



**MUNICIPALITY OF BRIGHTON
PARKS AND RECREATION MASTER PLAN
APRIL 2023**



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Prepared by McQueen Galloway Associates with
GSP Group



INTRODUCTION

The Municipality of Brighton has undertaken a comprehensive study approach to deliver a strategy for achieving its vision for a strong, livable, and healthy community. The Parks and Recreation Master Plan (PRMP) will assist in guiding the Municipality in planning its parks and recreation services for the next 10 years.

The Municipality had completed master plans and studies previously:

- Waterfront Master Plan (2009)
- Recreation Vision for Parks, Trails, and Greenspaces (2010)
- King Edward Park and Indoor Facilities Plan (2012)

The Municipality is desirous of updating these three studies into a new master plan report to plan for next 10 years, while identifying other considerations to assist in longer term planning.

The recommendations contained in these previous studies have been reviewed and the 2022 PRMP will provide a status report and subsequent recommendation to ensure that continuous progress is being made with respect to parks and recreation in the Municipality of Brighton.



The Municipality also wishes to receive an update on the feasibility study (2021) exploring the possibility of constructing a Multi-Use Recreation Facility on Municipally owned lands east of the current soccer fields east of King Edward Park. The recommendations contained with the Master Plan will inform the basis of the Feasibility Study, while considering status and options related to current facilities as well as other indoor facility needs to meet future demand.

An additional deliverable for this comprehensive planning approach included the creation of a Parks Development Manual. This manual will assist the Municipality in its parks planning and decision making going forward and included consultation with staff and the development community. The Parks Development Manual research and background information has been used to shape many of the recommendations contained within the Parks Planning and Outdoor Facilities sections in the Master Plan.

SETTING THE CONTEXT – Situational Analysis Report

The Municipality of Brighton values their investments in parks, recreation, and waterfront services. They understand how these investments contribute to the quality of life for residents throughout their urban and large rural geographical area. They also know how these services can foster community volunteerism through its valued community and service organizations, and how residents can play an important role in shaping their leisure needs.

Municipal Council is tasked by its citizens to make informed and strategic decisions about how to invest tax-payer dollars in the community. The development of a comprehensive parks and recreation master plan supports that effort. Taking the time to understand the extent to which the community is being served currently is the first step in developing a master plan that will guide the development of services for the next ten years.

The purpose of the Situational Analysis Report was designed to create a benchmark with respect to how the Municipality is currently meeting the parks and recreation service needs of its residents. This benchmarking exercise is evidence-based. It includes quantitative results of the current inventory of assets, utilization rates, financial performance, demographics, and growth projections. It is further informed by qualitative information through stakeholder engagement, policy alignment, trends and best practices, and sound planning principles. The Situational Analysis Report was received and approved by the Parks and Recreation Master Plan Task Force in June of 2022.



The Parks and Recreation Master Plan has been guided and informed by the Situational Analysis Report and as such, should be considered in tandem.

The contents of the Situational Analysis Report include:

- *Introduction*
- *Growth Projection*
- *Demographic Profile (age, family size, language spoken at home, diversity, education, household income, LICO, workplace commute)*
- *Planning Policy Context (Official Plan, Strategic Plan, DC Background Study, Asset Management Plan, County Cycling Master Plan, County Tourism, Waterfront Master Plan, Vision for Recreation/Trails/Open Space, KE Park and Indoor Facilities)*
- *Park and Facility Inventory*
- *Trails Inventory*
- *Service Delivery Review*
- *User Fee Analysis*
- *Financial Analysis*
- *Facility Utilization*
- *Trends (COVID, General Community, Sector, New & Emerging)*
- *Stakeholder Engagement*

The Situational Analysis Report was tabled with the Project Steering Committee in June 2022 and can be found using this website link:

<https://www.brighton.ca/en/living-here/resources/Documents/Situational-Analysis-Report---Parks--Rec.pdf>



ACKNOWLEDGEMENTS

The Municipality of Brighton extends thanks to all stakeholders, groups, organizations, and residents for their input in the Parks and Recreation Master Plan Process. Your passion for your community is inspiring.

The preparation of this Parks and Recreation Master Plan is to establish a clear action plan to lead the Municipality in the development of future parks and recreation infrastructure and services. It is based on qualitative evidence and informed by quantitative input gathered through a robust and inclusive community consultation program. The Parks and Recreation Master Plan will provide the Municipality with the necessary framework to manage its parks, open spaces, programs, events, facilities, and waterfront areas. It will also support the municipality in their capital budget planning, operational resourcing requirements, and future grant applications.

