



100 John West Way
Aurora, Ontario
L4G 6J1
(905) 727-3123
aurora.ca

Town of Aurora
Information Report
No. CMS24-041

Subject: Parks and Recreation Master Plan – 2024 Status Report

Prepared by: John Firman, Manager, Business Support

Department: Community Services

Date: November 5, 2024

In accordance with the Procedure By-law, any Member of Council may request that this Information Report be placed on an upcoming General Committee or Council meeting agenda for discussion.

Executive Summary

This report provides information regarding the implementation of recommendations contained in the Parks and Recreation Master Plan (2023), as well as anticipated priorities for future years.

- The Parks and Recreation Master Plan (2023) was developed with extensive community consultation.
- Summary of key themes that helped guide the development of the Parks and Recreation Master Plan.
- The Town has made significant progress in the first year of implementing recommendations from the Plan.
- Anticipated priorities over the next few years will continue to support the recommendations in the Parks and Recreation Master Plan.

Background

The Parks and Recreation Master Plan (2023) was developed with extensive community consultation.

The Parks and Recreation Master Plan (the Plan) was completed and approved by Council in June 2023, following extensive community consultation with hundreds of individuals and organizations representing diverse interests and viewpoints. The Plan is an update to the previous plan from 2016, and reflects community growth, and changing demographics and interests.

Summary of key themes that helped guide the development of the Parks and Recreation Master Plan.

Key findings from the public engagement and research phase in developing the Plan produced the following themes:

- Parks and recreation services are very important to Aurora residents and their quality of life.
- Aurora is growing and becoming more diverse, with an aging population and greater demand for barrier-free opportunities for persons with disabilities and mobility challenges.
- The pandemic has highlighted the vital role of parks, trails and outdoor recreation opportunities in staying active and connected.
- Demand is growing for unstructured activities for all ages and abilities, such as use of parks, walking/hiking, special events, cycling, swimming, and fitness.
- Multi-use and flexible spaces help in accommodating emerging sports and activities, requiring flexibility in design and approach, and the need for facilities that can accommodate multi-uses.
- Aurora has a prominent sport community and there is strong interest in quality facilities that can support high performance athletics.
- Many groups and residents are seeking additional access to municipal recreation facilities and sports fields, sometimes resulting in waitlists for specific programs or locations at peak times.
- The pandemic was a significant challenge for many organizations and continues to impact service levels, especially impacting their ability to recruit and retain volunteers.
- The Town's parks are largely built-out with little ability to accommodate new amenities, and parkland provision standards are declining, placing increased pressure on existing parks and amenities, and will require a greater emphasis on capital maintenance.
- The community places a high value on the natural landscape and environmental sustainability, requiring climate change adaptation and mitigation measures to be integrated into public sector practices.

Analysis

The Town has made significant progress in the first year of implementing recommendations from the Plan.

In the year since the Plan was approved, the Town has moved forward with numerous projects guided by the recommendations within the Plan. Some of the accomplishments achieved (in no particular order) include:

- Breaking ground on the construction of a new gymnasium at the SARC.
- A consolidated and updated Facility Allocation Policy was approved and implemented.
- Signed agreement with the YRDSB and construction underway for a new shared-use artificial turf sports field at the site of the new Dr. G.W. Williams Secondary School.
- Signed agreement with St. Anne's School and Shining Hill, and construction nearing completion, for a new park (Thelma Fielding Park) and shared-use artificial turf sports field in the Northwest quadrant.
- Signed agreement with the Aurora Barbarians Rugby Football Club for a new shared-use artificial turf sports field at Sheppard's Bush, with construction recently started.
- Improvements to pickleball courts included as part of the 2024 and 2025 Capital Budget, including eight new dedicated pickleball courts at Fleury Park.
- New outdoor Fitness Park installed at Summit Park.
- New barrier-free playground installed at Town Park, with additional playground upgrades beginning in 2024 at Summit Park and Evans Park.
- Additional Playground upgrades planned for Fleury Park and Tom's Park in 2025.
- Additional phases of the Dave Tomlinson Nature Reserve opened as well as improvements to Butternut Ridge Trail and Benjamin Pearson Parkette in 2024/25.
- Sport Plan refresh project in progress with anticipated completion in 2024.
- Direct delivered recreation programming reviewed seasonally.
- Employment Fair held in May 2024, with very successful results.
- 13.24 Ha of new parkland acquired in 2024, including:
 - 1.85 Ha at 115 George St.
 - 6.45 Ha at 14378 Yonge St.
 - 3.15 Ha at 672 & 684 Henderson Dr.
 - 1.79 Ha at 276 & 310 Hartwell Way

A complete listing showing the status of all recommendations from the Plan is attached to the report.

