: grade, surface finish, street frontage locations, proximity to other amenities (e.g. schools for use of parking facilities) or open space facilities (e.g. SWM ponds).

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

Recommendation: Establish guidelines surrounding infrastructure needs for future park site development (e.g. developer required to provide stubbed infrastructure /sites services for water, electrical, and sub-surface drainage at street edge of parkland).

Recommendation: Where parkland dedication (as land) not feasible, work in conjunction with Community Services to leverage opportunities to connect local trails system, as part of a dedicated trails corridor through proposed development areas.

3. **Adjacent municipalities**

Recommendation: Adopt a regional service outlook in the development of large-scale outdoor facilities. Include private sector provision of facilities in the facility inventory analysis.

4. **Official Plan**

Recommendation: Adopt the parkland classifications proposed in Appendix C and include as schedules in next Official Plan consolidation.

Recommendation: Adopt park amenities standards by park type as outlined in Appendix C.

5. **Development Charges (DC)**

Recommendation: Establish Local Service Policy for inclusion in DC By-law.

Recommendation: Track site and amenity provisions over the next 10 years to ensure that the Parkland DC levy is included in the Council-approved DC by-law. To support amenity provision standards, ensure that benchmarking is completed based on (urbanized) comparator municipality group for the provision of site amenities over the next 10 years.

Recommendation: Establish a facilities schedule for the development of park, trails and open space facilities schedules based provincial averages for urbanized locations. See also Appendix C.

6. **Developer responsibility**

Recommendation: Prioritize the development of parks and trails as part of the early infrastructure development process for all new development and settlement areas.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

OBJECTIVE | Priority Infrastructure & Services (PT)

5

Complete required infrastructure and services over the life of this master plan in an organized, prioritized manner. Complete priority ranking framework in 2019. For 2019 onwards, priority ranking system to be used for capital recommendations.

INITIATIVES

1. **Trails Management Plan**

   Recommendation: Prepare trails management plan for all categories of trails, and review and update this management plan on a 5-year cycle. Plan should include:
   - Creating a fully accessible category and location for trail sections;
   - Managing AODA- accessible trails and their development; and
   - Addressing public safety concerns.

2. **Active Parks, Trails and Open Spaces**

   Recommendation: Develop active park criteria and design guidelines using a cross-departmental, collaborative process – explore opportunities for:
   - linking multi- purpose trails and creating an Active Transportation Network;
   - establishing trail head opportunities with Niagara Escarpment Commission (e.g. Dunedin, Glen Huron / Devil's Glen); and
   - establishing sites for outdoor fitness / trailing opportunities.

3. **Multi-generational* site amenities**

   Recommendation: Based on findings in Objective 1, Initiative 4 above, up-grade existing sites to include amenities for active and passive patrons; which include access* & egress, comfort and safety.

4. **Infrastructure replacement**

   Recommendation: Establish a priority ranking framework for asset replacement. Link framework ranking to Township's Asset Management Plan (AMP). Priority ranking to include: public safety, legislation, provincial policy, community benefit (utilization), population segment benefit (youth, adult, senior), funding source, age and condition.

   Recommendation: Develop a long-term approach to infrastructure refurbishment and replacement of facility assets that align with the Township's AMP.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

Recommendation: Assess play value* when considering replacement of playground structures. Include adult fitness equipment in the replacement schedule of park elements. Include shade elements in parks that have more passive purpose.

5. **Dedicated space for cultural activities**

Recommendation: In conjunction with Stayner Downtown Revitalization project, develop terms of reference for the adaptive re-use of the existing Station Park. Assess functional capacity and programming infrastructure needs (electrical, drainage, mechanical).

Recommendation: Source alternative use of space needs for area adjacent to Administration Hall to include smaller community and cultural events.

6. **Additional facilities**

Recommendation: Use priority ranking system referenced in Objective 5 Initiative 4 and Objectives 15 Initiative 4 and protocols recommended in Appendix G when creating new facilities.   Any new facilities should be targeted towards the youth, young adult (24 – 45) and senior populations.

Recommendation: Per the facility utilization standards suggested in Appendix C the following facilities are recommended for priority development: multi-use sport courts. Locations should be developed in conjunction with population profile mapping completed as part of the Background Document (September 2018). Consider the locations in the following settlements: Stayner (2); New Lowell (1), Creemore (1); Nottawa (1). The New Lowell site should be re-assessed for existing sport and patron compatibility.

Recreation Facilities, Service Strategies, and Programming

DISCUSSION

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 for activity.[10] In addition, 4 of the 5 pillars for recreation by the Canadian Parks and Recreation Association (CPRA), reflect the need to support healthy and more active lifestyles.[11] For municipalities, this means that a vital link to healthy communities is their ability to provide or provide access* to supportive environments on a year-round basis. This includes the provision of indoor facilities that promote active, healthy leisure pursuits in recreation and culture. The provision and development of these facilities often becomes a focal point for community connections. Beyond traditional infrastructure, successful economic development also requires social and cultural infrastructure, such as libraries, parks, post offices and community centres to improve the quality of life in rural communities.[12]

Research

Research from the broader community suggests that there are emerging participation trends that are linked to demographic and age profile indicators. In addition, for rural municipalities, there are emerging trends for best practices in the development of indoor recreation facilities.

- Hub facilities: larger consolidated facilities that are multi-functional* and multi-generational* in use and capacity;
- Key Partnerships: in the delivery of programs, services and facilities to provide a more complete recreation experience; which may include shared-use agreements; and
- Regional scope: to sustain larger facilities, the required market reach extends beyond municipal borders.

Comparator Municipalities:

Closer to home, the environmental scan of comparator municipalities found these themes being put into practice in the delivery of indoor recreation programs and facilities.

- Hub Facilities: new and recently refurbished facilities are adopting this development mandate. Single-purpose, stand-alone facilities are being phased-out during infrastructure replacements and updates.
- Key Partnerships: all municipalities in the comparator group rely on partnerships for the delivery of programs and some services. Provision of facilities and programs by 3rd party providers have also been cited as a way to reduce or re-direct facility investments (e.g. indoor pool).
- Regional Scope: In order to be viable, facility feasibility studies include market segments that stretch beyond municipal boundaries.

Clearview Demographics, Facilities and Programming

The behaviour and demographic findings from the previous section are also true for the provision of indoor facilities and programs, namely: varied, expanded for adults, and affordable. For indoor facilities there are also some additional indicators, which are predominantly clustered around social inclusion needs:

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[10] Canadian Health Measures Survey data, STATCAN, (2017).
[11] *The Framework for Recreation in Canada,* Canadian Parks and Recreation Association, (2015)
[12] *Rise of the Creative Class*, Richard Florida, (2004)

Recreation Facilities, Service Strategies, and Programming — FSP

- The ability of the existing infrastructure to meet the access*, accessibility* and social inclusion needs of an expanding and aging population (e.g providing dedicated drop-in space for seniors during the daytime);
- The ability of the indoor recreation system to infuse technology in an expanded program base; and
- The ability for facilities to be provided in proximity to areas with a higher concentration of seniors, to support aging-in-place best practices.

Community Engagement Findings

Community engagement findings confirmed emerging trends within the recreation community, with respect to adults and seniors. There is a greater demand for programming and space to address the needs of the adult and senior population. The most popular 'Recreation' responses included:

- Residents completing the surveys (66% telephone, and 67% on-line) were generally satisfied with indoor facilities;
- The most often cited recommendation for new programming was an increase in fitness / active programming for adults;
- Residents were comfortable with a 25-minute drive to reach a destination facility (e.g indoor pool);
- There is a strong desire for a dedicated cultural hub;
- The Township should work with other program providers (including other municipalities) to ensure access to programs;
- The Township should offer increased support in developing the volunteer base; and
- The Township needs to lead the development of a plan and long-range vision for small community halls.

Small Halls

Across the Clearview community, there are 7 local community small halls, owned by the Township. The original purpose of these halls was as a local settlement meeting place especially for time-of-life events. Deadlines for compliance with Provincial Legislation, plus facility lifecycle and utilization concerns have raised questions surrounding their continued function, use and viability. The community engagement findings suggest that while these facilities are indeed still considered a vital aspect of community life, there are also expectations that the facilities remain sustainable* in the long-term. Sustainability concerns surround operational management, finance, and volunteer capacity. Information from comparator municipalities is mixed regarding small community hall operations. However, their availability for all members of the local settlement and the will of Council has been cited as the two key factors in their continued operation.

Clearview Opportunity

Currently, the Township enjoys good relationships with various third-party service providers. The combination of Township-owned facilities and partnerships with community organizations has allowed the Township to deliver a range of programs for residents. A range of programs for children are already well represented.

- Hub Facilities: with the refurbishment several indoor facilities, opportunities exist to redevelop existing facilities within a "hub" model
- Key Partnerships: Opportunities exist to expand and augment development of key partnerships in the delivery of programs and facilities
- Regional Scope: Opportunities exist to work with neighbouring municipalities in the delivery of programs and facilities

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

OBJECTIVE | Recreation Facility System (FSP)

6

Beginning in 2019, create a network of community and regional partners to ensure coordinated development of recreational facilities and programs to avoid duplication of efforts and maximize facility utilization. Township facility capacity should be assessed for their ability to provide alternative programming that is paired with demographic mapping.

INITIATIVES

1. **Assess existing facility locations and spaces for their multi-use potential**

   Recommendation: Identify and assess all Township-owned facilities for their capacity and adaptive re-use potential with respect to their ability to provide programs for the community's demographic profile. Potential alternative use should be paired with demographic mapping as outlined in the Background Document.

   Recommendation: Update AODA assessments, if needed, for adaptive re-use programming.

2. **Promote regional collaboration**

   Recommendation: Work with adjacent municipalities to develop a collaborative approach to the development and utilization of regional multi-purpose indoor facilities.

3. **Track and develop facility utilization schedules**

   Recommendation: For all township owned facilities, conduct mandatory facility utilization analysis to confirm capacity and opportunity for programming.

4. **'Base' facility to support drop-in and self-directed activities for adults and seniors**

   Recommendation: Assess under-utilized space to provide 'base' facilities (e.g. washrooms, change facilities, parking, hotspot) for ad hoc, drop-in activities.

   Recommendation: Rank space, for alternative use potential, in proximity to community profile indicators. (e.g. *For adults*, assessment should include location and proximity to outdoor recreation sites; *for seniors*, assessment should include location and proximity to senior populations).

5. **Cultural Hub facility**

   Recommendation: Explore opportunities to convert under-utilized space to create cultural hub for all cultural activity types, from performance to display. Sites should be evaluated in conjunction with small halls analysis in Objective 11 below.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

Recommendation: Hub facility considerations must include community-led development and programming of space via cross-section of cultural groups.

OBJECTIVE | FSP Service Delivery

7

Over the next 18 months, formalize clear guidelines for service delivery standards that are based on site performance needs and mitigation of risk management factors. Match staffing and facility availability to ensure maximum facility utilization. Focus on core service delivery to support facility programming that maximizes use of space by all ages and abilities.

INITIATIVES

1. **Adopt best practices for facility management**

   Recommendation: Assess impact for the use of Building Automated Systems (BAS) in providing access, egress and building systems functions (HVAC, lighting) especially during off-peak or shoulder seasons or remote locations.

   Recommendation: Assess impact of implementing a pass card entry system for all sites that are not staffed.

2. **Maintain facility service standards in accordance with Provincial legislation and ORFA best practices recommendations**

   Recommendation: Continue to provide building systems maintenance for arenas, pool and other indoor facilities at existing levels for staffing and standards.

3. **Re-affirm roles and responsibilities for staff in conjunction with Operational Review** (See Objective 13 Initiative 2, below)

   Recommendation: Renew and revise staff roles and responsibilities to align with Departmental Operational Review.

   Recommendation: Consolidate facility bookings via one central bookings system. Consolidate staff efforts to match system.

4. **Develop community capacity**

   Recommendation: Develop list of desired competencies for volunteers and provide access* to achieving those skills.

   Recommendation: Host "Train the Trainer / Coach / Volunteer" and similar opportunities to build community group capacity and competence.

5. **Re-affirm roles and responsibilities for user groups**

   Recommendation: Re-affirm user groups responsibilities to align with standards in Objective7 Initiatives 2 &4 above.

   Recommendation: Consider adoption of reward system for groups that assist with the delivery of municipal services.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

OBJECTIVE | FSP Programming

8

Re-organize the range of programs and services to align with community profile. Match staffing and facility availability to ensure maximum facility utilization. Beginning in 2021, phase-in alternative programming with a community-led mandate. Target phase-in rate of 1 new program per age group every 3 years. Programs should be offered to encourage participation through all phases of life.

INITIATIVES

1. **Regular review**

   Recommendation: Conduct a regular review of all programs to ensure:
   - Delivery does not conflict or compete with other groups offering recreational and leisure programs;
   - Ensure rates and fees and cost recovery programs are in line with corporate standards; and
   - Ensure that any user groups that may be impacted are included in the review process.

2. **Greater range of programming**

   Recommendation: Source existing community / private programs for partnership opportunities in developing range of activities for youth and adults (e.g. subsidized rates, special discounts, special classes, combined memberships). Prioritize *preferred locations for new programs based on community population and participation mapping in Background Document.*

   Recommendation: Consider development and inclusion of intergenerational activities and programs as part of range of activities.

3. **Adult and senior programming and facilities**

   Recommendation: Source opportunities to develop partnerships for third party *delivery of programs and services* that trend towards more vigorous activities.

   Recommendation: Create self-directed fitness opportunities in conjunctions with web-based applications (or other technology models) for youth, young adults and seniors (e.g. web-based cycle fit club).

   Recommendation: Assess all Township-owned facilities for their ability to provide indoor space for adult and senior drop-in activities.

4. **Promote regional collaboration**

   Recommendation: Work with adjacent municipalities to develop a collaborative approach to the development and utilization of regional indoor facilities. May include opportunities for subsidized fees for programs not available within the Township.

   Recommendation: Source opportunities to develop partnerships with neighbouring municipalities for *provision of space* needs for adult programming.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

5. **Age-friendly initiatives**

   Recommendation: Adopt Simcoe County Positive Aging Strategy (2018) recommendations. To define the gap with respect to Age-Friendly initiatives, consider completing a Clearview Township Age-Friendly Needs Assessment.

   Recommendation: Identify local community champions to promote age-friendly initiatives. Create fairs / forums in conjunction with local service providers.

   Recommendation: Identify mentorship opportunities to combat social isolation.

   Recommendation: Assess under-utilized space for their capacity to hold various age-friendly activities (drop-in, programmed, self-directed, educational, wellness). Spaces in proximity to senior populations should be given priority ranking.

   Recommendation: Assess under-utilized space to become permanent, dedicated space for seniors centre.

6. **Cultural programs for children and youth**

   Recommendation: Work in conjunction with existing program providers (e.g. Library) to expand alternative cultural programs for children and youth *(e.g. visual / digital, creative arts).*

   Recommendation: Work in conjunction with small halls to provide space to expand cultural program in outlying areas; which should include opportunities to provide programming on an after-school basis.

OBJECTIVE | FSP Planning

9

Continue to develop opportunities to maximize use of facilities. Maximize usage opportunities by developing facilities within a "hub" framework to include: multi-function space that can support a variety of users and programs, be AODA and compliant, and include co-location of services. Set rates for program participation and facility use that can be achieved over life of plan.

INITIATIVES

1. **Facility utilization**

   Recommendation: Adopt community-first, Allocation Policy to provide facility access* that maximizes local community benefit. See also Appendix G below.

   Recommendation: Based on utilization data generated in Objective 6 Initiative 3 conduct fully integrated local market data analysis that includes facility participation and utilization to inform rates and fees. Consider blending cost recovery needs with time of day utilization.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

2. **Facility programming**

   Recommendation: In conjunction with community partners, explore alternative use of space activities for non-prime time use of arenas and arena floors. Alternatives may include: school board classes, 'assisted' skating programs, broomball and speed skating.

3. **Facility re-development**

   Recommendation: Assess both community centre amenities for their ability to accommodate AODA and Human Rights Code requirements for change rooms and washrooms.

   Recommendation: Consider re-focusing *arena activities* at Stayner as a competitive stick-sport site (Hockey, lacrosse), rep. teams and house leagues, for prime-time usage.

   Recommendation: Consider re-focusing *arena activities* at Creemore as a multi-activity centre: figure skating, public (open) skating, basketball, indoor soccer, indoor walking & running track.

OBJECTIVE | Priority Infrastructure & Services

10

Adopt priority ranking framework developed in Objective 5 and complete ranking by 2019. From 2019 onwards, priority ranking system to be utilized for capital recommendations.

INITIATIVES

1. **AODA and Human Rights facilities**

   Recommendation: Work in conjunction with user groups to define program requirements for upgraded washroom and change room facilities at both community centres. Create concept layout plans based on program.

   Recommendation: Complete necessary upgrades to meet AODA 2022 deadline for built forms.

2. **Multi-generational* site amenities**

   Recommendation: Based on findings in Objectives 6 Initiative 4, and Objective 8 Initiatives 3 &5 above, up-grade existing sites to include amenities for active and passive patrons which include: access* and egress, comfort and safety.

3. **Enhance Creemore Community Centre**

   Recommendation: Continue to maintain ice surface. In conjunction with AMP recommendations for facility renewal complete facility programming expansion at Creemore Arena (e.g. alternative flooring for multi-use sport facility, addition of indoor track space. Complete a market assessment study to confirm program viability and preferences on Township-wide basis.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

4. **Dedicated space for senior activities**

   Recommendation: In conjunction with user groups and space identified in Objective6, Initiative 3 above, assign dedicated community space for senior activities.   Use of space may revert to other community activities at times not typically used by seniors (e.g. evening hours).