Municipal Council (2018 – 2022)

Mayor Ostrander
Deputy Mayor Knegt
Councillor Anderson
Councillor Bateman
Councillor LeBlanc
Councillor Rowley
Councillor Tadmán

Municipal Staff Lead

Jim Millar, Director of Parks and Recreation

Recreation Task Force (through Oct 2022)

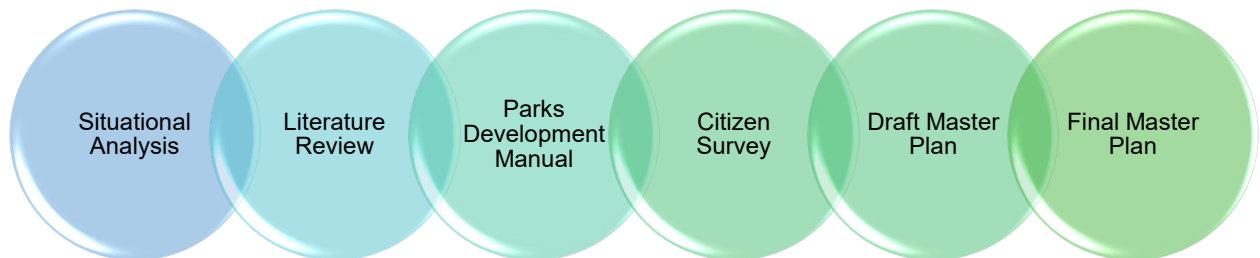
Mayor Brian Ostrander
Deputy Mayor Laura Knegt (Chair)
Councillor Ron Anderson
Linda Widdifield, Treasurer
Paul Walsh, Planner



PARKS AND RECREATION MASTER PLAN - PROCESS

The master plan process involved several research and development outcomes:

- Situational Analysis Report (sets the stage and captures a “point in time” benchmark)
- Review of previous master plan studies
- Preparation of a Parks Development Manual (also used to inform the Parks, Trails, and Open Space section within the master plan)
- On-line survey – used to validate and further inform recommendations and priorities (over 600 survey responses)
- Draft Master Plan (also used to inform a Feasibility Study for an indoor multi-use recreation complex – MURC)
- Final Master Plan – incorporates required changes based on stakeholder and public input



HIGHLIGHTS – SITUATIONAL ANALYSIS REPORT

While the Situational Analysis Report should be read in conjunction with and/or as relevant background information to this Parks and Recreation Master Plan, the following section provides highlights from several key sections of that report.

Policy Framework

The SAR includes relevant references to the following current and previous policy documents:

- Brighton Official Plan
- Strategic Plan Refresh (2019)
- Development Charges Background Study
- Asset Management Plan
- Northumberland County Trails & Cycling Master Plan
- Northumberland Outdoor Adventures – Tourism
- Waterfront Master Plan
- Vision for Recreation, Trails, and Open Spaces
- King Edward Park & Indoor Facilities Master Plan

Growth Forecast

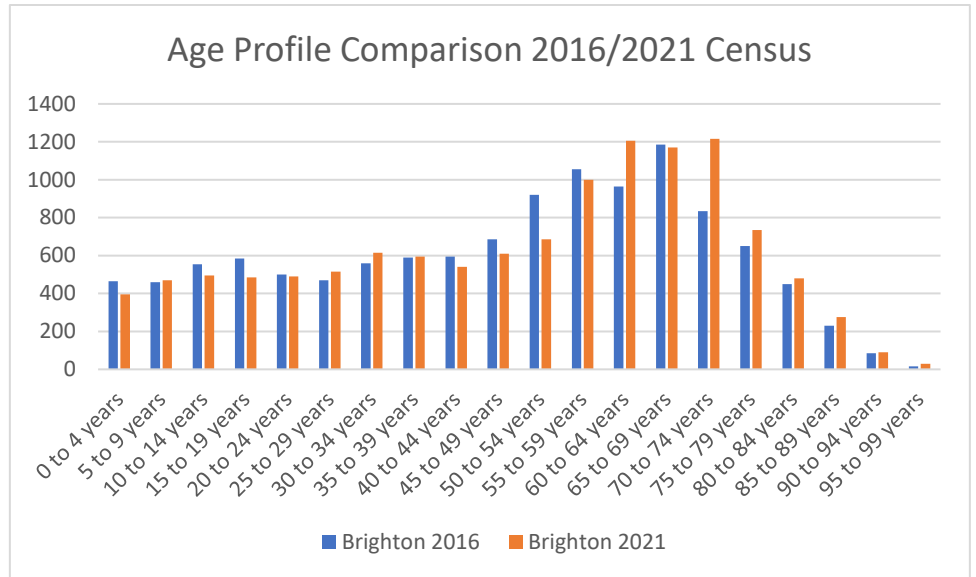
The Municipality of Brighton is a growing community and is expected to grow over the next 30 years. According to recently released 2021 Census data the municipality grew by 2.2% between 2016 and 2021 for a total of 264 net new residents. Staff has indicated that the 2021 population count is under-estimated based on their actual building activity rate.