Anticipated priorities over the next few years will continue to support the recommendations in the Parks and Recreation Master Plan.

- Staff continue to seek opportunities for lease free areas within Aurora. Next steps include a Town-wide survey and public engagement strategy.
- Update to the parkland dedication bylaw was completed, however, ongoing changes to the Parkland Dedication section of the Ontario Planning Act (OPA) may require an amendment. Timeline has not yet been confirmed by the province.
- 2024 progress on asset mapping and condition assessment captured 50 of 65 parks, which will continue to inform our lifecycle planning and asset management database. Remaining parks to be completed in 2025.
- Staff will continue to assess opportunities for an air supported courts dome.
- Staff will continue to consult the Club Aurora Business Plan when planning fitness programming.
- Staff will complete an assessment of the need for a second indoor turf field facility.
- Staff will continue to evaluate park development options for the 14379 Yonge Street and 115 George Street properties.
- Ongoing improvements to playgrounds, outdoor courts, and other facilities as per the 10-year Capital Plan.
- Pursuing opportunities for underrepresented populations with various partner organizations such as True Sport, Sport Law, Wisdom2Action, and more.

Advisory Committee Review

Issues are brought forward to the Parks and Recreation Advisory Committee and the Accessibility Advisory Committee on a regular basis.

Legal Considerations

There are no legal considerations resulting from this report.

Financial Implications

There are no financial implications resulting from this report.

Communications Considerations

There are no communications considerations resulting from this report.

Climate Change Considerations

The recommendations from this report do not impact greenhouse gas emissions or impact climate change adaptation.

Link to Strategic Plan

Ensuring the availability of high-quality parks and recreation facilities and programs supports the Strategic Plan goal of *Supporting an exceptional quality of life for all* in its accomplishment in satisfying requirements in the following key objective within this goal statement: *Encouraging an active and healthy lifestyle*.

Alternative(s) to the Recommendation

1. Council may provide further direction.

Conclusions

That the Parks and Recreation Master Plan Status Report be received for information.

Attachments

Table 23 Annual Update 2024

Previous Reports

CMS23-021, Parks and Recreation Master Plan 2023 – Final Plan Presentation, June 6, 2023

Pre-submission Review

Agenda Management Team review on October 17, 2024

Approvals

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer

Table 1 – Master Plan Recommendation Summary

Recommendation		Priority	Comments	Status
Indoor Recreation Facilities (Section 6)			Updated September, 2024	
#1	Secure land in or near southwest Aurora through partnership or purchase to accommodate a new multi-use recreation centre , potentially consisting of an indoor aquatic centre, gymnasium, walking track, supplementary program spaces (e.g., community kitchen, etc.), sports fields, etc. Confirm facility needs through a business plan once a site is established, with the goal of beginning detailed design within the five-year timeframe of this plan (by 2028).	High	Estimated costs for new facility \$45M+; Land securement required (estimated land costs are \$1.5M to \$2.5M per acre)	
#2	Continue to pursue the development of a new 25-metre 8-lane community pool , but remain open to partnership discussions that could elevate the level of service at no additional costs to the tax base.	High	See also recommendation #1; Partnership potential	
#3	Update the Town’s Pool Allocation Guidelines to ensure that pool time is being used effectively and that priority markets and organizations are afforded fair and transparent access to available times. Consider developing a formal allocation policy.	High	See also recommendation #49	
#4	Continue to pursue the development of a municipal gymnasium within the Stronach Aurora Recreation Centre (or an alternate site) and regularly evaluate options to expand gymnasium-based programming using municipal and non-municipal sites (e.g., schools), including opportunities to utilize new air-supported domes or other non-traditional options in cooperation with partners.	High	Partnership potential	Construction of gymnasium at the SARC is in progress. Anticipated completion in early 2025. Air supported facility feasibility reviewed in 2024. Unable to proceed on existing Town land. Requires the acquisition of suitable land or land-owner partnership.
#5	Continue to implement the Club Aurora Business Plan with a view toward engaging a broad range of members through responsive service offerings and membership plans, while continuing to offer floor-based wellness programs across the Town’s system of community centres.	Medium	Internally-driven strategy	Business Plan continues to be implemented. Recently, customer surveys and class schedules have been revised as a response to customer feedback.