5. **Dedicated space for cultural activities**

   Recommendation: In conjunction with user groups and space identified in Objective 6 Initiative 3 above, assign dedicated community space for cultural activities.

OBJECTIVE | Small Community Halls

11

Over the next 10 years work to ensure the operational and market viability of small halls. Use small halls to foster community development and increase the capacity of the not-for-profit and private sector. In 2020 Establish a range of community programs and activities that can be accommodated at these halls. In 2022 begin implementing new programming.

INITIATIVES

1. **Integrate and evolve Small Community Halls into the recreation system**

   Recommendation: Beginning in 2019 conduct all analysis, and data tracking as recommended in Objectives 6 through 10 at small community halls locations.

   Recommendation: Identify potential location(s) of under-utilized hall(s) to be re-purposed into Cultural Activity Hub.

   Recommendation: Maintain, develop and expand community and volunteer capacity and appreciation in conjunction with recommendations in Objective 18.

2. **Create a plan and long-term vision for small community halls**

   Recommendation: Based on data generated in Objective 11, Initiative 1 above, develop a long-term vision for small community halls. A primary focus of the small halls should be to maintain their social aspects as a local community gathering place. Consider alternative partnerships or governance to ensure on-going viability. Consider opportunities to develop as transportation nodes.

3. **Maximize community benefit**

   Recommendation: In conjunction with 3rd-party service providers identify and facilitate the development of programs and activities with a community-first goal.

   - Assess community benefit status of current programming and rental offerings.
   - Provide space in all halls at low or no cost for community activities (non-commercial, no fee activities).

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

4. **Re-affirm principles of good governance**

   Recommendation: Re-confirm governance model to include the needs of the larger community and the goals of the Corporation
   - Revise and re-affirm the tenets of the MOU, with inputs from the Hall Board Chairs;
   - Assess the operational impacts of having the Township assume the responsibility for hall bookings; and
   - Revise and re-affirm the roles and responsibilities within the MOU, including supporting schedules as warranted.

5. **Standardize facility operational procedures**

   Recommendation: Develop maintenance and operational standards that are in line with other Township-owned facilities.

   Recommendation: Consider the use of Building Automated Systems for all facilities (access* & egress, HVAC).

6. **Assess facility (re) development capacity**

   Recommendation: In conjunction with principles in Objective 9 Initiative 3, assess all small community halls for their capacity for adaptive re-use and expanded programming potential. Assessment themes should include: emerging markets and themes, outlying recreational hub potential, specialized programming.

   Recommendation: For locations identified with re-development capacity, conduct design charettes with local settlement area to ensure that local needs are being considered in any re-purposing of the facility.

7. **Establish effective financial investment strategy levels for all small community halls, that also meet the needs of the Corporation**

   Recommendation: Identify rates, fees and cost recovery that will foster community benefit:
   - Establish rates and fees that are dependent on the rental groups' status; and
   - Establish overall cost recovery rates for each hall.

   Recommendation: Assess each facility's financial (re)development needs:
   - Update cost estimates for AODA requirements for each site owned by the Township. This should be completed after programming needs / community benefit needs have been established;
   - Confirm and update Facility Condition Index assessments for each facility and include accessibility* costs;
   - Establish investment threshold for renew, refurbish or replace;
   - Confirm operating costs by facility; and
   - Establish minimum Return on Investment for building revenues.

   Recommendation: Provide support and direction to meet financial goals:
   - Ensure that schedules for rates and fees are included in MOU;
   - Consider the development of user / membership fees – collected by and paid directly to Township; and
   - Take lead in establishing financial reporting requirements (and include in MOU), and provide training / oversight for hall boards to achieve.

SUSTAINABLE* MUNICIPAL OPERATIONS

MO

DISCUSSION

Delivery of the Township of Clearview's PRC services and programs affect sustainability and the Township's ability to effectively and efficiently maximize facility and program utilization. To drive continuous improvement, baseline benchmarking needs to be established which can provide guidance into what needs to be measured. This in turn can form the basis for focusing on specific areas of concern and generating key performance indicators (KPIs) for success.

To determine the best operating model, a confirmation of core services is required. The operating model should be determined in conjunction with an Operational Review. The Operational Review should take into consideration the streamlining of procedures and job functions in a way that best services facility patrons. It should also take into consideration the opportunities to maximize facility utilization.

Research

A synthesis of research from the broader recreation community suggests several key themes for achieving sustainable* municipal operations[13][14][15]. Key themes that resonate for the Township of Clearview are; operational efficiencies, core service, effective management, and sustainability. These themes are operationalized in the following ways:

- Operational efficiencies: the balancing of operating capacity and resources;

- Core Services: the provision of programs, facilities, and services for which the Township is best suited to deliver;

- Effective management: the management of properties, partnerships, and staff to maximize both facility utilization and community capacity; and

- Commitment to sustainability: the adoption of policies, procedures and standards that will support achieving a viable funding, programing and facility delivery mix over the next 10 years.

Rates and Fees

Although rates and fees are already subsidized, an exact understanding of the extent to which specific programs and facilities are subsidized is required. The establishment of a rates and fees guide based on some level of cost recovery is not a stand-alone assessment. It must be carried out in conjunction with best practices for facility and operational management. In addition, assessing facilities and programs on a community-first basis not only aligns with current strategic documents, it also serves to solidify and prioritize the Departments' core services model. As discussed in the Background Document, adopting a subsidy structure that is based on community benefit is the preferred method in municipalities that are assessing cost recovery needs. (See Appendix G)

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[13] Recreation Service Plan (2013 – 2017), City of Toronto, www.toronto.ca
[14] Calgary 2020 – *10 year plan towards Imagine Calgary*, City of Calgary, www.calgary.ca
[15] Individual interviews (February 2018), Co-managed Municipal Recreation Facilities: Kincardine, Niagara Falls, Owen Sound

SUSTAINABLE MUNICIPAL OPERATIONS

Comparator Municipalities

Closer to home, the environmental scan of comparator municipalities also found the same commonalities regarding strategies for achieving sustainable* municipal operations.

- Operational Efficiencies:
    - Co-location or grouping of facilities are becoming the operational norm
    - Increase in the size and function of community parks, which also include a neighbourhood park component

- Core Services: a clear delineation of whom is best qualified to deliver cost-effective programs, facilities, and services. Some municipalities prefer to provide facilities only; with user groups being responsible for all programming needs.

- Effective Management: all municipalities surveyed employed a combination of direct and indirect delivery of programs and services. Some noted that the effective and efficient management of properties requires a shared vision by partners, well-developed partnership agreements, and the buy-in of all staff involved in the delivery of programs and services. This observation was especially true where facilities are co-managed with other service providers.

- Commitment to Sustainability: all municipalities surveyed have begun tracking participation rates, facility utilization, and associated costs.

Clearview Operational Sustainability and Programming

Currently, the Township's PRC operating costs are at the higher end within the comparator group. At the same time, Clearview's provision of facilities and programs is below the comparator average. This suggests that, with respect to municipal spending on PRC facilities, programs and services, expenses may be a concern.   Understanding the root cause of the costs of operating facilities and programs is required prior-to recommending programming reductions, eliminations, or enhancements.

Sustainable* programming is based on verifiable community need, the suitability of both the facility, and the service provider. That said, to maximize utilization facilities must be multi-functional* in their usage and have the capacity to deliver inter-generational programs.

Based on the community profile and survey responses, there will be pressures to develop new program and facility offerings over the next 10 years. Implications for recreation and culture programming include:

- There is an expectation that these (new) programs will be subsidized;
- As the need to prioritize competing interests for use of space increase, policies for rates and fees, allocation, design and service standards should be developed; and
- Alternative use of space agreements, and exploring options to re-purpose existing spaces, both indoor and outdoor, should be explored.

SUSTAINABLE MUNICIPAL OPERATIONS

MO

Community Engagement Findings

Community engagement responses surrounding revenues and facility maintenance were specific. The most often repeated 'Sustainable* Municipal Operations' responses included:

- High level of satisfaction for parks, recreation, and culture, facility and program users;
- Concerns regarding maintenance standards and service levels for outdoor facilities;
- Demands for dedicated space for cultural activities and seniors are high;
- Need to explore various funding options for parks and recreation improvements; and
- Fees and affordability can be a concern for some residents and community groups.

Clearview Opportunity

To effectively deliver a range of programs and services in Parks, Recreation and Culture the Township will need to maintain and enhance its community partnerships. At the same time, the Township will need to leverage its market share in facilities with a regional market reach and develop partnerships to enable that reach. This regional perspective will solidify core services and lead to a more cost-effective delivery of facilities and programs.

- Operational Efficiencies: opportunities exist to re-allocate resources to increase operational efficiencies.

- Core Services: opportunities exist to refine core services, service standards, and maintenance standards in the delivery of programs and facilities.

- Effective management: opportunities exist to ensure that staffing matches changing facility and programming needs.

- Commitment to Sustainability: opportunities exist to develop and execute new operating protocols, policies and procedures to achieve sustainability.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

The Township's ability to provide diverse programming relies heavily on community organizations and third-party program providers. This is not expected to change. The recommendations below are also reliant on maintaining and enhancing existing relationships and developing community capacity as the primary source of achieving healthy community goals.

OBJECTIVE | Systems Management MO

12

Over the next 5 years adopt a systems management protocol to maximize facility and program utilization. Over the next 10 years, achieve facility and program utilization goals.

INITIATIVES

1. **Conduct facility utilization analysis**

    Recommendation: Investigate and purchase facility and program management software. Ensure that software can generate utilization data for: facility scheduling for prime & non-prime hours, program management, on-line registration, membership management, drop-in programs, league management and can generate reports.

    Recommendation: Track data for a minimum of 12 months (preferably 18 months) prior to completing utilization analysis. Ensure that all facilities, regardless of service provider status, are tracked.

    Recommendation: Complete a full facility utilization analysis for prime and non-prime facility usage for all community spaces, both indoor and outdoor. Develop and set prime and non-prime hours for indoor and outdoor facilities (bookable fields, arena, pool, community rooms). Recommended goals are 80% prime-time and 30% non-prime time efficiencies.

2. **Complete a Trails Master Plan**

    Recommendation: Expand, confirm and assess feasibility of providing trails in the existing *Trail Link Concept Plan.* New Trails plan should include: costs to procure lands not municipally owned, alternative access* guidelines where purchase not feasible, full visual assessment of existing trails, multiple trail classes, cost to develop each trail class, 10-year capital plan and any associated operational impacts of capital investment.

3. **Wayfinding and Signage**

    Recommendation: Develop and complete wayfinding and signage programs for recreational facilities that are aligned with the Clearview Municipal Identity Program, and the Clearview Trail Implementation Project.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

4. **Confirm adjacent municipality facility capacity and service radius**

   Recommendation: Create working group with adjacent municipalities to confirm availability of space for regional destination and hub facilities.

5. **Update and generate local standards for provision of facilities**

   Recommendation: Work in conjunction with small town (rural/ urban) Ontario municipalities to generate more locally relevant facility provision standards.

   Recommendation: Consider participating in the development of rural/urban municipal data base.

OBJECTIVE | Service Delivery Management

13

During 2020-2021, re-position core services to align with Operational Review outcomes. Revised model should support Objective 12 initiatives to maximize facility use, and support community development initiatives (See also Objective 18)

INITIATIVE

1. **Revise Facility Service Level**

   Recommendation: Based on findings in Objective 12, Initiative 1 revise facility maintenance and staffing levels to reflect proven community demand and facility performance needs.

   Recommendation: To achieve Objective 2, Initiative 1 consider adopting work-order system to generate: daily work schedules, operational inspections, minor capital repairs, other operational tasks as needed.

2. **Conduct Operational Review**

   Recommendation: Conduct a departmental operational (2020) review including processes. Review should include mapping of all indoor and outdoor service delivery processes and matching of equipment to maximize efficiencies.

   Recommendation: Consider reallocation of Full Time Equivalents to align with recommended Operational Review.

   Recommendation: Consider revising role of Parks and Recreation Clerk to include administration of facility bookings.

   Recommendation: Consider revising role of Supervisor of Recreational Services to include operational functions for bookings.

3. **Re-focus core service and service delivery with a community-first orientation**

   Recommendation: Formalize 3-rd party first mandate for the provision and development of services, programs and facilities. Develop a framework / conditions for support to help the community to achieve this goal. See also Objective 17, Initiative 4.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

Recommendation: Provide direct delivery of services, programs and facilities where no viable 3rd party opportunities exist and to ensure full access* by all community segments, or where provision of a facility, program or service is connected to government legislation and specialized training (e.g. provision of aquatics facilities).

OBJECTIVE | Program Management MO

14

Beginning in 2021, commit adequate resources to staff training to ensure continuous learning to meet emerging needs, and to support new programming models and protocols.

INITIATIVE

1. **Staff training**

   Recommendation: Ensure any initiatives developed in Objective 13 include a staff training and (re)development component.

   Recommendation: Ensure that any initiatives that enhance or confirm staff roles include competency training. Competencies should include: finance, marketing and programming, and knowledge and experience.

   Recommendation: Provide cross-training opportunities to enable staff development and maximize efficiencies developed in Objective 13 Initiative 2.

2. **Adopt a Business Plan Protocol**

   Recommendation: Prior to creating new programs, determine minimum cost recovery levels for: participation and facility utilization. Confirm service provider capacity in conjunction with protocols developed in Objective 15 Initiative 5.

   Recommendation: Assess existing programs based on standards developed above. Adopt transition period for those programs not meeting new standards.

3. **Clearview Minor Sports Association**

   Recommendation: Consider the development of a minor sports umbrella organization to coordinate and develop programs, volunteers and participation across the Township. To ensure all voices are heard, the Association should include representatives from all sports organizations that service the community.

4. **Community Development Partnerships Model**

   Recommendation: Develop a policy and formula for partnering with not-for-profit groups based on a community benefit pyramid*. The formula needs to balance participation and public programming potential with the municipal contribution.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

OBJECTIVE | Parks, Recreation and Culture Planning   MO

15
INITIATIVES

Beginning with the 2019 budget cycle, over the term of the master plan, balance the realities of available resources with the planning of projects.

1. **Community Profile Mapping**

   Recommendation: Continue to utilize and update community profile mapping on a bi-annual basis for insights regarding local settlement composition and implications for participation. Recommended key profile indicators are: age, income and projected participation rates.

   Recommendation: Beginning in 2021 augment projected participation rates by age, with locally sourced and tracked rates.

2. **Facility and program utilization**

   Recommendation: Continue to track, update and coordinate data from Objective 1 Initiative 1, Objective 6 Initiative 3 and Objective 9 Initiative 5 for use in developing programming and facility needs assessments over the next 10 years.

3. **Re-purposing of existing parkland**

   Recommendation: Work in conjunction with Planning to match proposed programming with local settlement profiles, especially when developing new park assets / amenities.

   Recommendation: Work in conjunction with Planning to leverage development opportunities for trail connections.

4. **Business Plan Protocols (programming and facilities)**

   Recommendation: Develop a business plan protocol for the development of all facilities and programs, to support Objective 3 Initiative 5.   Protocol should establish a priority ranking system that aligns with community-first principle rates and fees structure. See also Appendix G for recommended protocol assessment components.

5. **Key Performance Indicators – facilities and programs**

   Recommendation: Adopt key performance indicators, as developed by Staff, (see Appendix B) for the next 5 years. Review and update indicators in 5 years.

6. **Departmental collaboration**

   Recommendation: Continue to engage a cross-departmental working group in an effort to increase inter-departmental collaboration for municipal initiatives, as they relate to parks, recreation and culture management. Ensure all departments are represented within the group. (Community Services / Planning, Ec. Development, Tourism, Finance)

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

Recommendation: Engage managers / supervisors at the (PRC) department level in the development and implementation of initiatives to ensure seamless delivery.

OBJECTIVE | Priority Infrastructure

16

Establish a long-term strategy for renovating aging facilities, tied to the Township's AMP. The planning schedule should also be completed in conjunction potential revenues generated from alternative sources (see Objective 17)

INITIATIVES

1. **Facility Lifecycle**

   Recommendation: Continue to source, benchmark and provide qualified inputs to support AMP and facility lifecycle costing.

2. **Small Community Halls**

   Recommendation: Create renovation/ refurbish / replacement parameters and update within AMP replacement schedule.

3. **Stayner Arena and Community Centre**

   Recommendation: Complete updates as recommended in Objective 10 Initiatives 1.

4. **Creemore Arena and Community Centre**

   Recommendation: Complete updates as recommended in Objective 10 Initiatives 1 and 3.

5. **AODA fully accessible trail segments**

   Recommendation: Develop AODA trail segments as outlined in Objective 5 Initiative 1.

6. **Youth activities**

   Recommendation: In conjunction with Objective 3 Initiative 2, develop alternative outdoor activities such as 3-on-3 basketball or soccer enclosures.

7. **Shade Structures and associated rest areas**

   Recommendation: Develop program based on gaps identified in Objective 1 Initiative 4.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

8. **Outdoor adult fitness apparatus**

   Recommendation: Provide at least 1 alternative outdoor fitness opportunity to support Objective 5 Initiative 2.

OBJECTIVE | Financing

17

INITIATIVE

Diversify revenue sources to reduce reliance on tax-funded budget, while still providing the progressive parks, recreation and culture system of which Clearview residents are proud and have come to expect.

1. **Investigating alternative revenues**

   Recommendation: Work in conjunction with Finance and Economic Development to investigate alternative revenue opportunities. Township departments should take a coordinated approach to the development of funding opportunities at a Corporate level. *(e.g. Corporate Sponsorships, Legacy Funding, Government Initiatives and programs).*

   Recommendation: Source funding to complete AODA and Human Rights facility upgrades as recommended in Objective 10 Initiative 1.