According to the Municipality's Development Charges Background Study, the County is projecting growth at 7.8% between 2021 and 2029 or 942 net new residents. Between 2029 and 2041 the rate of growth is projected to be nominal with 80 net new residents. The consultants have used these projections as the basis for projecting needs in the master plan.

Population Age Highlights

A further analysis of how the Municipality's age profile is changing was examined. The consultants compared age data between 2016 and 2021 census data. The chart to the right illustrates that the community continues to age with fewer residents in the younger age cohorts (blue) and greater numbers of older residents (orange) particularly in the 60 - 80 age categories.

The municipality has a significant number of residents who are over 65 years of age with a further number of aging cohorts who will maintain these numbers into the future. Particular attention will be placed on the municipalities readiness to accommodate its residents needs in this regard.



Parks and Facilities Overview

The following represent key observations made during the research and analysis phase of the consultants work and will form some of the supporting rationale in the proposed recommendations of the Master Plan.

- King Edward Park large central location hosting a wide range of indoor and outdoor amenities, connected with path system, and supported by parking lot areas.
- King Edward Park supports many facilities but possible conflicting uses (skateboard area, splash pad and playground); parking could be inadequate during periods of maximum use for indoor and outdoor activities.
- Ice Pad in relatively good condition for its age; amenities are somewhat tired; nearing end of useful life.
- Community Centre addition bright and clean; accessible washroom/changerooms added in 2009.
- Curling Club is not accessible. Nearing end of useful life.
- Curling Club has good amenities to support events and rentals (kitchen and bar, gathering area).



- Two school facilities across Elizabeth Street; Secondary School with outdoor track, field amenities, play field; Elementary School with multi-use court, play structure, swing set, large open area.
- Brighton YMCA leasing facility space adjacent to Health Services Centre; provides indoor fitness space with aerobic equipment, studio area, hand equipment; schedule focus primarily on group classes (Step, Yoga, Muscle Fit, Ball, Boot Camp etc.).
- Park amenities generally in good condition (bleachers, seating areas, pavilions, signage, garbage receptacles).
- Splash Pad relatively new with a variety of features; central to park and good viewing area.
- Play structures have all been updated within the last several years; range of features and play value; accessible swings in some locations.
- Skatepark recently expanded offering a range of challenge levels for users of all ages. Not fully visible from the street frontage.
- Memorial Park centrally located with Veteran's tribute, amphitheatre, path.
- Brighton Lawn Bowling and Croquet centrally located, lights.
- Codrington Community Centre and Library (not open at time of visit); adjacent pavilion, trail, diamond, BMX, play structure and open space area to serve local community; sufficient paved parking lot.
- Gosport boat launch with parking, signage; Gosport Harbour Street parkette with seating/viewing areas and interpretive signage.
- Hilda Montgomery Memorial Park with ball diamond area, adjacent pavilion, play structure, swing set and one fenced pickleball court (surrounded by residential area; views to the lake).
- General lack of connectivity for trails, cycling routes; particularly downtown to waterfront.
- Interest in extending the Butler Trail system.
- Current parkland inventory is deficient at 1.36 hectares per 1,000.