Recommendation	Priority	Comments	Status
<p>#6 Prior to undertaking significant capital improvements to the AFLC arena, complete an ice needs assessment and provision study to assess the long-term need for arena facilities and to consider the potential of converting this venue into multi-use space for non-ice, dry floor activities.</p>	High	Additional study required (\$75,000 consulting fees)	Currently, all five ice pads are utilized in excess of 90% capacity during peak periods.
<p>#7 Review the Town's Ice Allocation Policy to ensure that ice time is being used effectively and that priority markets and organizations are afforded fair and transparent access to available times. The Town is encouraged to collect more granular data on user groups (e.g., level of play) to assist with trend tracking and policy development.</p>	High	See also recommendation #49	Consolidated recreation Facility Allocation Policy approved by Council in 2024.
<p>#8 Consider low-risk involvement in a community partnership should demand for a second indoor turf venue emerge, possibly through a seasonal dome over an existing or proposed artificial turf field. Prepare a business plan to more closely evaluate needs, benefits, locations, costs, and risks.</p>	Lower	Partnership potential	Staff are undertaking a review of additional indoor turf facility needs in 2024/25. Partnership opportunity exists with the YCDSB.
<p>#9 Municipal provision of non-core recreation facilities not explicitly addressed within this Master Plan will generally not be made a priority, but may be considered in partnership with local organizations where demonstrated demand exists. A standardized partnership framework should be used to evaluate and respond to such requests.</p>	Ongoing	Request-based	

Recommendation	Priority	Comments	Status
Outdoor Recreation Facilities (Section 7)			
<p>#10 Complete a scoped review and update of the 2020 Sports Field Development Strategy and recent progress in order to identify short-term priorities and opportunities for enhancing soccer and multi-use field capacity. Seek to expand the supply of full size rectangular fields (e.g., through artificial fields at partnered school sites, strategic park improvements, etc.) and to replace the field time used at the Stronach fields when the agreement is up at the end of the 2025 season (e.g., through integration of smaller fields in parks, use of schools, Dr. G.W. Williams SS, under-utilized properties, etc.).</p>	High	<p>Costs will be project- and site-specific (e.g., \$2.5M for new artificial turf fields); See also recommendation #10</p>	<p>Ongoing. Sports Field Development Strategy update provided to Council in the Fall of 2023.</p> <p>Three new artificial turf multi-use sports fields currently in progress in partnership with:</p> <ol style="list-style-type: none"> 1. St. Anne's School: completion 2025 2. Aurora Barbarian's Rugby: completion 2025. 3. YRDSB G.W. Williams SS, completion 2025.
<p>#11 Complete a scoped review and update of the 2020 Sports Field Development Strategy and recent progress in order to identify short-term priorities and opportunities for enhancing ball diamond capacity. Seek to expand the supply of full size ball diamonds (e.g., through diamond improvements, new fields, expanded partnerships, etc.).</p>	Medium	<p>Costs will be project- and site-specific; See also recommendation #9</p>	<p>Review completed in Fall of 2023. Implementation of strategy ongoing.</p>
<p>#12 Seek opportunities to establish a two-court outdoor tennis complex in a future park or park redevelopment, ideally in Southwest Aurora to improve distribution ratios.</p>	Medium	<p>Estimated cost \$300,000; Site tbd</p>	<p>Opportunities for additional tennis/ pickleball present in the long-range planning, including potential at new property acquired on Yonge St.</p>
<p>#13 Evaluate opportunities to introduce or enhance outdoor court permitting options for selected tennis and pickleball courts, combined with public education and signage.</p>	Lower	<p>See also recommendation #49</p>	
<p>#14 Review existing outdoor pickleball court locations and consider upgrades that would improve the playing experience at existing sites (e.g., fencing, etc.).</p>	High	<p>Estimated cost <\$50,000</p>	<p>Improvements included as part of 2024 and 2025 capital projects, including 8 dedicated new courts at Fleury Park, and re-surfacing and court restoration across town in alignment with the 10-year capital plan.</p>