2. **Long term costing**

   Recommendation: Continue supporting the Township's capital and asset management plans by providing recommendations into alternative investment initiatives and opportunities. These new initiatives and opportunities need to balance with long term needs for existing infrastructure maintenance and consider any associated operating impacts. Operating expenses for all new projects and developments need to be considered.

   Recommendation: From data generated in Objective 4, Initiative 5 provide updated asset and amenity gap to Finance. ensure that Parks and Recreation component of DC funding not eliminated at Council deliberation stage.

3. **Community Development Fund**

   Recommendation: Consider establishing a *Community Development Capital Fund* with matching funds to support community-led initiatives, for a wide range of park, trail and natural area capital projects.

4. **Rates and Fees analysis**

   Recommendation: Work in conjunction with Finance to set an appropriate cost-recovery objective for programs and facility rentals. Fees should be based on a sliding scale according to community benefit, utilization and individual affordability. Supports Objective 13.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

Recommendation: Work in conjunction with Finance to confirm baseline facility costs and incremental costs to ensure the baseline is appropriately set for cost-recovery objectives.

Recommendation: Work in conjunction with Finance to start tracking revenue streams by program and facility to confirm return on investment and cost recovery objectives are being met.

5. **Increase Fee Assistance Programs**

Recommendation: Publish and provide links to fee assistance programs.

Recommendation: Work with Corporate Finance to confirm level of funding for:
- Level of subsidy for programs and services (cost recovery / rates and fees); and
- Level of annual subsidy, as percentage of tax revenue.

OBJECTIVE | Community Development MO

18

Adopt processes and programs designed to support and increase community capacity for the continued provision of programs, facilities and services for Clearview residents.

INITIATIVES

1. **Develop manuals for events/ programs and volunteers.**

   Recommendation: Develop manuals to assist the community's understanding of required protocols, technical support and level of knowledge required to host events, develop programs, and expectations for volunteers. Manuals should be available on-line and in printed format and contain links to any licensing bodies. *(e.g. TSSA, AGCO)*

2. **Develop Volunteer Recognition Program**

   Recommendation: Adopt programming from '*Volunteer Appreciation Week'* and hold events as part of annual celebrations surrounding volunteer appreciation and recognition.

   Recommendation: Begin to track volunteer hours contributed to programs, events and other activities in Parks, Recreation and Culture. Attach dollar value to contributions.

3. **Work with community organizations**

   Recommendation: Work with community organizations to identify and create events that can be hosted in Clearview and that support economic impact of sport and cultural events locally. Events should be designed to promote spin-off activities, such as; extended stays, shopping, or attendance at additional events.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

Recommendation: Identify potential grant opportunities. Collaborate with community groups by provide awareness, support and access to potential grant opportunities; including guidance and support in completing the application / application process.

Recommendation: Work with community organizations to establish a cultural working group / committee.

Recommendation: Host basic workshops in organizational practices to enable community groups to better manage their day-to-day operations, e.g. basic bookkeeping.

4. **Annual user group and community group meetings**

   Recommendation: Continue meeting cycle with service and program providers on a semi-annual basis for both indoor and outdoor activities. Where possible include potential 'new' program providers.

   Recommendation: Develop protocol for groups to vet development of new ideas / programs prior to submitting to Council for consideration.

OBJECTIVE | Marketing and Communications (MO)

19

Beginning in 2019, provide continuous improvement opportunities to increase information sharing and communications with the public, internal and external stakeholders.

INITIATIVE

1. **PRC Targeted Marketing Action Plan**

   Recommendation: Develop and implement a *Target Marketing Action Plan* that focuses on ways to increase / encourage users for non-prime and off-season facility usage.

   Recommendation: Create a web-based facility information resource / hub that links with Township departments, and outside agencies (e.g., Tourism, Economic Development).

   Recommendation: Re-affirm duties of existing staff to deliver targeted "events" to maximize facility usage with an emphasis on revenue generation. Confirm roles and responsibilities are coordinated with staff in other Township Departments to ensure maximum facility utilization. Should be considered in conjunction with Operational Review.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

Recommendation: Install pop-up, portable feed-back kiosks to address facility or program experiences and test new ideas for programs.

Recommendation: Explore opportunities to re-evaluate advertising cost-recovery for both the printed and on-line Clearview Activity Guide to align with community-first cost recovery rates and fees model.

OBJECTIVE | Master Plan Objectives Review   MO

20

Adopt review timelines and processes for all master plan objectives, initiatives and key performance indicators. Refresh master plan on a 5-year cycle.

INITIATIVES

1. **Review process**

   Recommendation: Establish a timetable and manageable process for the review of parks, recreation and culture master plan initiatives. Refresh every 5 years.

   Recommendation: Report to Council and the public through the Strategic Planning process, and annual budget cycle process, on Key Performance Indicators related to master plan goals and objectives.

2. **Define Key Performance Indicators (KPI's) to track progress over next 10 years**

   Recommendation: Define performance indicators for facility and program utilization, adult programming, revenue, and cost recovery.

   Recommendation: Adopt and maintain a continuous improvement approach to KPI development and progress. Monitor on a quarterly basis and formally updated on an annual basis.

BACKGROUND INFORMATION

While not a formal part of the document, this Master Plan has a set of background appendices that are also available online at www.Clearview.ca or on request from the Parks, Recreation and Culture Department.

APPENDIX A

Glossary of Terms

Explanation of words and phrases.

APPENDIX B

Key Performance Measures and Indicators

Indicators that will be used to monitor success in meeting the Master Plan Objectives. The indicators and measures will be developed by Staff in 2020 / 2021.

APPENDIX C

Park Classification Standards

A suggested range of classifications with associated design, amenity and operating maintenance standards. **See Book 2**

APPENDIX D

Action and Implementation Plan

A planning framework to complete the master plan objectives and initiatives. All initiatives were classified as either high (2019 – 2022), medium (2023 – 2026) or low (beyond 2026) priority. **See Book 2**

APPENDIX E

Capital Cost Allowance

A projected capital planning framework for budgeting capital costs associated with completing the master plan. **See Book 2**

APPENDIX F -

Consultation Report - Snapshot

A snapshot of the final report that, outlines, summarizes, and develops insights from all engagement activities.

APPENDIX G

Community Benefit Model and Rates & Fees

A discussion, around a community-first, cost recovery method to establish rates and fees.

APPENDIX H

Community & Service Profiles

Two sections from the Background Document. Demographic research data in the development of the community profile. Service Profile – Opportunities recommendation.

As part of the preparation for this Master Plan, a background document was prepared. Some information is referenced and presented. Additional information includes information of a sensitive nature and is not available currently.

APPENDIX A – GLOSSARY OF TERMS

The phrases referenced throughout the document, are presented below, in alphabetical order.

Access: refers to one's ability to enter a program. May have financial, program space or time of day (that programs are offered) implications.

Accessibility: refers to one's physical ability to access a space; is generally related to Accessibility for Ontarians with Disability Act (AODA) requirements, which are tied to mobility concerns.

Community Benefit Pyramid: refers to the pairing / allocation of public funding with the amount of community benefit -the greater the benefit to the community, the greater the amount of public funding. This pyramid is becoming the standard in the establishment of cost-recovery rates.

Facility Fit: refers to an analysis that provides insights into how best to organize an asset's potential, based on organizational goals. In this case it is an analysis of how best to use a portion of land.

Multi-functional: refers to the ability of a space to be used in a variety of ways.

Multi-generational spaces: 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 and its ability to promote well-being.

Multiple Destinations: refers to the variety / diversity of destinations that can be accessed via a system. With respect to the trails system, it would mean that it would be possible to 7 a range of commercial, recreational, and residential destinations through a connected active trails network.

Play Value: refers to the quality and quantity of play that can be generated from a play apparatus. Usually measured by the various ways children can move from the 'ground plane' to elevated play spaces and the ability of the apparatus to foster various developmental needs (i.e., balance, strength, agility, cooperation).

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

APPENDIX B – KEY PERFORMANCE INDICATORS

This space intentionally left blank. To be completed by Staff and updated in 2020 / 2021 towards the end of the Master Plan "planning" phase 1 activities.

APPENDIX C – PARKS CLASSIFICATION STANDARDS

CLEARVIEW TOWNSHIP: PARKS CLASSIFICATION STANDARDS (Recommended)		RECOMMENDED SIZE*	DESIGN GUILDELINES: SITE AMENITY STANDARDS (Recommended)								
CLASS	CRITERIA DESCRIPTION		PARKING	WALKWAYS	COMFORT	SHADE	SEATING	PLAYGROUND	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.	4.0 - 10 hectares Service area = full community & beyond	Fully accessible, gravel or paved	fully accessible, gravel or paved	permanent, including accessible / family	structure	bleacher, fully accessible	Large, combined jr. & sr. elements, fully accessible	tournament quality (Cat. 3)	Maximum 2 sites for the Township. Sites should be developed in conjunction with Cultural Plan	Fields to be maintained to tournament quality = cut 2 or 3 times per week, depending on usage
COMMUNITY / SPORTS PARK (youth & adult)	Location that has capacity to delivery a variety of sport and (potentially) cultural events on a Town-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, tennis	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	bleacher, fully accessible	Large, combined jr. & sr. elements, fully accessible	league quality (Cat. 3)	Maximum 2 sites for the Township. Sites should be developed in conjunction with Cultural Plan	Fields to be maintained to tournament quality = cut 2 times per week, depending on usage
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	optional	Medium, combined jr. & sr. elements, fully accessible	junior (cat. 4)	One diamond site and one rectangular site for Township, may be included in category above.	Fields to be maintained to level of play = cut weekly only
NEIGHBOURHOOD 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, tennis courts, shade and seating areas.	2.0 - 3.0 hectares Service area = local, within 10 - 15 minutes walk	not required	optional	optional	optional	optional	Medium jr & senior elements maybe combined or separate, accesibility target is 25%	not required	Development in conjunction with provision of other park classifications. Provision of elements for adults and seniors to be developed in conjunction with playground replacement schedule	Fields to be maintained to open play standard= cut weekly only
OPEN SPACE	General parkland for use by all, as view corridor, or provide linkages to other greenspace areas	VARIES	N/A	N/A	N/A	N/A	N/A		N/A	N/A	Fields to be maintained to open play standard= cut weekly only
		* New development *park blocks* below 0.5 hectares are NOT recommended						+ recommended swings ratio is 1:2 (babies:senior)			

APPENDIX C – FACILITY PROVISION STANDARDS

Organization	2016 # of Participants	2017 # of Participants	2018 # of Participants		Soccer	BB	skating	arena flr.			tennis courts	outdoor pool	splash pad	sk8park	multi-use court
Stayner Skating Club	50	32	26				26								
Creemore Minor Hockey	150	100					100								
Clearview Soccer Club	300	120	79		79										
Creemore Skating Club	50	55	67				67								
Singhampton Minor Ball	45	40				40									
Stayner Minor Baseball	75		100			100									
Stayner Minor Hockey	158	160					160								
New Lowell Minor Baseball	140					140									
Clearview Ice Cats	207	142					142								
Nottawa Fastball			120			120									
Stayner Hitmen Lacrosse		110						110							
New Lowell Girl Guides		20													
Stayner Girl Guides		50													
					79	400	495	110							

The 2016 information was provided by the Stayner's Lions club. They used info to donate money to organizations

Adult Participation - directly from sports groups

					Soccer	BB	skating	arena flr.							
Interd. Church League			120			120									
New Lowell Men's League			100			100									
New Lowell Ladies League			50-60			55									

					Soccer	BB	skating	arena flr.			tennis courts	outdoor pool	splash pad	sk8park	multi-use court
Revised totals					**79**	**675**	**495**	**110**							
Generally Accepted Provision standards, for urban areas in Ontario				participants / field	80 - 90*	100	12-20,000 (pop)				local provision	local provision	1/3000<9	1/5000	700 -800 youth+
				# fields required	1	7	1	1							
				existing inventory			2	2							

* soccer is typically market-driven

+ 800m walk-to service area

APPENDIX D – ACTION AND IMPLEMENTATION PLAN

CLEARVIEW TOWNSHIP: ACTION and IMPLEMENATIONPLAN- 2019 - 2028

	ITEM	DESCRIPTION	TARGET	TIMELINE	LEAD	ACTION REQUIRED / (source)	CAPITAL COST ALLOWANCE	YEAR	OPERATING IMPACTS
				(phase)					
PT - OBJECTIVES	**INITIATIVE**	RECOMMENDATION							
1.0 Parks Trails and Greenspace System	1.1 Functional Capacity Analysis	Comprehensive inventory and functional capacity data base for **facilities**	Effective facility utilization	1	Internal - PRC Department	update existing park inventory and add utilization rates for all programmable / community access spaces and programs	none	2019 - 2020	none, pending operational review to be included in staff duties
	1.1	Comprehensive inventory and functional capacity data base for **programs**	Effective program provision	1	Internal - PRC Department	data collection of league participation - by age group and activity	none	2019- 2020	none, pending operational review to be included in staff duties
	1.1	Develop policies and standards	Effective facility allocation	1	Internal - PRC Department	Policies required: Allocation, Rates and Fees, R-zone, Community Development, Subsidy (*recommended source: Town of Oakville published policies*)	none	2019	none, pending operational review to be included in staff duties
	1.2 Parks Classification and Standards	Adopt parks classification and standards system	Effective parks management	1	internal - PRC Department with support from Planning	Adopt recommended system in Appendix C; monitor for suitability and revise / update every 5 years	none	2019	none: GM lead
	1.3 Trail System / ATN	Complete priority segments of Trails Master Plan	Connected Healthy Community	2	PRC Department with inputs from Planning	Develop and provide details and specifications for trails tender. Recommended source for development details: *City of Brampton published development guidelines*	see Objective 12, Initiative 2	2022	none: trails crew
	1.3	Connect multiple destinations - active, passive	Connected Healthy Community	2	PRC Department with inputs from Planning & Transportation	Develop and provide details and specifications for trails tender. Recommended source for development details: *City of Brampton published development guidelines*	see Objective 5, Initiative 1	2024	none: trails crew
	1.3	Promote healthy living lifestyles	Connected Healthy Community	2	PRC Department with inputs from Planning & Transportation	develop localized train network within subdivision areas to connect all open spaces and connect to larger Township trails system	see Objective 5, Initiative 1	2024	none: trails crew
	1.4 Multi-generational spaces	Conduct AODA functional review	All ages	1	PRC Department	complete site visual assessment of walkways, parking lots, and rest areas	none	2019	1 - summer seasonal
2.0 Parks, Trails and Greenspace Service Delivery	2.1 Develop site servicing standards for parks	Adopt park maintenance standards	All Ages	1	PRC Department (Parks Operations)	Apply recommendations by site performance standard. See Book 2, Appendix C.	none	2019 (W2018)	none - efficiencies
	2.1	Create site management routes and schedules	Effective facility management	1	PRC Department (Parks Operations)	Meet with Operations Staff in winter (Jan - Mar 2019) to map out routes. Update as needed	none	2019 (W2018)	none
	2.1	Re-align seasonal crews	Effective facility management	1	PRC Department (Parks Operations)	Meet with Operations Staff in winter (Jan - Mar 2019) to map out routes. Update as needed	none	2019 (W2018)	none
	2.2 Develop operational standards for trails	Adopt trails maintenance standards	Effective facility management	1	PRC Department (Parks Operations)	ORFA and Simcoe County trails management protocols; Meet with Operations staff to confirm new protocols	none	2019 (W2018)	none: trails crew
	2.3 Re-align staff roles and responsibilities	Re-alignment to match Department Operational Review	Effective Department	1	PRC Department (Mgmt.)	outgrowth from Operational Review	captured in Objective 13.2	2020	see also 13.2
	2.3	Consolidate departmental booking function	Effective	1	PRC Department (Mgmt.)	outgrowth from Operational Review	captured in Objective 12.1	2020	

APPENDIX D – ACTION AND IMPLEMENTATION PLAN

	ITEM	DESCRIPTION	TARGET	TIMELINE	LEAD	ACTION REQUIRED / (source)	CAPITAL COST ALLOWANCE	YEAR	OPERATING IMPACTS
PT - OBJECTIVES	**INITIATIVE**								
	2.4 Reaffirm roles and responsibilities for user groups	Re-alignment in conjunction with new protocols adopted in Objective 2.1	Public Safety, risk management	1	PRC Department	meetings with user groups and volunteers to discuss new protocols	none	2020	efficiencies
	2.4	Adopt reward /bonus system for groups that can assist with delivery of municipal services	Effective, coordinated Department	1	PRC Department	meetings with user groups and volunteers to discuss new protocols	none	2020	efficiencies
Objective 3.0 Parks, Trails Greenspace Programming	3.1 Regular Review	Ensure that: programs are not competing with private offerings rates and fees in line with Corporate standards impacted user groups included in discussions	Effective coordinated Department	1	PRC Department	annual review	none	on-going	efficiencies
	3.2 Greater range of programming	Explore existing programs within the Township and neighbouring municipalities	youth and adults	1	PRC Department	document and catalogue existing programming opportunities to expand program offerings	none	2020	none, pending operational review to be included in staff duties
	3.2	Explore diverse, alternative programming options	youth outdoor recreation	1	PRC Department	potential new program development	none	2021	none, pending operational review to be included in staff duties
	3.3. Adult and senior programming and facilities	Source partnerships opportunities for program delivery - vigorous activities	adults and seniors	1	PRC Department	build relationships with adult and senior program providers	none	2020	PRC - GM
	3.3	Source partnerships opportunities for program delivery - vigorous activities with neighbouring municipalities	adults and seniors	1	PRC Department	build relationships with adult and senior program providers	none	2020	PRC - GM
	3.3	Create self-directed fitness opportunities for adults and seniors	adults and seniors	2	PRC Department	define potential locations to serve as base for vigorous fitness	depends on website capacity	2022	PRC - programming
	3.3	Provide outdoor fitness apparatus	youth, adult and seniors	2	PRC Department	source providers of interactive challenge courses	$75-100,000 depending on fitness components and size of space	2022	none - part of standard operations
	3.4 Children and Nature	Explore opportunities to expand programming	children	1	PRC Department	build relationships with providers of outdoor - nature-focused program providers	none	2020	PRC - GM
	3.5 Business Plan protocols	Adopt business case protocol for new programs	Effective program management	1	PRC Department	see also Objective 5.4 for model development	none	2021	none
4.0 Parks, Trails and Greenspace Facility Planning	4.1 New facility development	Create facility fit options for re-purposing of existing lands	Effective facility management	2	Planning	develop programming needs for the following sites: Carruthers, Dunedin, Islay, Mad River, McKean. Set site investment limits	depends on programming needs; costs carried in Objective 15, Initiative 3	2022 - 2025	none
	4.1	Greenfield development	Effective supply of new facilities	1	Planning	confirm programming needs for new facilities depending on size and category	90% DC funding	2020	new seasonal staffing depending on timing of new development