Select Trends affecting Brighton

Demographic shift – ageing community

- Continued interest in walking, trail activities, cycling.
- Increased demand for Leash Free Dog Parks.
- Low impact recreation and social participation: pickleball, bocce, horseshoes including access to indoor facilities for year-round play.
- Affordable value driven programs and opportunities.
- Increasing interests in art, family history, culture, nature, and heritage.
- More people moving to Brighton as they retire at an earlier age.
- More vocal, active, and engaged residents looking for opportunities to meet new and emerging recreation interests.
- Need for improved connectivity, off-road and on-road, trails, and cycling

Environment and Climate Change

- Continue to update trails planning, create linkages for on and off-road trails
- Improve access between key destinations within Brighton
- Ensure new construction of facilities considers the latest in energy efficiency and design (i.e., LEED)
- Clarity is needed on longer term impact related to Great Lakes, flooding, waterfront impact.

Service Delivery approach

- Currently working with a community based / Facilitator approach
- Pressure may mount to increase direct service provision in response to growth, especially with multi-use recreation complex
- Younger educated retirees in Brighton are also looking for meaningful volunteer work

Sports and Activities

- Recent experience with a proposed outdoor pickleball location has resulted in a new facility planned for King Edward Park
- Pickleball lines are marked on the Arena floor providing an option during the non-ice season
- Re-visit access to ENSS for access to gymnasium time

- Skateboard Park at King Edward Park was recently updated to provide more challenging features for users
- Existing facilities cater to a range of users (small children on scooters, many ages on bicycles and skateboards)
- Monitor ongoing need for new and varied amenities to maintain interest
- Underutilized BMX track in Codrington
- Residents currently leave the community for access to swimming indoors
- Monitor impact as the feasibility study proceeds for MURC
 - Strong interest in year-round opportunities for walking
 - Trail connectivity lacking
 - Trail surfaces not fully accessible



STAKEHOLDER CONSULTATION

Community Groups and Organizations
(22 in attendance)

YMCA Northumberland
Private Fitness Provider
Retired community leader
Brian Todd Community Foundation
Brighton Lions
BIA
Brighton Garden Club
Educator – East North. SS
Brighton Quilting
Brighton Carpet Bowling
Library supporter / Veteran
Codrington Community Centre
Real Estate Agent
Stalwood Homes
Residents / Homeowners
Brighton Tennis Club
Brighton Curling Club
Skateboard Park volunteers
Arena users
Brighton Baseball
Lower Trent Conservation Authority
Skate Brighton
Skateboard Park users (pop-up) Facility
& Parks staff
Kawartha Pine Ridge District School
Board
Senior Management staff (Public Works,
Planning, Clerk's, Finance, Fire and
Economic Development)

Community Engagement

This SWOT summary is based upon the engagement discussions that took place including staff (front line and senior management), elected officials, community stakeholders and the development community. It includes feedback related to parks and recreation services and facilities.

<p>Strengths</p> <ul style="list-style-type: none"> • Provincial Park • Natural environment • Access to waterfront • King Edward Community Centre & Park (community hub) • Strength of volunteers • Sense of community • Committed staff 	<p>Weaknesses / Gaps</p> <ul style="list-style-type: none"> • Communication (staff and Council, all levels) • ICI taxation rate not balanced • Lack of connectivity (trails, cycling) • Lack of waterfront access • Skilled seasonal staff • Adequate meeting space • Arena facility has not kept pace
<p>Opportunities</p> <ul style="list-style-type: none"> • Changing demographics • Growth • Waterfront access • Succession plan for staff • Clarity on developer roles, expectations • Improved parks and facilities distribution • Opportunity to maximize school use (similar to pre-COVID) • Improved long-range plan (not piece meal) • Standards (operational, development community) • year-round walking • partnership development (with development community, YMCA, School Board, private, other) • improved resident access to Provincial Park 	<p>Threats</p> <ul style="list-style-type: none"> • need for clear, shared vision • lack of cooperation along waterfront • inconsistent communication • “old” / “new” mindset • Continued volunteerism • Clarity on waterfront options (flooding impact, other) • Developer cooperation • Services lagging growth (health care, services for all ages, housing stock etc.) • Changing demographics changes expectations, emerging interests

DRAFT MASTER PLAN – SUMMARY OF RECOMMENDATIONS

The following section offers a summary of all recommendations (2022) with supporting rationale under strategic themes. For continuity, the same headings referenced in the review of the previous studies have been used. Where a recommendation from the previous studies remains relevant to the 2022 recommendations, it is identified with an Asterisk *.