Recommendation	Priority	Comments	Status
#15 Establish a dedicated outdoor pickleball complex with 6 or more courts at a site to be determined, potentially as a joint venture with a third-party club. Initiate a site evaluation and selection process using the criteria identified in this Master Plan.	High	Estimated cost \$350,000; Site tbd	Being implemented at Fleury Park through capital project, completion Q4 2025.
#16 Establish processes to track and monitor pickleball participation in order to inform future studies and facility development. If a sanctioned community-based pickleball club is formed, a framework should be established to determine partnership potential, cost-sharing, and public access.	High	Partnership potential	
#17 Seek to expand the supply of basketball and multi-use courts through park development and renewal projects in areas where geographic gaps exist, with a focus on service to the Aurora Promenade and MTSA.	Medium	Estimated cost \$150,000 per court; Sites tbd	Exploring feasibility at new property acquired at Yonge Street and George St, due diligence not yet undertaken.
#18 As a pilot project, install lights on an existing basketball court (Summit Park) that can suitably accommodate extended play into the evening.	Medium	In 2023 budget; Site tbd	To be installed as part of Phase 2 improvements in 2025.
#19 Work with sport organizations to pursue the expansion of beach volleyball courts and programming , possibly at Lambert Willson Park.	Medium	Cost will depend on partnership parameters	A capital project for design is being considered as part of the 2025 budget
#20 Advance the reconstruction of the AFLC skate park to ensure sure safe, long-term, recreational use of the facility. Seek input from users and stakeholders in the redesign of the park.	High	Estimated cost \$1.2M	Repairs continue to be made to ensure safety and condition assessment is completed yearly. . Project to reconstruct in the future.
#21 Consider the removal of the bike park feature at Hickson Park following a period of observation. Explore the potential for installing a pump track and/or bicycle playground through a future park renewal or development project.	Lower	Estimated cost for bicycle playground (\$150,000) and bike park (\$450,000); Site tbd	Some elements have been removed that are not viable or safe. Exploring options for potential future locations.
#22 Seek to address gaps in the distribution of splash pads through park development and renewal projects in northwest Aurora (extending east of Yonge Street) and southwest Aurora (e.g., Confederation Park).	Medium	Estimated cost \$450,000 per site; Sites tbd	Actively seeking opportunities through land acquisition and park redesigns. Fleury and Confederation Park being considered as part of redesign.

Recommendation	Priority	Comments	Status
<p>#23 Continue to advance the Town's off-leash strategy that identifies procedures and design criteria for establishing new dog parks. At minimum, continue to pursue the development of an off-leash dog park in south Aurora in the short-term (Engelhard Drive) and undertake assessments of sites within west Aurora in the longer-term based on established criteria and public consultation.</p>	High	Estimated cost \$130,000 (Engelhard Drive)	Staff continue to seek opportunities for Leash Free Areas within Aurora. The most recent report to Council outlines long-term and short-term target areas. Next steps include a town-wide survey and public engagement strategy. The property at 14378 Yonge Street which was recently acquired for parkland purposes remains a good target for a community scale leash free area in the long-term range.
<p>#24 Playgrounds should be provided in new and existing residential areas where geographic gaps exist, generally calculated through application of a 500-metre service radius that is unobstructed by major pedestrian barriers. This includes a gap in the vicinity of the Aurora Promenade and MTSA areas.</p>	Ongoing	Estimated cost \$150,000 to \$250,000 each; Sites tbd	Upgrades to playgrounds as per lifecycle replacement asset management, ongoing. New Playground at Thelma Fielding Park and John Abel Park opening in 2024/2025.
<p>#25 Establish an annual line item in the Town's capital budget to support the replacement of aging playgrounds (an average of two sites per year). Through revitalization projects in Community Parks, emphasize barrier-free playground components and infrastructure to support inclusive participation, with the goal of providing a minimum of one barrier-free playground in each of Aurora's four quadrants (northwest, northeast, southeast, southwest).</p>	High	See costs above (average of \$375,000 per year to replace 2 sites)	Upgrades to playgrounds as per lifecycle replacement asset management, ongoing. Town Park, Fleury Park, Summit Park, Tom's Park, Evans Park all upgraded in 2024/2025.
<p>#26 Undertake a site evaluation process to establish a third fitness park outfitted with outdoor fitness equipment to improve access within western Aurora. To create a differentiated experience, consideration may be given to clustering the equipment around a playground site at a site that also has access to shade and washrooms. A fourth site may be considered longer-term so that each quadrant of the town has an outdoor fitness park.</p>	Medium	Estimated cost \$150,000; Site tbd	Additional new fitness Park implemented at Summit Park in 2024.