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	ITEM	DESCRIPTION	TARGET	TIMELINE	LEAD	ACTION REQUIRED / (source)	CAPITAL COST ALLOWANCE	YEAR	OPERATING IMPACTS
PT - OBJECTIVES	**INITIATIVE**								
	4.2 Development Planning	Parkland dedication rates	Effective supply of new facilities	1	Planning	maintain parkland dedication rates, establish tableland requirement for acceptable parkland	none	2019	none
	4.2	Land use mapping	Effective provision of new facilities	1	Planning	engage GIS Specialist to complete mapping of Township for existing and proposed parks and trails and potential trail links	none	2019	existing staff
	4.2	Guidelines for acceptable parkland	Effective provision of new facilities	1	Planning	establish guidelines for acceptable parkland sites. See also: parkland dedication *Town of Oakville, City of Guelph*	none	2019	none
	4.2	Guidelines for parkland infrastructure needs	Effective provision of new facilities	1	Planning	establish guidelines for acceptable parkland sites. See also: local service policy *City of Guelph*	none	2019	none
	4.2	Land alternatives where park dedication (in land) not feasible	Effective provision of new facilities	1	Planning	leverage developer parkland provision obligations	none	2019	none
	4.3 Adjacent municipalities	Adopt regional outlook for provision of large-scale outdoor facilities	Effective provision of facilities	1	Planning	map private and adjacent municipal facilities and service area within inventory facility	none	2019	GIS Technician - additional workload
	4.4 Official Plan	Adopt parkland classifications	Effective provision of facilities	1	Planning	update OP with parkland classifications as outlined in Appendix C	none	2019	none
	4.4	Adopt parks amenities standards	Effective provision of facilities	2	Planning	update OP with parkland classifications as outlined in Appendix C	upgrades as part of park renewal process; Objective 15, Initiative 3	2022	none
	4.5 Development Charges	Establish Local Service Policy	Effective provision of new facilities	1	Planning	establish guidelines for acceptable parkland sites. See also: local service policy *City of Guelph*	none	2019	none
	4.5	Track site and amenity provisions over next 10 yrs. (software and resource dependent)	Effective use of DC funding	1-3	PRC Department	work in conjunction with Planning to ensure that parks requirements are included in DC by-law	none	2019/2024/2029	PRC - GM
	4.5	Establish facilities provision schedule	Active community	1	PRC Department	adopt Provincial (urban) standards. See also recommendations in Appendix C.	captured under Objective 5	2020	none
	4.6 Developer responsibility	Establish timing for provision of outdoor facilities in new development	Active community	1	Planning	work in conjunction with Developers for early provision of infrastructure for parkland	none	2019	none
5.0 Priority Infrastructure and Services	5.1 Trails Management Plan	Prepare trails management plan	Active Community	1	PRC Department	adopt provisions of 2.2 for trails mgmt. Update in conjunction with new trails plan (12.2)	captured in Objective 12.2	2020	none: trails crew
	5.2 Active Parks, Trails and Open Spaces	Develop active parks and trails design guidelines	Active Community	2 onwards	PRC Department	work in conjunction with Planning and Transportation to develop network	outdoor fitness - see 3.3 trail head - $15,000 / location ATN- budget $10,000/year	2022 - 2028	none
	5.3 Multi-generational sites	Upgrade existing sites to meet Objective 1.4 findings	Inclusive community facilities	2 -3	PRC Department		create budget allowance $10,000 / year	2022 - 2028	none

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	ITEM	DESCRIPTION	TARGET	TIMELINE	LEAD	ACTION REQUIRED / (source)	CAPITAL COST ALLOWANCE	YEAR	OPERATING IMPACTS
	5.4 Infrastructure replacement	Priority ranking framework for asset management and replacement	Public Safety	1	PRC Department	Develop priority ranking framework that supports AMP initiatives	none	2020	none
	5.4	Long-term approach to replacement	Public Safety	1	Finance	Provide supporting information to Finance to include in AMP. Ensure that all park assets included in AMP	should be captured as part of AMP	2020	none
	5.4	Assess play-value, fitness equipment & shade needs	All ages	2 - 3	PRC Department	Update assets on rotational basis	included in 5.3 & 3.3	2020 - 2028	none
	5.5 Dedicated space for cultural activities	Adaptive re-used of Station Park	All ages	1	Planning	Provide programming needs to Planning for inclusion in Downtown Revitalization	to be carried by Downtown Revitalization	2019	none expected
	5.5	Adaptive re-used Admin. Hall space	All ages	1	Planning	Provide programming needs to Planning for inclusion in Downtown Revitalization	to be carried by Downtown Revitalization	2019	none expected
	5.6 Additional facilities	Priority ranking system for new facility development	All ages	1	PRC Department	developed in 5.4 & 15.4			
	5.6	Multi-use sports courts	youth	1	Planning	develop program requirements for multi-use sport courts (provide to Planning)	include $100,000 in DC by-law	2019	none

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	ITEM	DESCRIPTION	TARGET	TIMELINE	LEAD	ACTION REQUIRED / (source)	CAPITAL COST ALLOWANCE	YEAR	OPERATING IMPACTS
FSP OBJECTIVES	**INITATIVES**								
6.0 Recreation Facility System	6.1 Assess existing facility locations	Identify and assess Township-owned facilities for adaptive re-use potential	All ages	1	PRC / Building	based on facility utilization and population mapping information	none	2021	none
	6.1	Update AODA assessments	All abilities	1	PRC / Building	update Burnside information (2012)	update required	2019	none
	6.2 Promote regional collaboration	Work with adjacent municipalities to for development and utilization of regional facilities	All ages	1	PRC Department	continue to develop and strengthen relationships with neighbouring municipalities	none	2019 - 2020	PRC - GM
	6.3 Track and develop facility utilization	Conduct mandatory facility utilization analysis	Effective facility utilization	1	Internal - PRC Department	data collection of facility rentals in conjunction with bookings program and community benefit analysis	captured in other areas	2019 - 2020	none, pending operational review to be included in staff duties
	6.4 Base facility to support self-directed activities	Assess under-utilized space for capacity to provide 'base' for ad-hoc drop-in activities	Seniors and Adults	1	Internal - PRC Department	develop program needs and assess space based on findings in 6.3	none	2021	none, pending operational review to be included in staff duties
	6.4	Rank space in proximity to adult and senior populations and as jump-off for outdoor activities	Seniors and Adults	1	Internal - PRC Department	develop system and assign priority ranking to facilities for potential multi-use capacity	none	2021	none
	6.5 Cultural Hub	Explore re-development potential of under-utilized space as cultural hub	All ages	2	Internal - PRC Department	assess under-utilized space for use as cultural hub	unknown - depends on program requirements	2022	none expected
	6.5	Community-led development of programming	All ages	1	Internal - PRC Department	develop cross-sectional cultural work group confirming suitability of facilities and subsequent programming of space	none	2021	none
7.0 Recreation Facility Service Delivery	7.1 Adopt best practices for facility management	Impact of implementing BAS for access, egress and HVAC functions of remote facilities	Efficient facility utilization	1	PRC Department / Building	develop and submit RFQ / tender for BAS system; should be IoT-driven	Allowance is $4.00/sf	2021	none - efficiencies
	7.1	Impact of implementing card entry system for remote facilities	Efficient facility utilization	2	PRC Department / Building	do cost benefit analysis develop and submit RFQ/tender for pass card system	Allowance is $5000/door	2022 2023	none - efficiencies
	7.2 Facility service standards	Continue providing indoor facility maintenance in accordance with Provincial standards and ORFA recommendations	Effective service delivery & Public safety	on-going	PRC Department - operations	maintain facility maintenance protocols	none	on-going	none
	7.3 Re-affirm roles and responsibilities for staff	Renew and revised staff roles and responsibilities in conjunction with Operational Review	Effective Department Management	1	PRC Department (Mgmt.)	outgrowth from Operational Review	captured in Objective 13.2	2020	see also 13.2
	7.3	Consolidate facility bookings protocols	Effective Department	1	PRC Department (Mgmt.)	outgrowth from Operational Review	captured in Objective 13.2	2020	none, pending operational review to be included in staff duties
	7.4 Develop community capacity	Develop list of competencies for volunteers	All ages - volunteer base	1 - 2	PRC Department	provide opportunities for volunteers to achieve identified competencies; repeat training cycles	none	2021 - 2023; repeat	community development fund
	7.4	"Train the … opportunities, to build community capacity	All ages - volunteer base		PRC Department	provide opportunities for volunteers to achieve identified competencies; repeat training cycles	none	2021 - 2023; repeat	community development fund
	7.5 Re-affirm roles and responsibilities for user groups	Align responsibilities as developed in 7.2 & 7.4	Public Safety, risk management	1	PRC Department	meetings with user groups and volunteers to discuss new protocols	none	2020	efficiencies
	7.5	Adopt reward /bonus system for groups that can assist with delivery of municipal services	Effective, coordinated Department	1	PRC Department	meetings with user groups and volunteers to discuss new protocols	none	2020	efficiencies

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	ITEM	DESCRIPTION	TARGET	TIMELINE	LEAD	ACTION REQUIRED / (source)	CAPITAL COST ALLOWANCE	YEAR	OPERATING IMPACTS
8.0 Recreation Facility and Service Programming	8.1 Regular review	Ensure that: programs are not competing with private offerings rates and fees in line with Corporate standards impacted user groups included in discussions	Effective coordinated Department	on-going	PRC Department	annual review	none	on-going	efficiencies
	8.2 Greater range of programming	Explore existing programs within the Township and neighbouring municipalities	Youth and adults	1	PRC Department	document and catalogue existing programming opportunities to expand program offerings; look for opportunities in conjunction with community mapping (BD)	none	2020	none, pending operational review to be included in staff duties
		Intergenerational activities	All ages	2 -3	PRC Department	integrate with all programming, as feasible	none	2022 - 2028	none
	8.3 Senior and adult programming and facilities	Source partnerships opportunities for program delivery - vigorous activities	adults and seniors	1	PRC Department	build relationships with adult and senior program providers	none	2020	PRC - GM
	8.3	Create self-directed opportunities	Youth, adults and seniors	2 - 3	PRC Department	implement programs	none expected	2022 - 2028	none expected
	8.3	Indoor drop-in space	Youth, adults and seniors	2	PRC Department	assess under-utilized space for suitability	none expected	2022	none expected
	8.4 Promote regional collaboration	Work with adjacent municipalities for development and utilization of regional indoor facilities	All ages	1	PRC Department	create working relationships with adjacent municipalities	none	2019	PRC - GM
	8.4	Provision of space for adult programming	Adults	1	PRC Department	create working relationships with adjacent municipalities	none	2020	PRC - GM
	8.5 Age-friendly initiatives	Adopt Simcoe County Positive Aging Strategy	Older Adults	2	PRC Department / Planning	define gap; consider completing Age-Friendly Needs Assessment	unknown	2022	PRC - GM
	8.5	Identify local partners	Older Adults	1	PRC Department	create fairs / forums in conjunction with local service providers	none	2021	none: PRC - Events
	8.5	Identify mentorship opportunities	Older Adults	1	PRC Department	promote mentorship to combat social isolation	none	2021	none: PRC - Events
	8.5	Assess under-utilized space	Older Adults	2	PRC Department	in conjunction with 8.3 - establish dedicated space	none expected	2022	none
	8.6 Cultural programming for children and youth	Work in conjunction with existing program providers	Children and Youth	2 -3	PRC Department	expand cultural programming for children and youth	none expected	2022 - 2028	none
	8.6	Small Halls programming potential	Children and Youth	2 -3	PRC Department	expand cultural programming locations for children and youth	none expected	2022 - 2028	none expected
9.0 Recreation Facility and Service Planning	9.1 Facility utilization	Community-first allocation policy	All segments of community	1	PRC / multi-departmental approach	define and adopt community benefit allocation policy	none	2019	none
	9.1	Local market data analysis that includes participation and utilization	Effective facility utilization	1	PRC Department	conduct integrated market data assessment in conjunction with community benefit analysis	none	2021	none expected
	9.2 Facility programming	Explore alternative use of space for non-prime time	Effective facility utilization	2	PRC Department	work with community partners to explore alternative programming opportunities	unknown - in conjunction with 10.3	2022	none expected
	9.3 Facility re-development	AODA and Human Rights Code needs	**Code violations**	1	PRC Department / Building	develop RFP for design briefs for both community centres	see 10.1	2021	none expected
		Re-focusing Stayner arena activities	Effective facility utilization	2	PRC Department	re-orient based on facility utilization analysis	none	2022	none - efficiencies
		Re-focusing Creemore arena ice activities	Effective facility utilization	2	PRC Department	re-orient based on market analysis	in conjunction with 10.3	2022	none - efficiencies

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	ITEM	DESCRIPTION	TARGET	TIMELINE	LEAD	ACTION REQUIRED / (source)	CAPITAL COST ALLOWANCE	YEAR	OPERATING IMPACTS
10.0 Recreation Facility and Service Priority Infrastructure & Services	10.1 AODA and Human Rights initiatives	Work in conjunction with user groups to define and confirm programming requirements for upgrades to washroom and changeroom facilities at both community centres	**Code violations**	1	Building / PRC	generate design brief: confirm program with users issue tender based on program	tbd - allowance $300/s.f	2019 2020	none
	complete upgrades	AODA by 2022	**Risk mgmt.**	1 - 2	Building / PRC	issue tender based on program	tbd - allowance $300/s.f	2020 - 2022	none
	10.2 Multi-generational site amenities	Upgrade sites based on findings in 6.4,8.3 & 8.5	Inclusive community facilities	2	Building / PRC	include 10.2 programming	included in 10.2	2022-2024	none
	10.3 Enhance Creemore Arena programming	Work with Finance to time upgrades in conjunction with AMP renewal process	Active community	2 - 3	Building / PRC	provide programming to Building	carried in AMP forecast	2023 - 2028	none expected - existing staff
	10.3	Complete market assessment for expanded programming options	Active community	2	PRC	issue market assessment RFP	$10 - $15,000	2020	none
	10.4 Dedicated space for senior activities	Provide space in conjunction with user groups and based on space identified in 6.3	Older Adults	2	Building / PRC	provide programming needs to Building	varies, depending on programming	2024	none
	10.5 Dedicated space for cultural activities	Provide space in conjunction with user groups and based on space identified in 6.3	Cultural community	2	Building / PRC	provide programming needs to Building	varies, depending on programming	2025	none
11.0 Small Halls	11.1 Integrate and evolve small community halls into recreation system	Conduct all analysis and data tracking recommended for recreation system	Local settlement area community	1	PRC	complete in conjunction with objectives 6 - 10	none	2019 - 2021	none
	11.1	Identify potential locations for cultural hub	Cultural community	2	PRC	based on findings in 6.3	none	2022	none
	11.1	Maintain and develop community capacity	Volunteer base	1 -2; 3	PRC	in conjunction with 7.4	none	2021 - 2023; repeat	community development fund
	11.2 Create long-term plan and vision for small halls	Based on data generated in 11.1, develop vision.	Effective facility use	1	PRC	hold series of consultation sessions to inform and collaborate on new directions	none	2021	none
	11.3 Maximize community benefit	In conjunction with 3rd party service providers expand programming based on community benefit model	Effective facility use	2 - 3	PRC Department	work with existing service providers to expand programming offerings	none	2025 - 2028	none
	11.3	Assess community benefit status	Effective facility use	2	PRC Department	assign status to each small hall (based on community benefit analysis)	none	2023	none
	11.3	Provide low or no-cost space	Effective facility use	2	PRC Department	assign space at each small hall (based on utilization and C/B findings)	none	2024	none
	11.4 Re-affirm principles of good governance	Good governance includes Township needs	Effective facility management	2	PRC Department (with support from Finance)	MOU ratification, centralized booking, roles and responsibilities	none	2024	none
	11.5 Standardize facility operations	Develop maintenance and operations standards	Effective facility management	2	PRC Department	In conjunction with 7.2 & 7.5	none	2024	none
	11.5	Consider BAS system for all small halls	Effective facility management	2	Building / PRC	based on info in 7.1	allowance - $4.00/sf	2024	none