INDOOR FACILITIES

Existing Municipal Facilities

1.0 The existing municipal indoor facilities that support most primary recreation activities need financial investment, continued volunteer support and/or divesting of the Municipalities role. The Arena and Curling Club will both require significant capital investment in future to be maintained in a state-of-good-repair and to meet current Accessibility standards as defined in The Accessibility for Ontarians with Disabilities Act, 2005. The Survey results indicated that the top priorities for an indoor facility included an Indoor Pool (74%), walking track (71%), Fitness space (65%), gymnasiums (41%) and meeting / program space that could support multi-use programs (39%). Curling was not a high priority through the public survey process (16%).

Recommendation 1:

- I. Continue analysis for the potential phased development of a Multi-Use Recreation Centre (MURC)* that could include an indoor pool, arena, and multi-use space suitable for all ages, and space for art and culture. This additional work will include a high-level cost estimate based on several assumptions and potential amenity adjacencies, including phased development.
- II. Study to assess future use or re-use of existing King Edward Park Community Centre and Arena, in whole or in part. The process should include an evaluation of the need to continue to have municipal investment into a replacement curling facility. *
- III. Further study should include an analysis of parking requirements at existing KECC during peak periods of use for indoor and outdoor facilities as well as a Conceptual Plan showing the entire campus with the newly acquired land east of KECC.
- IV. Understanding the Municipalities desire to be a “facilitator” of parks, recreation, and cultural services, the new Multi-Use Recreation Complex should operate as a multi-party partnership model whereby capital and operating expenditures are shared, for example, among the Municipality, the County for Library Services, the Brighton Curling Club, and the Regional YMCA. (Would depend on finalized partners).*

2.0 The existing municipal indoor facilities may not be utilized to their fullest extent. Ongoing data collection for all components of the facilities (arena floor, ice, community hall etc.) will assist in defining opportunities to maximize use of space until such time as longer-term decisions are made with respect to a Multi-Use Recreation Centre. Improved and consolidate promotion of all facilities will assist in maximizing use of assets.

Recommendation 2A:

Optimize the reporting capabilities of the facility booking to track all utilization data for all activities (permitted, registered and drop-in). Ensure data covers all four seasons of use and is tracked in a manner that permits quarter over quarter and year over year comparisons. Annual reports to be shared with staff and Members of Council with recommendations regarding opportunities to maximize all space available.

Recommendation 2B:

To ensure maximum use of all space available, consider incentives to encourage new and emerging groups to use the space in an affordable manner for a limited period.

3.0 Community organizations and staff have indicated that an improved online booking system and easily navigated on-line scheduling platform would assist groups to know when facilities can be booked. Noting that the Municipality has an on-line facility booking system it is clear that further promotion and training of the platform is required.

Recommendation 3A:

Continue to promote the Municipalities on-line facility booking system to existing groups, users, and the public, and create a “how to book our facilities” guide to illustrate ease of use.

Additional insurance is required for high-risk activities, events, and alcohol. There is a third-party insurer that groups are referred to for this purpose. The Municipality does not require facility users of lower risk activities to obtain additional insurance. It is understood that the Municipality is prepared to assume liability on behalf of lower-risk facility renters. This practice is unique, but it does not relinquish the responsibility of the facility renter signing the rental permit. They remain subject to liability claims as an individual that could result in distinct financial hardship. The municipality should ensure that all facility renters understand their liability exposure when permitting space on behalf of a group and encourage them to obtain third-party insurance to cover participant injury.

Recommendation 3B:

Ensure that all facility renters are made aware of their liability exposure to participants in their respective groups. Encourage use of the firm offering third-party insurance all groups and organizations regardless of the nature of the rental.. Investigate the cost saving versus risk control of having some user groups open, set up and tear down and lock up after their rental time allowing staff to do other responsibilities in the building or community.*

4.0 To support continued interest by residents from surrounding communities and build on positive visitor impacts for Brighton, explore opportunities that ensure facilities are welcoming, aesthetically pleasing and demonstrate pride in the Brighton community.

Recommendation 4:

Work with economic development and communication resources to identify areas for improved signage, beautification efforts, promotion of healthy, clean, safe spaces, welcoming of diversity, and support for healthy active lifestyles. Consider, for example:

- improved and consistent signage at all prominent entry points to the Municipality*
- improved and consistent signage for all parks and trails.*
- identification of safe spaces within existing facilities (ensure staff are trained appropriately)
- promote healthy active living opportunities (trails, cycling, walking) on all Municipal electronic sign boards (complementary to existing messaging related to programs, registrations etc.)
- work across all departments to ensure municipal properties are well-maintained, litter free and aesthetically pleasing
-

5.0 User Fees contribute revenue to offset ongoing operating costs, permit expansion in certain program areas, and reflect an individual and community ability to pay. It is important to have a policy framework that considers all inputs and can be easily and transparently implemented.