Recommendation	Priority	Comments	Status
#27 Continue to maintain up to four municipally-operated outdoor ice skating rinks in Town parks (plus the skating loop proposed for Aurora Town Square) and support volunteer-led rinks. Prepare a business plan to consider the costs and benefits of establishing a refrigerated boarded ice rink to replace one or more natural rinks (consider potential locations, capital costs, operating requirements, community partnerships, and more).	High	Additional study required (\$75,000 consulting fees); Estimated cost \$1.5M to \$3M for artificial rink	Report to Council for consideration of a permanent outdoor recreational skating facility delivered in 2024 and deferred indefinitely until budget available based on presented options. Continue to delivery 6 temporary rinks implemented each winter season.
#28 Further explore the potential to establish a public disc golf course in Aurora, on town-owned or other lands. Establish a working group to undertake a site evaluation and selection process to identify potential sites (with public consultation), fundraise for course development, and support a sponsoring organization.	Medium	Additional study required; Costs will be site-specific; recommend budgeting \$100,000+	Proposal presented for Highland Gate Trail, which was not approved. Actively reviewing potential options however nothing planned in 10-year capital plan.
#29 Continue to place a high priority on maintaining, improving, and expanding the system of trails and pathways through implementation of the Town's Trails Master Plan and Active Transportation Master Plan .	High	Costs identified within Trails and Active Transportation Master Plans	Ongoing – additional phases of Dave Tomlinson Nature Reserve opened in 2024/25 as well as improvements to Butternut Ridge Trail and Benjamin Pearson Parkette. Mattamy and DeGraff trails to be constructed in 2025.
#30 Monitor uptake of existing garden plots to inform demand for future sites, in cooperation with the operating agency (York Region Food Network).	Lower	Internally-driven strategy	New community garden plot established as part of John Abel Park, operational in 2025.
Parkland (Section 8)			
#31 Update the Town's Official Plan and Parkland Dedication By-law to align with amendments to the Ontario Planning Act and Bill 23.	High	Ongoing through Official Plan	The update to the parkland dedication by-law was completed in 2023 however, ongoing changes to the Parkland Dedication section on the Ontario Planning Act (OPA), may require an amendment. The regulations which govern parkland within the OPA have not yet been finalized, and a timeline has not been confirmed by the Province.

Recommendation	Priority	Comments	Status
<p>#32 Use this Master Plan as the basis for the Town's Parks Plan (in support of an updated Parkland Dedication By-law), in consultation with local school boards. Financial analysis examining per unit valuations and a variety of residential development contexts may be helpful in supporting the Parks Plan.</p>	High	Ongoing through Official Plan	
<p>#33 Update the Town's GIS databases to include the classifications of existing parkland to assist in tracking and the assessment of land requirements.</p>	High	Internally-driven strategy	2024 progress on asset mapping and condition assessment by Parks captured 50 of 65 parks, which will continue to inform our lifecycle planning and asset management database.
<p>#34 Strive to achieve a target of 2.0 hectares of parkland per 1,000 residents, applied to new growth (through conveyance or other means). This projects to a need for approximately 17.2 hectares of additional parkland by 2031. Create a financial plan to move the toward this target.</p>	High	Alternative acquisition approaches and funding required; Estimated land costs are \$1.5M to \$2.5M per acre; See also recommendation #37	13.24 Ha of parkland acquired in 2024 115 George Street: 1.85 ha 14378 Yonge Street: 6.45 ha 672 & 684 Hendersen: 3.15 ha 276 & 310 Hartwell Way: <u>1.79 ha</u> Total: 13.24 ha
<p>#35 Seek to maximize parkland dedication through development and redevelopment applications, as well as alternative parkland acquisition strategies (e.g., purchase/lease, land exchanges, partnerships, land banking, reallocation of surplus lands, etc.).</p>	Ongoing	Ongoing through Official Plan	Ongoing
<p>#36 Work with area school boards and other service providers to maximize community access to quality outdoor parks and recreation amenities on non-municipal sites through permitting, long-term access agreements, etc.</p>	Ongoing	Partnership potential See also recommendation #65	St. Anne's Partnership new in 2024/2025 including existing partnerships at St. Max and G.W. Williams.