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	11.6 Assess facility (re) development potential	In conjunction with 9.3, assess small halls for adaptive re-use potential	Effective facility management	1 - 2	PRC / Building	provide preliminary programming needs to Building for development of budget	varies	2021 / 2024	none
	11.6	Conduct design charettes with local community	Effective facility management	2	PRC	work with local settlement areas in development of new facility programming	none	2023	none
	11.7 Establish effective financial investment strategy	Identify rates and fees strategy in conjunction with community benefits model	Effective facility management	2	PRC / Finance	match rates and fees to community benefit model	none	2023	revenues / efficiencies
	11.7	Assess each facility's re-development needs	Effective facility management	2 - 3	PRC / Building	create budget for facility and timing to complete	varies depending on facility and timing; should coincide with AMP funding	2024 - 2028	none
	11.7	Provide support and direction to meet financial goals	Effective facility management	2 - 3	Finance	provide training and in-kind services to help small halls meet financial goals	none	2023 onwards	none - existing staff

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	ITEM	DESCRIPTION	TARGET	TIMELINE	LEAD	ACTION REQUIRED / (source)	CAPITAL COST ALLOWANCE	YEAR	OPERATING IMPACTS
MO OBJECTIVES	**INITATIVES**								
12.0 Systems Management	12.1 Facility utilization analysis	Program and facility management software	Effective facility and operations management	1	PRC Department	investigate recreation software alternatives - data needs: facility scheduling, program management, on-line registration, membership mgmt., league mgmt., drop-in programs	none	2019	$4000/year
	12.1	Track data	Effective facility and operations management	1	PRC Department	minimum 12 month tracking of utilization for facilities and programs	none	2019- 2020	none
	12.1	standardize prime and non-prime times for software analysis	Effective facility and operations management	1	PRC Department	set goals for facility and programming utilization to match prime and non-prime times (80% / 30%)	none	2019	none
	12.2 Trails Master Plan	Determine feasibility and probability of completing *Trail Link Concept Plan,* including costs to complete and assessment of acquiring lands / access to lands	Active community	1	PRC Department	contract-out feasibility analysis of completing trails master plan - based on existing concept	$15 - $20,000 depending on consultation requirements	2020	none
	12.3 Wayfinding and Signage	Develop and complete wayfinding and signage for all facilities	Facility marketing	2 -3	PRC - Events	use Municipal Identity program as base	unknown - $1000 allowance per year	2022 - 2028	none
	12.4 Confirm adjacent municipality facility capacity and service radius	Confirm availability of space for access and use by Township residents	Active community	1	PRC Department	create working group with adjacent municipalities to confirm access / availability of facility and programs for Township residents	none	2019/2020	none
	12.5 Update and generate local standards	Generate more locally relevant facility provision standards	Effective facility and operations management	1	PRC Department	work in conjunction with other rural/urban municipalities to share data	none	2020	none - efficiencies
	12.5	Rural / urban municipal database	Effective facility and operations management	1	PRC Department	join rural / urban municipal database program	none	2020	none
13.0 Service Delivery Management	13.1 Revise facility service level	Revise facility maintenance and staffing needs	Effective facility and operations management	1	PRC Department - operations	match facility staffing to facility service needs (i.e. maximize when facility in use)	none	2020	staffing efficiencies
	13.1	Streamline operations	Effective facility and operations management	1	PRC Department - operations	adopt work-order system for: daily work schedules, inspections, minor capital, and other tasks as warranted	none	2020	staffing efficiencies
	13.2 Conduct Operational Review	Conduct departmental operational review	Effective facility and operations management	1	PRC Department	engage 3rd party to conduct operational review to include process mapping and hr requirements	$12- $15,000	2020	staffing efficiencies
	13.2	Consider re-allocation of FTEs	Effective facility and operations management	1	PRC Department	implement re-allocation of FTEs as recommended by operational review	none	2020	staffing efficiencies
	13.2	Consider revising role of Parks and Recreation Clerk	Effective facility and operations management	1	PRC Department	include cost analysis of expanded role in operational review	none	2020	staffing efficiencies
	13.2	Consider revising role of Supervisor Recreation Services	Effective facility and operations management	1	PRC Department	include streamlining role of supervisor for all Township facilities in operational review	none	2020	staffing efficiencies
	13.3 Re-focus core service and service delivery	Align core service and service delivery with community-first orientation	Equitable community access	1	PRC Department	conduct level 2 community benefit analysis: programs, services, fees - can be completed internally	$15 - $18,000 (optional)	2020	revenue
	13.3	Provide direct delivery of services and programs	Active community	1	PRC Department	direct deliver programs where no other community options exist	none	on-going	none expected

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	ITEM	DESCRIPTION	TARGET	TIMELINE	LEAD	ACTION REQUIRED / (source)	CAPITAL COST ALLOWANCE	YEAR	OPERATING IMPACTS
14.0 Program Management	14.1 Staff training	Staff training and development	Governance	1	PRC Department	complete staff training and development modules as recommended	none	2021 - onward	depends on scope
	14.1	Competencies	Governance	1	PRC Department	complete staff training and development for job-specific competencies	none	2021 - onward	depends on scope
	14.1	Cross-training	Governance	1	PRC Department	complete staff training and development to maximize cross-over efficiencies	none	2021 - onward	depends on scope
	14.2 Adopt a Business Plan Protocol	For new programs: adopt community benefits model recommendations	Governance	2	PRC Department	apply cost recovery, participation and facility utilization goals	none	2022 - onward	none - efficiencies & revenue
	14.2	for existing programs: transition period to new model	Governance	2	PRC Department	apply cost recovery, participation and facility utilization goals	none	2024 - onward	none - efficiencies & revenue
	14.3 Clearview Minor Sports Association	Consider development of minor sports umbrella association	Governance	2	PRC Department	work with minor sports associations to develop single governing body	none	2022	none - efficiencies
	14.4 Community Partnerships Model	Develop formula for partnering with non-profits	Equitable access	2	PRC Department / Finance	Adopt recommendations for funding from community benefits / cost recovery pyramid	none	2022	none-efficiencies
15.0 Parks, Recreation and Culture Planning	15.1 Profile Mapping	Community Profile mapping for key indicators: age, income and projected participation rates	Governance	1	Planning	update existing GIS mapping on bi-annual basis	none	2021 - onward	existing GIS Technician
	15.1	Locally sourced participation rates	Governance	1	Planning	augment participation rates with PRC Departmental rates	none	2021 - onward	existing GIS Technician
	15.2 Facility and program utilization	Track data from Objectives: 1.1, 6.3, & 9.5 (software and resource dependent)	Effective facility management	1	PRC Department	use data to project programming and facility needs over the next 10 years	none	2020 - onward	none, pending O.R.
	15.3 Re-purposing of parkland	Work in conjunction with Planning to develop park programming for under-utilized existing parks	Effective facility management	2	Planning	match local settlement profile to generate local program for park	unknown -create allowance per site (recommended is $40k)	2022 - 2024	none expected
	15.3	New trail connections	Active Community	1	Planning	identify trail needed connections (confirm in Trails Master Plan)	none	on-going	none expected
	15.4 Business Plan protocol	Develop business plan protocol for development of programs and facilities	Governance	1	PRC Department	establish a priority ranking system, see also Appendix G	none	2021	none
	15.5 Key Performance Indicators	Adopt KPIs as developed	Governance	on-going	PRC Department	adopt KPIs as developed and review indicators every 5 years	none	2020, 2024, 2028	none
	15.6 Departmental collaboration	Continue to engage cross-departmental working group	Governance	on-going	PRC Department	include all departments, as needed, in development of PRC initiatives	none	on-going	none
	15.6	Engage departmental mgrs. and supervisors	Governance	on-going	PRC Department	involve all departmental key staff in roll-out of initiatives	none	on-going	none
16.0 Priority Infrastructure	16.1 Facility Lifecycle	Take active role in providing support to AMP and facility lifecycle reports	Effective facility management	on-going	PRC Department	source asset replacement values and expected useful life and provide qualified inputs to AMP	none	on-going	none, pending O.R.
	16.2 Small Halls	Provide inputs to AMP regarding level of investment for facilities	Effective facility management	on-going	Finance	create ROI points to differentiate between reno., refurbish, and replacement	none - carried in AMP	on-going	none
	16.3 Stayner Arena	Complete updates as recommended in 10.1	**Code violations**	1	PRC Department	Design, issue tender	carried in 10.1	2021	none expected
	16.4 Creemore Arena	Complete updates as recommended in 10.1 & 3	**AODA compliance**	2	PRC Department	market analysis, design, issue tender	carried in 10.1 & 10.3	2022	none expected
	16.5 AODA trails	Include fully accessible trail segments in trails plan	Active Community	2	PRC Department	include fully accessible trail sections as part of Trails Master Plan	$100/lm	2022 onward	none expected
	16.6 Youth activities	Develop alternative outdoor activities	Active youth	2	PRC Department	source & provide alternative outdoor active sites specifically targeted to youth (e.g. 3-on-3 basketball, or small court soccer - *Centaur Products*)	$75 - $80,000	2023	none expected

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	ITEM	DESCRIPTION	TARGET	TIMELINE	LEAD	ACTION REQUIRED / (source)	CAPITAL COST ALLOWANCE	YEAR	OPERATING IMPACTS
	16.7 Shade and rest areas	Provide shade and rest areas as part of standard park programming	Active Community	2 - 3	PRC Department	identify sites to receive shade and rest areas, based on local settlement profiles; assess DC funding opportunity	$35,000 / site	2023 onward	none
	16.8 Outdoor adult fitness	Provide at least 1 unique outdoor adult fitness opportunity	Active Youth and Adults	2	PRC Department	identify site to receive course apparatus	carried in 5.2	2022	none
17.0 Financing	17.1 Alternative revenue sources	Investigate alternative revenue sources	Governance	on-going	Finance / Ec. Development	develop Corporate funding strategy in conjunction with Finance and Ec. Dev. (e.g. naming, sponsorship)	revenue	on-going	revenue
	17.1	Funding for AODA initiatives	Governance	on-going	Finance / Ec. Development	source availability of capital for funding of programs and facilities that are specifically for AODA upgrades	revenue	on-going	revenue
	17.2 Long term costing	Continue providing suppor to Corporate AMP	Effective Facility Management	on-going	Finance / PRC Department	generate a long-term vision for re-furbishment of assets that aligns with AMP	carried in AMP	on-going	none expected
	17.2	Integrate site re-development with AMP	Effective Facility Management	on-going	Finance / PRC Department	use AMP projected expenditures as a basis for achieving new program elements as defined in 4.5	carried in AMP	on-going	none expected
	17.3 Community Development Fund	Establish Community Development Fund	Governance	on-going	PRC Department	establish parameters surrounding community access of funds, and eligible expenses, programs and initiatives.	$10,000/year (recommended)	on-going	none
	17.4 Rates and Fees	Establish cost recovery recommendations (4.3)	Governance	1,3	Finance / PRC Department	adpot cost-recovery recommendations, review every 5 years	none	2021, 2026	revenue
	17.4	Baseline and incremental facility and program costs	Governance	1,3	Finance / PRC Department	based on costs tracked through Finance, establish base line and incremental costs for provision of facilities and programs. Use as basis for cost-recovery allocations. Review every 5 years	none	2021, 2026	revenue
	17.4	Revenue streams	Governance	1,3	Finance / PRC Department	work with Finance to recommend tracking of specific revenue streams within acccounting software; review as needed to confirm achieving goals	none	2021, 2026	revenue
	17.5 Increase Fee Assistance Program	Publish and provide links to fee assistance programs	Active Community	on-going	PRC Department	include fee assistance program information as part of all programming / registration information; including direct links on webpage	none	on-going	none
	17.6 Capital and Operating funding	Confirm level of funding over 10 year plan for capital investments and annual operating budget	Governance	1,3	Finance / PRC Department	work with Finance to set targets for: AMP investments, program subsidy, annual departmental subsidy (as percentage of tax revenue)	none	2021, 2026	revenue

APPENDIX D – ACTION AND IMPLEMENTATION PLAN

	ITEM	DESCRIPTION	TARGET	TIMELINE	LEAD	ACTION REQUIRED / (source)	CAPITAL COST ALLOWANCE	YEAR	OPERATING IMPACTS
18.0 Community Development	18.1 Develop manuals	develop community's level of understanding and knowledge	Volunteer	2	PRC Department	create and publish manuals for community use	none	2022	staff time
	18.2 Volunteer Recognition Program	Adopt programming from "Volunteer Appreciattion Week"	Volunteer	2	PRC Department	adapt programming from Volunteer Canada: https://volunteer.ca	none	2022	staff time
	18.2	track volunteer contributions (software and resource dependent)	Volunteer	1	PRC Department	track and assign value to volunteer hours contributed to programs and events	none	2020 onward	none - software
	18.3 Work with community organizations	Develop sport and cultural events that can support economic impact (e.g. spin-off activities: extended stays, attendance at other events)	Economic Development	2	PRC Department	work in conjunction with service providers to identify potential events and provide support for event and program development	none	2021 onward	community developent fund
	18.3	Grant opportunities	Community Development	2	PRC Department	identify community grant opportunities and provide support for application process	none	2020 onward	staff time
	18.3	Cultural working group	Community Development	2	PRC Department	work with cultural groups to establish cross-sectional cultural committee	none	2022	staff time
	18.3	Proivde support to community groups to better manage their daily operations	Community Development	2	PRC Department	host basic workshops e.g. bookkeeping	none	2022 onward	staff time
	18.4 Annual user group meetings	Host user group meetings on semi-annual basis	Community Development	on-going	PRC Department	host operational workshops and include potential new user groups	none	on-going	staff time
	18.4	Vetting process for new ideas / programming development	Community Development	on-going	PRC Department	establish protocol / key features for the development of new programs / events; prior to submission to Council	none	on-going	staff time
19.0 Marketing and Communications	19.1 Targeted Marketing Action Plan	Develop and implement targeted marketing plan	Effective Facilty Management	1	PRC Department / Tourism	create marketing plan to promote off-season and non-prime space availability / usage	none	2021 - onward	revenue
	19.1	Web-based facility information portal	Effective Facilty Management	1	PRC Department / Tourism	work in conjunction with IT to create web presence for all facilities: avialability, direct bookings link, description and photos	none	2021 - onward	revenue
	19.1	Re-affirm staff duties towards marketing roles and responsibilities	Effective Facilty Management	1	PRC Department / Tourism	confirm roles and responsiblities in conjunction with Operational Review	none	2021 - onward	revenue
	19.1	Portable pop-up kiosks	Effective Facilty Management	1	PRC Department / Tourism	source and install portable pop-up kiosks in high traffic locations to generate feedback on programs and services.	$1000 / kiosk	2021 - onward	none
	19.1	Advertizing cost-recovery	Effective Facilty Management	1	PRC Department / Tourism	re-align advertizing costs with community benefit model	none	2021 - onward	revenue
20.0 Master Plan Objectives Review	20.1	Establish timetable for review of objectives and intiatives	Governance	2, 3	PRC Department	review / refresh every 5 years; update plan every 10 years	none	2024, 2029	staff time
		Report back to Council on progress	Governance	on-going	PRC Department	report through existing processes	none	on-going	staff time
	20.2 Key Performance Indicators	Define KPIs	Governance	on-going	PRC Department	adopt and implement recommendations in Appendix B	none	on-going	staff time
	20.2	Continuous improvement	Governance	on-going	PRC Department	continually update as new best practices emerge	none	on-going	staff time

APPENDIX E – CAPITAL COST ALLOWANCE

CLEARVIEW TOWNSHIP: PRELIMINARY CAPITAL COST ASSESSMENT - 2019 - 2028

ITEM (objective)	DESCRIPTION	TARGET	TIMELINE (PHASE)	SOURCE	ACTION REQUIRED / (source)	CAPITAL COST ALLOWANCE	YEAR	OPERATING IMPACTS FROM CAPITAL
INDOOR FACILITIES								
Cultural Hub (6.5)	Re-develop under-utilized space into Cultural Hub	Cultural Community	2	Consultations	assess sites, issue tender after facility utilization and AODA action items complete	unknown - depends on programming; some costs captured under AODA reno.	2022 - 2025	none: existing standard operations
Facility Mgmt. (7.1)	BAS for access, egress, and HVAC	Efficient facility mgmt.	1	Operating procedures assessment	issue RFQ / tender after facility utilization data collection is complete	varies with building envelope - allowance is $4.00/sf	2021	none: efficiencies
Pass Card System (7.2)	Pass Card entry system for buildings	Efficient facility mgmt.	1 - 2	Operating procedures assessment	complete cost / benefit analysis (ROI): issue tender if ROI acceptable	depends on number of entryways - allowance is $5000 / door	2021 / 2023	none: efficiencies
AODA and Human Rights Initiatives (10.1 & 10.2)	Complete on-site facility amenity upgrades to meet new standards	**Code violations and risk mgmt.**	1	Facility inspections	update AODA cost assessments; complete design briefs for site amenities; issue tender	tbd - allowance is $300/s.f.	2019 - 2022	none
Dedicated space for culture and senior programming (10.4 & 5)	provide dedicated space in existing facilities for seniors and cultural programming	Older Adults and Cultural community	2	Consultations	re-purposing of existing space	unknown depends on programming	2024 - 2025	none
BAS System - small halls (11.5)	BAS for access, egress, and HVAC	Efficient facility mgmt.	2	Operating procedures assessment	issue RFQ / tender after facility utilization data collection is complete	varies with building envelope - allowance is $4.00/sf	2024	none: efficiencies
Adaptive re-use - small halls (11.6)	Assess small halls for adaptive re-use potential	Efficient facility mgmt.	2	Consultations and interviews	after utilization and design charettes complete, issue tender (if needed)	unknown - varies with program	2024	none: efficiencies
Community Development Fund (17.3)	establish fund	Community capacity	on-going	Community development best practices	develop parameters for fund access	$10,000/year	annual	none
Portable pop-up kiosks (19.1)	interactive feedback kiosks that allow immediate community feedback and promote awareness for facilities and programs	Program and facility marketing	1	Consultations	install 3 kiosks at various locations throughout the Township for feedback and marketing	$1000/ kiosk	2021	none

APPENDIX E – CAPITAL COST ALLOWANCE

	ITEM (objective)	DESCRIPTION	TARGET	TIMELINE	SOURCE	ACTION REQUIRED / (source)	CAPITAL COST ALLOWANCE	YEAR	OPERATING IMPACTS FROM CAPITAL
OUTDOOR FACILITIES									
	Active Parks, Trails and Open Spaces (5.2)	Create connected system of parks, and open spaces through trails network	Public Safety and Active community	1	Consultations	set yearly targets to achieve trails plan and issue tenders	varies depending on DC funding	2022 - 2028	none expected: trails crew; depends on development schedule
	5.2	Trail Head	Active community	3	Consultations, emerging activities	develop design standard and issue tender	varies depending on partners, allowance is $5000 / kiosk; + $10,000 / site upgrades	2028	none expected: trails crew
	5.2	Outdoor Fitness	Active Community	2	Consultations, emerging activities	source fitness apparatus / obstacle course alternatives (*recommended source: Gametime Challenge Course*)	$150 - $175,000 depending on model, components and surfacing	2025	none: existing staff
	Multi-generational site Amenities(5.3)	Upgrade existing sites to include amenities for active and passive patrons	Inclusive community	2 - 3	Site analysis	set yearly targets to achieve upgrades to existing facilities	varies depending on alternative funding sources recommended target: $10,000/year	2022 - 2028	none
	Additional Facilities (5.6)	Multi-use sports courts	Youth	1	Site analysis	facility provision shows deficit of 4 courts	(revenue $100,000 to be carried in DC by-law for 2019)	2019	none
	Wayfinding and signage	Develop and complete wayfinding and signage for all facilities	facility marketing	2 - 3	Consultations	issue tender for signs and install	allowance only $1000 /year	2022 - 2028	none
	Re-purposing of parkland (15.3)	Develop site program with Planning	Active Community	2	Consultations	issue design build tender	allowance per site $40,000	2022 - 2024	none
	AODA trails (16.5)	In conjunction with trails plan	Active Community	2 - 3	Consultations	issue design build tender	allowance $100/lm	2022 onwards	none
	Youth activities (16.6)	Develop alternative outdoor activities	Active Youth	2	Consultations	source specific alternative products	$75 - 80,000	2023	none
	Shade and rest areas (16.7)	Develop site program with Planning	Active Community	2 - 3	Consultations	issue design build tender	$35,000 / site - may be covered by DC funding	2023 onwards	none

APPENDIX E – CAPITAL COST ALLOWANCE

	ITEM (objective)	DESCRIPTION	TARGET	TIMELINE	SOURCE	ACTION REQUIRED / (source)	CAPITAL COST ALLOWANCE	YEAR	OPERATING IMPACTS FROM CAPITAL
STUDIES									
	Recreation management software (12.1)	Determine software performance standards to generate required facility and program data	Efficient facility management	1	Interviews, operations procedures	complete comparison of software alternatives, purchase and program system for all facilities	none	2019	$7000/year
	Re-focus core service delivery (13.3)	Align core service and service delivery with community first orientation	Effective program management	1	Interviews, consultations, operational procedures and best practices	engage 3rd party to conduct level 2 community benefit analysis	$15 - 18,000 depending on scope	2019 / 2020	none: efficiencies
	Departmental Operational Review (13.2)	Engage 3rd party to conduct operational review to include process mapping and hr component	Effective facility management	1	Interviews, consultations and operational procedures	Define TOR and issue RFP	$12 - 15,000 depending on scope	2020	none: staff efficiencies
	Market Assessment (10.3)	Complete a market assessment for expanded Creemore CC programming	Active, healthy community	1	Consultations	Develop and issue RFP	$10, - 15,000 depending on scope	2021	none
	Trails Management Plan (12.2)	Create trails plan with access nodes, and opportunities for all abilities	Active, healthy community	1	Consultations	Develop and issue RFP (staff)	$15 - 20,000 depending on scope	2021	none
CAPITAL REVENUE									
	DC Funding	Update dc local service policy and amenity requirements	Effective facility management	1	Staff interviews and budget reviews	Update DC Policy	($100,000 +)	2019 - onwards	none
	Corporate Funding Strategy for PRC (17.1)	Create Departmental funding strategy to help off-set facility needs	Effective facility management	on-going	Consultations	Develop policies and opportunities surrounding: naming, sponsorships, partnerships, etc.; set yearly targets	($10,000/year)	on-going	in-kind recurring cost off-sets
OPERATIONAL REVENUE									
	Youth programs	Green Jobs for Youth	Youth employment	1	Best practices	Application process for summer 2019 jobs - closes Feb. 2019 (https://www.cpra.ca/green-jobs/)	none	seasonal	50% wage subsidy
STAFF									
	Recreation Assistant	Increase to Full Time position	Effective facility and program management	1	Interviews, operational procedures, best practices: community benefit / core services	commit to increasing operating budget in 2019 and onwards	none	2019 - onwards	$26,000
	Summer Seasonal student	Recurring position for phase 1 only	Effective facility and program management	1	Interviews, operational procedures, best practices: community benefit / core services	support for full time staff in completing assessments for planning phase 1	none	2020 - 2022	tbd

CLEARVIEW TOWNSHIP RECREATION, CUTURE AND PARKS MASTER PLAN: STAKEHOLDER ENGAGEMENT

Consultation Snapshot: September 2018

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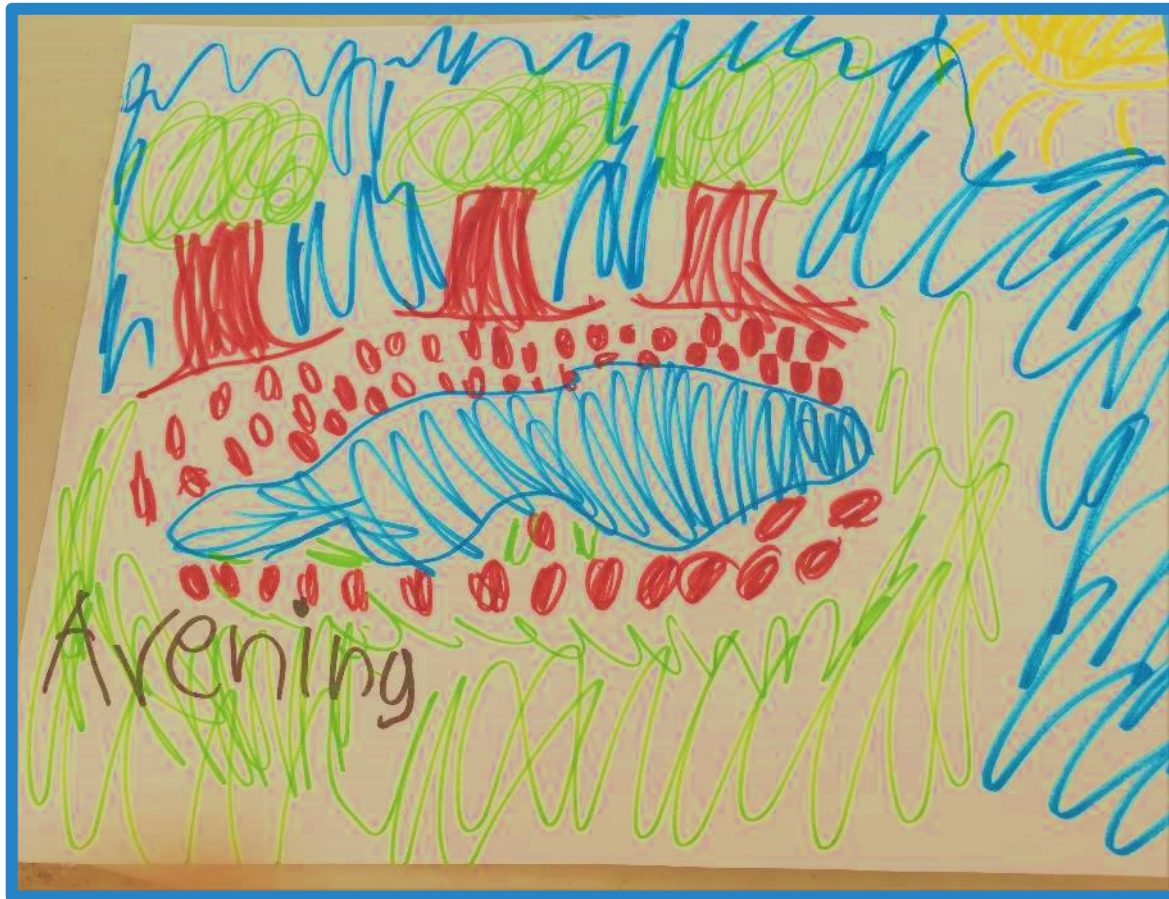
ACKNOWLEDGEMENTS

We would like to acknowledge and thank all the community partners, municipal staff and Council, and the many residents who participated in the focus groups, surveys, interviews and community events and workshop. Your insights provided valuable feedback to inform the development of the Recreation, Culture and Parks Master Plan. We would also like to thank the Project Team for providing background information, sharing their expertise and knowledge, and assisting in the planning and promotion of the stakeholder engagement sessions.

Thank you.

INTRODUCTION

The Township of Clearview has initiated the development of a Master Plan to guide future decision making of recreation, culture & park services over the next 10 years. The Master Planning process includes a review of services and amenities that currently exist in the community and will identify trends and opportunities for enhancements. A major component of the work is to provide an opportunity for residents, users, staff and stakeholders to provide input.

APPROACH

Community engagement activities undertaken include:
- Interviews with members of Council (7)
- Focus groups with community groups and clubs (5 sessions with a total of 35 participants)
- Community Pop-up Events (Approx. 50)
- Telephone survey of households in the Township of Clearview and surrounding area (200)
- Online survey of residents and stakeholders (189)
- Community workshop (40)

This report provides an overview of the consultation process and outlines the key messages heard throughout the various engagement activities

INTERVIEWS
Sessions were held in May and June 2018. Interviews were one-on-one, in person at the Township Administration Building. All members of Council and two (2) members of Senior Management participated in individual sessions. The one-hour discussion was aimed at exploring current and future needs of the Parks, Recreation and Culture Department, which included a discussion on any perceived issues and opportunities in moving forward.

Focus Groups

Focus groups were held on July 4th, 5th, and 20th 2018. At each session, stakeholders were asked to share their thoughts and insights on the Township's current strengths and challenges with respect to parks, recreation and culture, as well as explore ideas for the future of parks, recreation and culture in the Township of Clearview.

A total of five focus groups were held with various stakeholders:
- Arts & culture, and community organizations (10)
- Indoor/Outdoor sports clubs (11)
- Outdoor sports clubs (2)
- Youth (4*)
- Small Halls (5)

Pop-up Community Events

Master Plan consultations also included two community 'pop-up' events which were held on July 5th and August 21st at the Station Park Market Event. For these events, people were engaged in completing an intercept interview (series of 4 questions asked verbally) as well as providing input on their vision and ideas for recreation, culture and parks in Clearview in the future. Overall, 14 interviews were completed and approximately 50 people engaged in providing feedback. Results from this event show a clear interest in recreation, culture and parks from residents across the Township.

Surveys

Two community surveys were completed as part of the community engagement initiatives. A telephone survey was completed with a total of 200 respondents. The telephone survey was conducted by the Oraclepoll call centre using person-to-person live operators between July 24th to August 12th, 2018. In addition, 189 participants completed an online version of the telephone interview questions. All surveys were conducted using Voxco Online Survey software. Surveys were completed from July 24th to August 24th, 2018.

The purpose of the surveys was to determine usage trends and satisfaction levels with recreation facilities provided by the Township.

WORKSHOP

A community workshop was held with 40 individuals September 11, 2018. Participants were asked to take part in a series of small table discussions. Each table discussion focused on a different topic: Condition, Choice, Costs, and Vision. Participants were also asked to provide their feedback on preliminary strategies for the Master Plan.

KEY MESSAGES

Understanding the recreation, culture and park needs and opportunities within the Township requires the perspective of the people who live and work in the community. Through the consultation activities conducted from June 2018 to September 2018, the consulting team heard from a number of residents and stakeholders. The insight, experience and knowledge of these individuals have been summarized and reflected in the following synopsis. This synopsis highlights key messages heard across all engagement activities.

Our Strengths

- RESIDENTS HAVE A STRONG CONNECTION TO COMMUNITY
    - Strong sense of community engagement
    - "Community comes together"
- COMMUNITY PROVIDES A RANGE OF FACILITIES AND MANY LOCAL EVENTS
    - Many local events cherished by residents
    - Range of facilities across Township
- THRIVING LOCAL AREA
    - Strong tourism in surrounding area
- INFRASTRUCTURE GENERALLY IN GOOD CONDITION
- RESIDENTS ARE GENERALLY SATISFIED WITH EXISTING PROGRAMS AND SERVICES
    - Approximately 70% of telephone survey participants said they were satisfied

Our Challenges

- STRONG CONNECTION TO COMMUNITY, YET NOT CLEAR IDENTITY FOR CLEARVIEW TOWNSHIP
- COMMUNITY GROUPS AND RESIDENTS ARE SEEKING MORE COMMUNICATION AND ENGAGEMENT
- AGING VOLUNTEERISM/DECLINE IN VOLUNTEERISM IS A KEY CONCERN

- THERE ARE SOME FACILITY AND OUTDOOR MAINTENANCE NEEDS
    - Accessibility is a concern at facilities (indoor and outdoor) and community halls
    - Stakeholders are looking for a standard across Township
- SOME SUGGESTIONS FOR NEW FACILITIES, SPACES AND PROGRAMS:
    - Art hub/theatre
    - Venue for large events (i.e. 300+)
    - Indoor pool
    - Splash pad
    - Outdoor rink surface (hockey in winter, lacrosse in summer)
    - More activities for seniors, youth and small children (i.e. under 5)
    - Gym and fitness facility
    - More winter activities (i.e. snowmobile trail, cross country skiing, snowshoeing, tobogganing)
- STAKEHOLDER STRESS THE NEED FOR IMPROVED SAFETY ON ROADWAYS/ALONG HIGHWAYS
- SOME STAKEHOLDERS EMPHASIZE THE NEED TO PRESERVATION AND EDUCATION OF INDIGENOUS ARTS, CULTURE AND LANGUAGE
- COST IS A BARRIER TO PARTICIPATION FOR SOME RESIDENTS
- NEED FOR IMPROVED RELATIONSHIP WITH SMALL HALL BOARDS

Our Opportunities

- CREATING PLAN AND LONG-TERM VISION FOR COMMUNITY HALLS
    - Maintain halls as a community gathering place
    - Maintain social aspects
    - Host signature events
    - Consider halls as hubs for rural transportation
    - Consider additional partnerships
- ESTABLISHING CLEARVIEW AS A PEDESTRIAN-FRIENDLY, WALKABLE COMMUNITY
    - Positive outdoor spaces; 'street animation'
- MORE PROMOTION AND AWARENESS OF LOCAL PROGRAMS, FACILITIES, ACTIVITIES, EVENTS
    - Promote creative identity (i.e. host cross country ski events)
    - "Celebrate us!"
    - More communication between local clubs and Township
- CONSIDER MINOR SPORTS / PROGRAMMING UNDER ONE UMBRELLA ORGANIZATION

- CONSIDER COMMUNITY-WIDE STANDARDS FOR PARK SPACE
- EXAMINING FEASIBILITY OF MULTI-PURPOSE ART HUB/CENTRE
- INCREASE INTEREST IN VOLUNTEERISM
  - Promote community involvement and mindfulness
  - Recognition of importance of volunteerism
- PROMOTE HEALTHY LIFESTYLES
- EXPLORE A RANGE OF FUNDING OPTIONS (I.E. USER FEES, PARTNERSHIPS, GRANTS, TAXES, ALTERNATIVE USE OF SPACE)
- ENHANCE AND BUILD PARTNERSHIPS
  - Public schools, churches, libraries
  - Public/private partnerships (i.e. shared space)

CONCLUSIONS

Messages received throughout the various engagement activities reflect the strengths and opportunities within parks, recreation and culture facilities, programs and services across the Township. Key findings to consider in developing the Master Plan include:

- The community is generally satisfied with the quality and range of facilities;
- Opportunities exist to develop a long-range plan for continued support of small halls;
- Opportunities exist to ensure that facilities are effectively utilized and should be explored;
- Opportunities exist to increase cultural programming / hub development to both, improve the Township's profile and be, potentially, revenue-generating;
- Opportunities to address operational maintenance should be addressed in conjunction with the development of operational standards and an Operational Review;
- Based on what we know about age-related behaviours, opportunities to explore the expansion of programming for adults should be explored in conjunction with facility use of space and efficiencies;
- Opportunities to increase programming for population segments that are expanding (young adults, older adults and youth) should also include partnership opportunities in third-party facilities (e.g. School Board);
- The Township should explore a mix of funding opportunities to ensure provision of facilities and programs.