Recommendation	Priority	Comments	Status
#37 Adopt a “Parkland First” approach that prioritizes parkland conveyance over cash-in-lieu of parkland in order to address parkland deficits. Parkland conveyances should: (a) be acceptable to the Town; (b) not include restricted lands; (c) result in blocks that are at least 0.35 hectares in size (urban squares and greens in the Aurora Promenade and MTSA may be smaller) or expand an existing park site.	High	Implement through development applications;’ See also recommendation #34	Ongoing
#38 Maintain a commitment to universal accessibility, safety and comfort within the Town’s parks and trails system. Regularly consult with the Accessibility Advisory Committee and ensure compliance with the Accessibility for Ontarians with Disabilities Act (AODA), recognizing that some parks may include areas of natural terrain that are more difficult to access.	Ongoing	Park-specific analysis required	Trails accessibility ongoing in 2024, with shift to parks focus in 2025. New playground at Town Park featuring accessible playground swing and other design features specific to AODA compliance.
#39 Emphasize the provision of amenities such as benches/seating areas, bike racks, shade (structures, tree canopy, etc.), and barrier-free washrooms in appropriate park types to address the needs of all age groups.	Ongoing	Park-specific analysis required	Ongoing
#40 Undertake park amenity condition assessments on a regular basis to inform the Town’s asset management plan and long-term capital plan.	Medium	Park-specific analysis required; costs consider under asset management budget	Undertaken in 2024 with continuation in 2025, reviewing all parkland assets and update to condition assessments and established criteria.
#41 Develop a strategy for the renewal of key park sites (e.g., Confederation Park, etc.), including funding amounts and sources. Emphasize projects that promote usage by people of all ages, such as the introduction of shade, seating, pathways, unprogrammed space, etc. Engage stakeholders and the public when designing new and redeveloped parks.	Medium	Park-specific analysis required; Recommend budgeting minimum of \$750,000 per site	Ongoing as part of the 10-year capital budget.
Service Delivery and Program Support (Section 9)			
#42 Align service delivery priorities and decision-making with the vision and guiding principles of this Master Plan.	High		

Recommendation	Priority	Comments	Status
#43 Prepare regular updates on the 2016 Sport Plan and report out to Council and the community. Performance measures, annual work plans, and assigned responsibilities will ensure that this plan remains a flexible, living document.	High	Internally-driven strategy	Council update on Sport Plan took place in June 2024. Sport Plan refresh project is in progress and expected to be complete by the end of 2024.
#44 Focus staff training and community outreach on engaging under-represented populations (e.g., persons with disabilities, newcomers, lower-income households, LGBTQ+ community, women/girls, etc.) and removing barriers to their participation in parks and recreation activities. Complete a Recreation Needs Assessment for Persons with Disabilities to recommend improvements for service delivery and ways to remove barriers to participation for this population.	Medium	Internally-driven strategy	Recreation Needs Assessment for persons with a disability is complete and implementation will begin in 2025. Other opportunities for underrepresented populations are being pursued with several partner organizations such as True Sport, Sport Law, Wisdom2Action, Canadian Parks and Recreation Association and others.
#45 Fully implement the Recreation User Fee and Pricing Policy and complete a review every three years. Regularly review and update other policies and initiatives supporting broad participation by under-represented populations (e.g., Emergency Procedures and Security Strategies, Accessibility Standards, etc.).	High	Internally-driven strategy	Recreation User Fee and Pricing policy is used on a regular basis.
#46 Conduct a review of direct-delivered recreation programming to determine the effectiveness of programs, emerging trends and gaps, and potential improvements in program delivery.	Medium	Internally-driven strategy	Direct delivered recreation programming is reviewed seasonally and adjustments are made based on resources and customer feedback.
#47 Continue to measure program performance, track utilization, and collect registration data annually from all organizations that use Town parks and facilities to assist in understanding trends, monitor changing demands, and inform allocation.	Ongoing	Internally-driven strategy See also recommendation #54	
#48 Complete the refresh of the Town's Cultural Master Plan to guide the Town's growth and development of the local cultural sector, including expanded arts programming.	Medium	Ongoing initiative	Cultural Action Plan 2024-2028 was approved by Council May 2024