PREPARED BY:

j consulting group

prc solutions
engage create deliver

APPENDIX G – BACKGROUND REPORT – RATES AND FEES

Community Benefit & Rates and Fees –

The discussion surrounding rates and fees for municipalities wholly, and specifically Parks, Recreation and Culture (PRC) departments, has typically been centred around public health and safety, and more recently, community well-being. That is, the greater the perceived notion that the service is vital to public health and safety, the less susceptible the service is to cost pressures. In addition, public agencies have also been tasked with levelling the playing field when it comes to affordability in the provision of leisure programs and services; which serves to further increase pressures to maintain low-cost options. Regardless of the model, fees have become a necessity in order to partially offset the costs of providing parks, recreation and culture facilities, programs and services. More and more, municipal departments are now facing concerns around justification and proof that their adopted fee structure is reasonable based on their menu of programs and services; and indeed, on their respective definition of core services. **To that end, municipalities are also taking a much closer look at their core service investments in relation to community benefit and community well-being initiatives.**

Defining Core Services

The 2015 Strategic Plan lists Recreation as one of the Township's pillars for success. Recreation then, can be considered a core service. A next step is to then create a mix of recreational facilities, programs and services that would be considered core in support of the recreation pillar. Maximizing community benefit has long been considered central theme for parks, recreation and culture departments.

It is generally accepted that core services are those with elements that would be considered core or essential, and others which are peripheral, and by definition non-essential. Inherent in the concept is the notion that services need to be assessed, revised, and updated periodically to confirm that they remain vital to the success of an organization. Recently municipalities have adopted a service-first approach, which also asks the question: "who is best suited to deliver a particular service/ program". This has resulted in re-defining partnerships and service levels to create a system of experiences that is becoming regional in scope.

Rationale for User Fees

Municipal benchmark researcher, David Ammonds has the following analysis. "The success of a parks and recreation department is influenced not only by the quality of its facilities and the productivity of its maintenance operations, but also by the range and adequacy of its program offerings and the proficiency with which its administrative functions are performed. Especially during period of fiscal constraint, the question of how much of a recreation program's cost the community should recoup from fees can be a high-profile concern." [16]

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[16] David Ammonds, *Municipal Benchmarks: Assessing Local Performance, 3rd Ed.*, Routledge Press, 2014

According to a White Paper recently researched for the City of Edmonton[17], the rational for charging user fees at the municipal level can be categorized into seven (7) common objectives:

- Equitably distribute service costs
- Limit tax increases
- Enable freedom of choice
- Regulate demand
- Use pricing to achieve desired goals and objectives
- More efficient allocation of government dollars
- Fund infrastructure

Conversely, user fees at for public services can also be perceived as "double-dipping" for services that are already included as part of the municipal tax assessment.

Current Model

In the Township of Clearview, fees are set according to user profile – typically assessed by age and family group, and do not differentiate between resident or non-resident in Township-managed facilities. In the case of Small Halls, which are managed by local settlement Hall Boards, there is no differentiation in fees between community, not-for-profit, or for-profit rentals. These fees are subsidized (via operating and capital investments by the Township) to maintain the current fee structure. Additionally, the Department does not offer (subsidized) programs that could be in direct competition with private facility offerings. Existing Departmental activities are funded via a combination of taxes, user fees, and sponsorships. In 2017 the PRC Department collected $659,606 in user fees and services charges, or about 30% of the total cost for the Department.[18] With the age of current infrastructure – especially the local community (small) halls - the Township is now facing a concern regarding the sustainability of some of their facilities.

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[17] *The Way We Finance – User Fees White Paper,* City of Edmonton, March 2016
[18] Ministry of Municipal Affairs, Financial Information Return Data, Clearview Township, FIR2017 Ontario

Community Benefit / Cost Recovery Model

At present, many municipal programs are moving towards a fees system that is based on community benefit. It employs a cost recovery pyramid which is a sliding scale that whereby subsidies are increased based on the degree to which community benefit is realized. The higher the community benefit, the higher the subsidy. Objectives are achieved by setting goals and targets based on each municipality's values, vision and mission. Fees and pricing structures are explained by having a clear understanding of who is benefiting from a particular program.[19] According to the National Parks and Recreation Association (NPRA), the largest North American database and resource for Municipal Parks, Recreation and Culture, typical cost recovery rates – from non-tax sources – is 29%.[20]
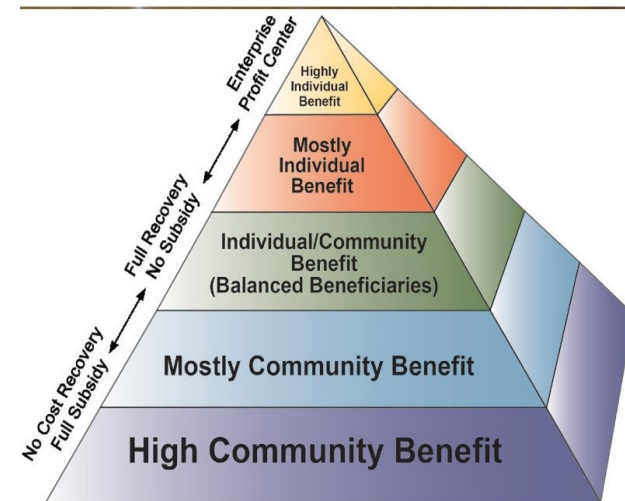
Alternative Fee Structure Models

Based on Craig Kelsey's work, *Fees and Charges in Parks and Recreation*[21] there are six (6) options in determining an appropriate fee structure for PRC Departments. Each of the models presented can be categorized as either a form of cost recovery, or non-cost recovery. A brief outline of each, as taken from his report, is presented below.

Average Cost Pricing (cost recovery model)

The Average Cost Pricing model is where a fee is set at the point where the individual pays the full share or cost associated with providing that service. Included in the fee is the actual capital, operating, maintenance, interest, insurance and depreciation factors. The full cost of the program measured over the lifespan of the program is divided by the number of participants over the lifespan of the program and then the fee is averaged. This allows the cost of such items as expensive equipment to be averaged over all users and not just the first program of users.

Marginal Cost Pricing (cost recovery model)

Marginal Cost Pricing is the concept of establishing a fee that is at the point of the minimal cost of providing a single unit of parks and recreation service. It is equal to providing one more unit of service; such as, charging a golf patron the cost of one more person's use of the golf course, or charging a swimmer the cost of giving one more person swimming lesson. At a certain point, the cost of adding one more person to a program can be very marginal. When computed with the rest of the patrons and having that total cost shared, it helps to defray costs but not over burden the patron.

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[19] Alaina Brandenburger, *The Cost Recovery Pyramid*, The Leading Edge Newsletter, 2014
[20] National Parks and Recreation Association, *2016 NRPA Field Report: Park and Recreation Agency Performance Benchmarks*, NRPA 2016
[21] Craig W. Kelsey, Ph.D., Utah State University, *Fees and Charges in Parks and Recreation,* Arizona Parks and Recreation Magazine, 2006

Differential Pricing (cost recovery)
Differential Pricing is setting a price at different levels for different types of patrons or patron use. This system provides some cost recovery but is also sensitive to the financial capabilities of patrons or popularity of a particular program.

Tradition Pricing (non-cost recovery)
This approach is where the fee has been set based upon historical precedent. The rationale is that the fee has always been at this point, it is acceptable to the users and it provides a reasonable charge for the governing authorities. With traditional pricing, no attempt is made to adjust the price necessarily for cost recovery but more as a traditional or historical way of conducting business.

Comparative Rate Pricing (non-cost recovery)
This pricing model is where an agency sets their fees to match the fees of other agencies that provide similar and comparable services. In this way, the charge is consistent with the competition, at least with comparable agencies.

Equity Pricing (non-cost recovery)
This model suggests that the fee be set at a point that is fair, reasonable and equitable to all
people. The idea is that those who do not use the service are not burdened with the cost and those that do use the service pay a reasonable fee. The only time that all people pay for a service that they may or may not use is if the service is for the greater good of the community. If that is the case, then such adjustments as general tax support is appropriate.

Outside of cost recovery-based models, other factors may combine to affect the setting of the base rate, namely:
- Demand / Peak use: whereby fees fluctuate depending on times of peak facility usage
- Market-based / Competitive: whereby fees are set based on what others are charging
- Loyalty Programs: whereby frequent users are offered a reduced rate.

Existing Fee Structure
The Township of Clearview's fee structure has been developed based on historical averages, and current juxtaposition with other municipalities within Simcoe, Dufferin and Grey-Bruce Counties.   Rates and fees increase marginally year-over-year, however, the base rate – or it's determination – has never been assessed.   Based on the pricing systems outlined above, the Township's fee structure can be considered a combination of "tradition" and "comparative" fee structures.

Comparing rates and fees to other municipalities, although an historical exercise, can be misleading. Several factors which are typically not addressed, including (but not limited to): level of service, subsidy / grants, allocation policies, operational structure, facility and programming capacity; are influencing factors that affect the setting of the base rate.   A small sample of neighbouring municipal rates are presented in Table 15. **Should the Township opt for this method of analysis, a much broader spectrum of municipalities and data is required.** For the items surveyed, the Township is consistently ranked at or near the mid-range of the fee scale. All values are presented in Canadian dollars.

TABLE 15: Selected Fee Comparison Data

Description	Clearview	Collingwood	Wasaga B.	Shelburne/ CDRC
Ice – Youth / hour	**138**	102.21	111.50	128
Ice – Adult / hour - prime	178	163.05	135.14	**185**
Ice- Adult / hour non-prime	**126**		80.44	119
Broomball	154			
Ice – Public Skate / entry	3	2.65	**5.00**	free
Hall Rental / day	649 - 773		520	
Meeting Room / hour	31.50			
Arena Floor / day	828	927	620	**1071**
Minor BB – Lit	248/ season		21.75	**43/game**
Minor BB – Unlit		15.95	13.75	15.45
Minor BB- Tournament / day		42.70		52.90/diamond
Minor Soccer – irrigated		42.70	16.48	33.05
Minor soccer – other	**278/season**		13.75	22.05
Minor soccer tournament / day				33.05
Aquatics – tots	61	65		**75**
Aquatics – kids	65	65		**75**
Aquatics – teens	157	**170**		100
10 pass - child	65	39		**90**

From the chart above, it appears that there may be some areas where the Township's fee structure may be cost prohibitive for larger-scaled events. As well, there appears to be some inconsistency in the application of discounted rates for youth activities.

For the most part, fees are comparable to those charged by other municipalities in the tri-county sample. It is unknown whether or not those municipalities surveyed participate in any cost recovery programs in setting their respective rates and fees. Furthermore, rate and fees can also be adjusted, based on the current Council's strategic priorities.

Rates and Fees: Options

As noted above, there are prior-to needs for determining the methodology best suits the Township; which include: confirmation of core values, alignment of departmental operations and determining an acceptable fee subsidy level.

An environmental scan of municipalities across North America who have recently documented their process for adopting a cost recovery model yields the following general guiding principles and process outline.

- Identify level of benefit a customer receives to determine the subsidy level
- Calculate the cost of services and include direct and indirect costs
- Determine the cost recovery goals by considering the level of benefit, cost of service, and availability of funding
- Ensure affordable access
- Create revenue by pursuing sponsorships and grants
- Diversify the price points (prime v. non-prime)

The following chart represents the fee development go-forward options.

TABLE 16: Fee Rate Options

OPTION	DO NOTHING	ADOPT STANDARD BENCHMARKED RATE	DEVELOP BLENDED CLEARVIEW TOWNSHIP RATES
Description	- maintains annual, historical comparator data	- applies standardized rate to all fee types	- fluctuating recovery rate, depending on various factors
PROS	- established, known and easy to accommodate - immediate results - recovery rate = 28% (blended)	- easy to assess and manage - process can be applied over short term - recovery rate = 29% (blended)	- most accurate -predicated on culture of continuous improvement - community benefit maximizes subsidy -allows pricing diversity - recovery rate determined by market / environmental conditions
CONS	-does not differentiate between differing levels of service -does not assess community benefit component - does not allow for fee rate flexibility	- does not differentiate between differing levels of service - does not assess community benefit component - may not allow for rate flexibility	-requires significant cost / benefit analysis for each program -requires verification of operational proficiencies - requires continuous assessment of fees

Rates and Fees: Implications for Facility and Programming Provisions

Implications for the delivery of Clearview Township PRC services and programs surround sustainability, and its ability to effectively and efficiently maximize facility and program utilization. Although rates and fees are already subsidized, an exact understanding of the extent to which specific programs and facilities is subsidized is required. The establishment of a rates and fees guide, based on cost recovery, is not a stand-alone assessment. It must be carried out in conjunction with best practices for facility and operational management and a core service assessment.

- The Township currently achieves an overall 30% cost recovery rate, for PRC Department programs, which is close to the North American average and similar locally to the Comparator Municipality group;
- Based on community profile and survey responses over the next 10 years there will be pressures to develop new program and facility offerings, and there is an expectation that these programs will be subsidized;
- The ability of the PRC Department to be sustainable will require an assessment and adoption of core service delivery, in the development of the fee subsidy structure;
- The development program standards in terms of delivery, effective capacity, and operational costs directly impacts user fee rates;
- In order to maximize facility utilization rates, flexibility should be embedded in the system to allow for fluctuating rates based on time and community benefit;
- In order to maximize community benefit and use of facilities, a fee waiver system should be developed as part of fee allocation policy / community development fund; and
- There is a gap with respect to the fees and community benefit analysis with respect to cultural / special events.

Community Benefit: Implications for Facility and Programming Support

Adopting a community-first benefit model has direct bearing on the development of business case parameters in the provision of facilities and programming. To be sure there are similarities in the requirements. An assessment of the benefit to the community-at-large becomes a key factor in determining Township resource allocation. For new facilities and programs, it is recommended that the Township adopt a business case protocol that requires all new applicants to demonstrate their capacity and abilities. Key assessment factors include, but are not limited to, the following:

Assessment Factors (new proponents are required to demonstrate their capacity or ability to deliver the following, prior to Township support or investment)	Facility Support	Programming Support
Broad community appeal	Assessed on sliding scale	Assessed on sliding scale
Shows alignment with core services	Required	optional
Shows alignment with core service delivery	Required	Required
Fiscal capacity and ability	Required	Required
Governance capacity and ability	Required	Required
Succession Planning	Required	Required
Ability to provide qualified / certified instruction	Required	Required
Ability to provide low / no cost entry or participation fees	Required	Required
Ability to provide low / no cost community use of space access	Required	n/a

APPENDIX H – BACKGROUND REPORT - SNAPSHOT

Clearview Township
Community, Facility, and Service Profile

Preliminary Background Report

September 2018

Prepared by

prc solutions

In association with

J Consulting Group
Oracle Poll
Vink Consulting

Introduction

The preparation of the Community, Facility and Service Profile (CSP) is the first step in determining the Township's baseline status with respect to recreation programs, facilities, and services. The objective of the background report is to collect data on the community and its parks and trails, recreation and culture capacities (including current initiatives, relevant policies, active stakeholders); comparator municipalities, and best practices. To do this the team has reviewed background documents, identified and reviewed inventories and standards from Clearview and comparator municipalities and initiated consultations with key stakeholders including: interviews, focus groups, a community survey and a community workshop.

The purpose of the CSP is to provide perspective by looking at opportunities to pair existing standards, guidelines and policies for facilities, programs, and services with best practices to generate a starting point for gap analysis, and potential alternative solutions for the Township.

Demographic Profile

This section presents the demographic profile for Clearview Township, which will be used to inform broad estimates of demand for recreation, culture and parks services.

Changes in Population and Employment

Clearview's population remained relatively constant between 2001 and 2016. Its total population is estimated at 14,591 in 2016, including the Census undercount, an increase of 432 residents over five years. Clearview has seen a 0.7% compound annual growth in population over the past twenty years.

Table 1: Historical Population, Clearview Township and Simcoe County, 2001-2016

		2001	2006	2011	2016
Clearview	Population	14,223	14,524	14,159	14,591
	Change	1,432	301	-365	432
	Compound Annual Growth	2.7%	0.5%	-0.6%	0.8%
Simcoe County	Population	254,000	273,000	288,000	314,000
	Change	N/A	19,000	15,000	26,000
	Compound Annual Growth	N/A	1.8%	1.3%	2.2%

Statistics Canada Census

Clearview is anticipated to have significant population growth over the next 15 years, suggesting continually increasing demand for recreation and culture services. Clearview is anticipated to add another 5,109 people, or over another third of its population, by 2031. Each year, Clearview is anticipated to have 2.2% more residents than the year prior (i.e. a compound annual growth rate of 2.2%). Clearview's population growth is anticipated to be faster than the overall growth rate for the County of Simcoe (not including the separated Cities of Barrie and Orillia) (2.0%).

Figure 1: Historical and Projected Census and Total Population, Clearview, 1996-2031
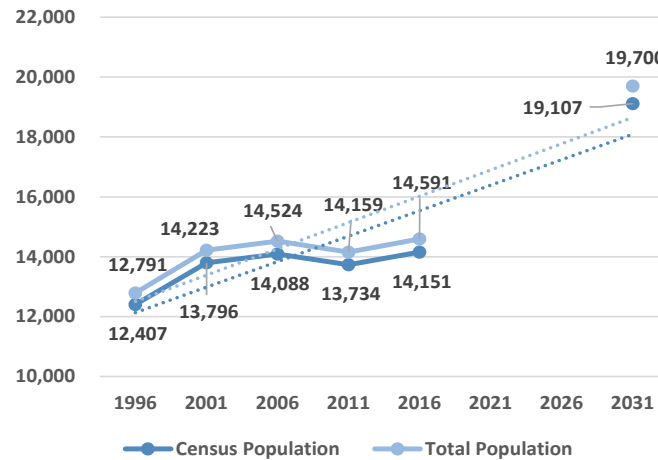
Statistics Canada Census and Simcoe County, Land Budget Data Collection and Analysis, 2015

Clearview's population is broadly distributed throughout its four primary settlement areas: Stayner, Creemore, New Lowell and Nottawa, and its eight secondary settlement areas. Stayner, Clearview's largest settlement area, is home to 28% of Clearview's residents (and 28% of its school-aged children and youth). About two-thirds of Clearview's population growth is anticipated to be in the community of Stayner. The remaining is anticipated to be split relatively evenly between Creemore, New Lowell, and Nottawa. Intensification will occur in the primary settlement areas, while existing hamlets will not be considered growth areas.

Figure 2: Estimated Distribution of Population Growth within Clearview, 2009 to 2031
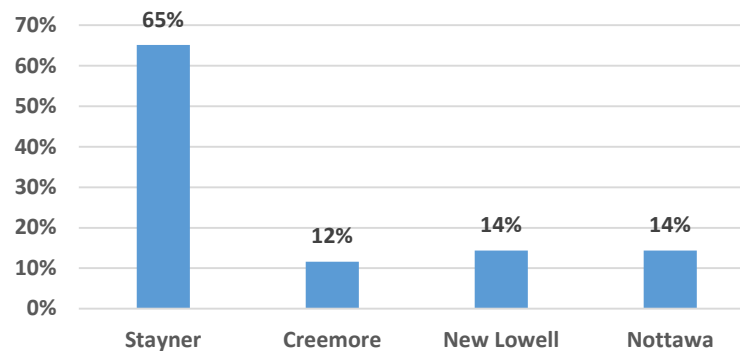
Vink Consulting Estimates based on Township of Clearview Directions for Growth, 2010

Place of Work employment in Clearview is anticipated to grow by 1,400 jobs between 2016 and 2031. The growth in employment is not anticipated to be quite as high as in population.

**Table 2: Historical and Projected Total Employment, Clearview, 2011, 2031**

		2011	2031
Clearview	Employment	3,700	5,100
	Change		1,400
	Compound Annual Growth		1.7%

County of Simcoe, Employment Land Budget, 2017

Changes to the Age Profile

Clearview's population is aging, a trend occurring throughout Ontario. Over the past 15 years, the largest increases have been in the 45 to 64 and 65 to 84-year-old age ranges. This reflects the aging of the baby boom generation. In 2001 the big Baby Boom generation was 36-55, and by 2016 the Baby Boom generation was 51-70.
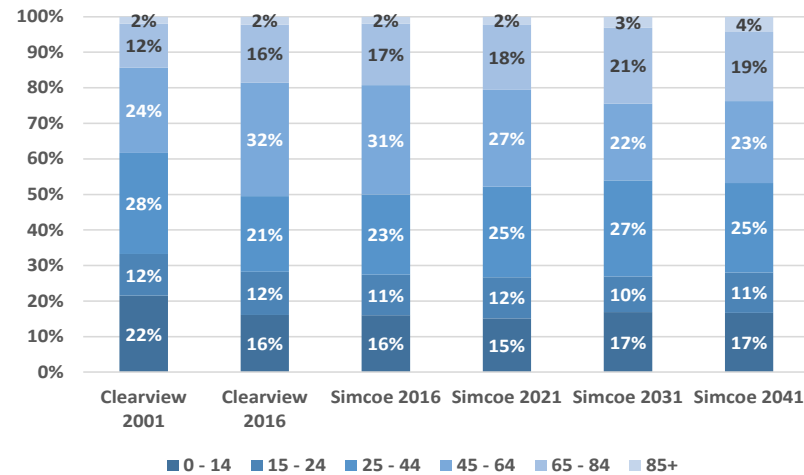
Figure 3: Distribution of Census Population by Age and Sex, Clearview, 2001 and 2016
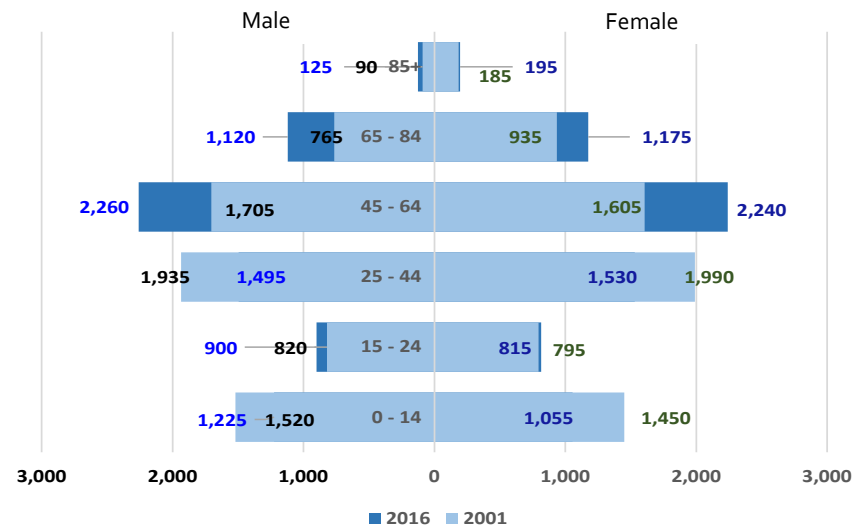
Statistics Canada Census

The aging demographic trend is anticipated to continue. Projections of the population by age range are not available for Clearview, so, for the purposes of this report, we have applied the projected age profile of the County of Simcoe to Clearview's projected population to develop population projections by age for Clearview. Almost one quarter (24%) of Simcoe County's population is anticipated to be age 65 and over by 2031, compared to 19% in 2016. Adults age 45-64 are anticipated to represent a smaller proportion of the population, only 22% compared to 31% in 2016. Adults ages 25-44 are anticipated to account for a higher share of the population, going from 23% to 27%. Children ages 0-14 and youth ages 15-24 are anticipated to account for a similar share of the population in 2031 as they did in 2016.

Figure 4: Historical Distribution of Census Population by Age – Clearview and Simcoe County 2001 and 2016, Projected Distribution of Population by Age – Simcoe County, 2021, 2031, 2041

Statistics Canada Census and Hemson Consulting Ltd., Greater Golden Horseshoe Growth Forecasts to 2041, 2013

Based on projected distribution of the population by age, Clearview is anticipated to see sizable increases in the number of adults ages 25-44 (2,159 more people in this age range) and 65-84 (1,775 people) as well as the number of children ages 0-14 (945 people). This suggests an increase in demand for leisure activities enjoyed by these groups. The only age group that is anticipated to have fewer people by 2031 is adults ages 45-64 (397 fewer people). This suggests lower demands for leisure activities enjoyed by this group.

Table 3: Historical and Projected Census Population by Age, Clearview, 2001, 2016 and 2031

Age	2001	2016	2031	Change 2001-2016	Change 2016-2031
0 - 14	2,965	2,280	3,225	-685	945
15 - 24	1,615	1,715	1,911	100	196
25 - 44	3,920	3,015	5,174	-905	2,159
45 - 64	3,320	4,510	4,113	1190	-397
65 - 84	1,700	2,310	4,085	610	1,775
85+	270	320	599	50	279

Statistics Canada Census and Vink Consulting Inc. based on Hemson Consulting Ltd., Greater Golden Horseshoe Growth Forecasts to 2041, 2013

Migration and Ethnicity

Only 7% of Clearview's population is immigrants, and over 80% immigrated more than 25 years ago. 0.1% of Clearview's population immigrated in the five years prior to the last Census. The vast majority of Clearview's immigrant population (94%) was born in Europe. In the past, low level of immigrants moving to the community did not change the demand for recreation and cultural activities; based on different cultural preferences. This trend is expected to change.

Some 205 individuals (1.5% of residents) reported Indigenous identity in the 2016 Census, including 85 with First Nations and 115 with Metis identities. Considering the recreation and culture preferences of this group will be important for advancing the process of reconciliation in the community.

Income Profile

The 2016 Census reported an average household income of $94,671 for 2015 in Clearview. 6% of households had incomes under $20,000 and another 15% had incomes between $20,000 and $40,000. Some 485 residents were living in low income based on the Low-income cut-offs (after tax). The majority of these were adults age 18 to 64 (350), but still 90 children ages 0-17 years were living in low income households.   The income profile of residents' points to the need for affordable recreation and cultural opportunities to engage those with financial barriers.

Table 4: Household Income Distribution, Clearview, 2015

Income	Number	Percent
Under $20,000	335	6%
$20,000 to $39,999	805	15%
$40,000 to $59,999	800	15%
$60,000 to $79,999	795	15%
$80,000 to $99,999	700	13%
$100,000 and over	1,910	36%
Total	5,345	

Statistics Canada Census

Comparator Communities

It is helpful to compare Clearview to other communities to inform the evaluation of facility and service-level requirements. Five communities have been identified as comparators: Township of Adjala-Tosorontio, Township of Brock, Township of Laurentian Valley, Township of South Stormont, and the Town of Shelburne. The following table compares key indicators of Clearview's population with these comparator communities as well as the province. Areas where the indicators are higher than Clearview are shown in blue, and areas where they are lower are shown in green. Generally speaking, lower levels of education and income can present barriers to participation in recreation and cultural activities. Here's how Clearview compares:

- Clearview is a larger community in terms of size of its population than the five comparator communities
- Recent population growth in Clearview has been comparable with Adjala-Tosorontio, Brock, and South Stormont, while Laurentian Valley has seen negative population growth. Shelburne has had significant population growth in the past five years, somewhat similar to the growth that is anticipated to occur in Clearview over the next 15 years.
- Clearview's age profile is similar to most of the comparator communities as well as the province, with the exception of Shelburne, which has a younger age profile.
- A similar proportion of Clearview's population age 15 and over have a postsecondary certificate, diploma, or degree as Adjala-Tosorontio, Laurentian Valley, South Stormont, and the province as a whole. Rates of completion of post secondary education a lower in Shelburne and Brock.
- Clearview has a lower average income than Adjala-Tosorontio, but higher than the other comparator communities.

Clearview falls within the middle of the range of comparator communities for most indicators, suggesting that participation rates and demand in Clearview are likely to be within the range of the comparator communities. Like its comparator communities, Clearview's immigrant population and ethnic diversity (for visible minority as the indicator) are low, suggesting that demand for recreation and cultural services should not be significantly different as a result of cultural preferences; based on historical data.

That said, local insights suggest that the projected changes to Clearview's population (based on growth) is expected to mirror the changes that occurred in Shelburne since the previous census. The recent growth in Shelburne saw a significant increase in migrants and visible minorities. This trend may impact the provision of recreation and cultural facilities, programs and services.

Table 4: Comparison of Clearview's Demographics to those of Selected Geographies, 2016

Geography	Population	Population Growth (%)	Average Age (years)	Postsecondary Certification	Average Income	Migrants (%)	Visible Minority (%)
Clearview	14,151	3	42.6	58%	$94,671	7%	1%
Adjala-Tosorontio	10,975	3.5	41.7	59%	$117,451	12%	4%
Brock	11,642	2.7	43.5	46%	$87,942	9%	3%
Laurentian Valley	9,387	-2.8	42.5	61%	$92,630	4%	1%
South Stormont	13,110	3.9	43.4	61%	$89,881	5%	1%
Shelburne	8,126	39	37.3	53%	$85,737	14%	18%
Ontario	13,448,494	4.6	41	55%	$97,900	29%	29%

Statistics Canada Census

Health Profile

General Health

Health statistics are only available at the health unit level, covering both Simcoe and Muskoka counties.
About 61% of the Simcoe Muskoka population aged 12 and up perceived their health to be excellent or very good[22]. The remainder reported that they only have good, fair or poor general health, a similar proportion to Ontario as a whole. About 73% reported very good or excellent mental health, comparable to the province.

Overweight and Obesity

About 67% of adults in Simcoe Muskoka were either overweight or obese in 2013-2014[23]. Some 37% were overweight based on their reported height and weight and 30% were obese. The rate of obesity in Simcoe Muskoka was significantly higher than Ontario as a whole. The percentage of adults that are obese in Simcoe Muskoka has increased significantly since 2000. Obesity is most common among adults 45 to 64, and rates are higher among men than women.

Based on data from the Canadian Community Health Survey from 2009-2014, 30% of Simcoe Muskoka youth (12-17 years) were considered overweight or obese, similar to the provincial rate. Rates were higher among boys than girls.

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[22] Statistics Canada, Canadian Community Health Survey, 2013-2014
[23] Statistics Canada, Canadian Community Health Survey, 2013-2014

Activity

56% of Simcoe Muskoka residents aged 12 and over were moderately active to active in 2014 according to their self-reported physical activity, similar to the province[24]. Approximately three-quarters (77%) of youth (12-19 years) were active or moderately active, compared to 47% of seniors (65+ years). Rates of being moderately active or active in Simcoe Muskoka were not significantly different between men and women.

Almost three-quarters of Simcoe Muskoka youth exceeded the guideline of no more than two hours per day of recreational screen time in 2011-2012[25].

In 2016, 4.7% of Simcoe Muskoka commuters used active transportation (walking or cycling) to get to work.

Demographics: Implications for Facility and Programming Provisions

- **High growth population profile: recreation and cultural activities are anticipated to change as a result of different cultural preferences and the shifting demographics of people moving to the community. Opportunities and implications to be explored in the development of the master plan.**
- Obesity challenge – especially for youth and adults: should be a targeted group going forward in the provision of new programs
- Adult population profile: implications for programming, access and accessibility of all facilities (indoor and outdoor), social inclusion opportunities (e.g. drop-in space for older adults during the daytime)
- Income profile: Ensure that programs are in place and widely publicized that address affordability concerns for at risk population

Community Profile – Master Planning Opportunities

The following profile outline is a synthesis of data from all sources, as outlined in the report. In general, the provision of facilities and programs are not governed by a set of operating policies, standards or procedures. The development of policies to support the goals of the Master Plan are warranted; and will be explored in the Master Plan document.

For many of the Township-owned facilities, the Townships current role in the delivery of Parks, Recreation and Culture facilities and programs most closely approximates the relationship between a landlord and tenant. That is, the Township provides the facility, and is responsible for on-going capital investments. The service providers provide all aspects related to programming, which until recently also included the responsibility for facility booking. In some cases, the program providers are also responsible for the day-to-day operational management of the facility.

Where the provision of the facility (arena) or program (aquatics) requires specialized training or certification the Township directly delivers the facility, operations and to an extent some programming.

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[24] Canadian Community Health Survey 2014, Simcoe Muskoka Health Unit accessed at: http://www.simcoemuskokahealthstats.org
[25] Canadian Community Health Survey 2011-2012, Simcoe Muskoka Health Unit accessed at: http://www.simcoemuskokahealthstats.org

As noted, the delivery of programs is heavily reliant on third-party service providers, most of whom are volunteers. Library services are also a provider of cultural and educational programs that cover all age ranges.

COMMUNITY

The demographic profile, based on Statistics Canada latest census information, suggests that the general make-up of the community (and the region) is anticipated to have significant population growth for the duration of the master plan document. The high growth population profile suggests that recreation and cultural activities are anticipated to change as a result of people moving into the community.   About two-thirds of that growth is expected to be in Stayner, with the remainder evenly spread in Creemore, New Lowell, and Nottawa. That said, there are some variables that need to be addressed over the duration of the plan:

- Obesity challenge, for youth and adults suggests a need to provide active recreation opportunities for both target groups;
- Population profile is expected to see sizable growth in the number of adults ages 25 - 44, which suggests a need to target this group for programming of all kinds;
- Income profile suggests that there may be some concern for affordability in the provision of parks, recreation and culture facilities and programs;
- The Township already enjoys many partnerships with various community groups in the delivery of parks, recreation and cultural programs and services. These partnerships will need to be maintained and augmented in the provision of any new programs; and
- Activities for adults and older adults will need to include opportunities that match their behavioural profile and should allow for: self-direction, more active, and dedicated space within facilities.

FACILITIES

The Township is positioned well in terms of the provision of facilities. Its goal is to provide equitably, for all of its settlement areas and ensure access to community well-being initiatives.

Key themes that need to be explored in the master plan development include:
- Ability to provide increased facility utilization to increase return on investment for facilities;
- Ability to provide, multi-generational cross-functional use of Township-owned facilities to enable growth in the provision of additional programming for adults and seniors – both indoor and outdoor;
- Ability to enter into agreements with other agencies (private and public) whose facilities may have capacity, in the provision of additional programming – both indoor and outdoor access;
- Ability to support the Downtown revitalization project as a 'cultural' facility / events space in conjunction with economic development drivers for the Township;
- Ability to match level of facility management and service standards to community and public safety needs;

- Consider the re-purposing of facilities; and
- Ability to retro-fit existing facilities to maximize alternative use / multi-generational use with respect to access and egress, web access, flooring, and lighting.

PROGRAMS

Existing programs are delivered directly by the Township or indirectly by 3rd party service providers. The emerging adult segments of the communities will need to have their activity needs addressed. The need to adapt and re-focus both programming mix and delivery methods are central to the continued success of the Parks, Recreation and Culture Department.

The vision for programming is also heavily influenced by the community needs assessment through engagement activities which are still on-going. This section will need to be re-assessed at the conclusion of those activities.

To date, emerging themes for the term of the Master Plan the following are opportunities to increase programming, operational efficiencies, and programming capacity:
- Ability to adopt best practices approach in the delivery of programs;
- Ability to develop programs that meet the needs of new community demographic;
- Ability to develop programs / events with cultural focus;
- Ability to provide cross-training for staff in the effective delivery of programs;
- Ability to provide co-location of programs and services to help maximize efficiencies and increase customer service capacity;
- Ability to expand programming specifically targeted towards adults and seniors (demographics);
- Ability to develop new partnerships in the delivery of alternative programming for adults and seniors (demographics and behaviour); and
- Ability to deliver programs on a timely (time-of-day) basis.

Central to both the programming and facilities initiatives above is the notion of affordability by both the Township and patrons. Funding alternatives have been suggested as part of this report. However, as a prior-to initiative, to ensure the effective delivery of both programs and operational services an Operational Review is recommended.

Boy's minor hockey competition

Clearview from Devils Glen Trail

Clearview Township

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