Recommendation	Priority	Comments	Status
#49 Conduct a comprehensive review of permitting procedures and allocation policies within Community Services, with the goal of ensuring appropriate access from priority markets and clarifying/streamlining procedures that discourage participation.	High	Additional community consultation required; See also recommendations #3 and #6	Review was conducted in 2023 in consultation with user groups, staff and Council. New Facility Allocation Policy approved by Council in 2024. New Policy and Procedures distributed to all user groups.
#50 Consider streamlined and non-traditional recruitment and hiring practices to address the current shortage of part-time staff and volunteer resources.	High	Internally-driven strategy	Employment fair was held in May 2024 and was extremely successful. Additional work in this area will commence when new HR manager is hired.
#51 Prepare a Special Events Policy to clarify service levels, and using these service levels to support decisions relating to special event staffing levels and municipal responsibilities.	Medium	Internally-driven strategy	Special Events Calendar Planning – Policy and Procedure approved in May 2023.
#52 Regularly review the Department's communication and marketing strategies to guide the use of various digital and print tools in promoting and gathering feedback on parks and recreation services and initiatives.	Ongoing	Internally-driven strategy	
#53 Host annual forums with community groups and stakeholders to discuss initiatives and topics of interest related to local parks and recreation and services.	Ongoing		Issues are brought forward on a regular basis to the Parks and Recreation Advisory Committee. Annual User Group meetings are conducted for regular permit holders of Town sport facilities. Mayors Roundtable for Sport is hosted regularly every year to hear from our local LSO's on current issues.
Implementation (Section 10)			
#54 Regularly monitor Master Plan progress , including tracking of growth and demographic characteristics, activity patterns, facility usage, activity levels, trends and completed recommendations. Provide annual status reports to Council and the community.	Ongoing	Internally-driven strategy See also recommendation #44	

Recommendation	Priority	Comments	Status
#55 Establish annual work plans to identify Master Plan recommendations requiring implementation within the coming year. Work plans should identify departmental leads, partners, funding requirements and sources, and other.	Ongoing	Coordinate with budget process	
#56 Undertake a comprehensive review and update of the Parks and Recreation Master Plan to begin no later than 2028/29. Timing may be adjusted based on the pace of implementation and changes within the community.	High	Estimated costs \$100,000 (consulting fees)	
#57 Where appropriate and consistent with Town policies and priorities, consider alternative funding and cost-sharing approaches such as (but not limited to) fundraising, grants, private-public partnerships, sponsorships, surcharges, capital reserve contributions, and various forms of collaboration to provide the best value to residents.	Ongoing	Coordinate with Finance Department See also recommendation #64	
#58 Use this Master Plan as a resource in establishing the Town's annual budget documents, Development Charges, and other related studies.	Ongoing	Coordinate with Finance Department	
#59 Support a capital reserve to fund the repair and replacement of major capital infrastructure. This reserve should be an annual line item in the budget, with linkages to the Asset Management Plan.	Ongoing	Funding requirements tbd; Coordinate with Finance Department	
#60 Assess and ensure that operating budget implications are identified and appropriately resourced prior to approving major capital projects.	Ongoing	Coordinate with Finance Department	
#61 Conduct feasibility studies and business plans (with input from the public) prior to undertaking major capital projects to ensure that projects are aligned with community needs, partnership opportunities, and financial capabilities.	Ongoing	Project-specific analysis required	
#62 Regularly review agreements with partners to ensure an appropriate and sustainable distribution of operational and financial responsibilities.	Ongoing	Internally-driven strategy	

Recommendation	Priority	Comments	Status
#63 Be proactive in partnership development through regular communication and establishment of a standardized framework and/or criteria to simplify and expedite partnership outcomes.	Ongoing	Internally-driven strategy	
#64 Continue to utilize the sponsorship, advertising, and naming rights programs to leverage alternate funding to enhance parks and recreation facilities, programs, and services.	Ongoing	See also recommendation #57	Ongoing.
#65 Continue to collaborate with school boards and other community service providers to maximize community access to existing sites, surplus sites, and future campuses that may function as community hubs.	Ongoing	See also recommendation #36	Ongoing. Existing partnerships with both school boards as well as with St. Andrew's College/St. Anne's School.