Recommendation 5:

- Undertake a User Fee analysis and consider all facility and sport field rental rates and utilization data. Consult with user groups to ensure the process of adjusting rates and fees supports user feedback and municipal objectives. *
- To align with new user fees, develop an Affordable Access policy and the necessary funds to enable residents that may be unable to afford the prescribed fees to access programs and services. Policy implementation needs to be respectful of individual needs and ensure confidentiality.*

- Continue to work with community groups and/or agencies that are willing to support those in need of financial assistance. (Service Clubs, Foundations etc.). This approach can be facilitated by linking sport organizations and other service providers with the available support organizations to provide individualized assistance to families as needed.

6.0 Access to school facilities is critical to ensure that more groups can access needed space (gymnasiums, cafeteria, classrooms, playfields, play structures) to provide programs and services. People wishing to use school facilities must deal directly with the School Board's Administration Office in Peterborough. This practice does not recognize local demands or local knowledge among residents that school rental is an option. Working with School and District School Board personnel can ensure that available times are made known, and the booking process is easy to implement. Two time slots per evening are encouraged.

Recommendation 6A:

- Continue working with school personnel to maximize access to school space and work on a model that groups can use facilities during the weeknights and on weekends.
- Update School Board agreements for community access to schools by taking control of bookings Monday – Friday and weekends. Work with two time slots 6:00-7:30 and 7:30-9:00 or 6:00-8:00 and 8:00-10:00.

Recommendation 6B:

Until such time as additional facilities may provide access to an indoor walking track, encourage use of school facilities (gymnasiums, hallways, track) for walking clubs.

Work with the YMCA to provide programming gaps in the school space to build a foundation of programs and sport activities (and organizational capacity) that can be supported in the proposed MURC.

OUTDOOR FACILITIES

7.0 Community residents and staff value access to outdoor ice rinks. The creation of smaller rinks in several locations could be supported by an outdoor ice rink volunteer committee. This can improve communication between volunteers and staff related to roles, timing, weather impacts, risk mitigation, priority for use etc.

Recommendation 7A:

Develop a trial neighborhood outdoor rink program that specifies potential park locations (including KEP and Codrington), includes operating funds for tarp, border, and water supply to be provided by the Municipality, with neighbourhood-based volunteers assisting with maintenance.

Invite neighbourhood volunteers to sit on an Outdoor Ice Rink Committee. Establish roles, responsibilities, and communication channels to ensure proactive communication and timely maintenance, ensuring support for Municipal staff providing maintenance duties.

The survey results and community feedback noted a need to strengthen communication regarding outdoor sports fields. There is an opportunity to ensure proactive planning to meet new standards introduced by sport governing bodies, or to enhance existing facilities to ensure they meet user group needs.

Recommendation 7B:

Meet with sport user groups at least annually to gather feedback on user issues and ideas regarding maintenance, changing sport requirements, opportunity to maximize field use etc.

8.0 The provision of outdoor sport and play facilities is often tied to a “provision standard” that can be aligned with best practices or reflect a population-based standard.

Recommendations – Outdoor Facilities *

Facility Type	2022 Supply	Provision Standard	2022 To 2025	2026 To 2029	2030 To 2032
Ball Diamonds	KEP Diamond #1 KEP Diamond #2	1 ULE/90 Players			
Soccer Fields	KEP Major (1.5 ULE) KEP Intermediate (1) KEP Mini (2)	1 ULE/80 Players			
Tennis Courts	KEP (2 courts)	1:5,000 Population	Install one of 2 tennis courts	✓	Install second of 2 tennis courts
Sport Action Park	KEP Skate Park	1/Town	✓	✓	✓
Pickleball	KEP (4 courts)	1:5,000 Pop.	✓	✓	Monitor Growth
Splashpad	KEP Splashpad	Within 2 kilometers of urban areas	✓	Splash Pad in new dev't areas.	✓
Playgrounds	KEP Kin Park	Install Jr/Sr play structure in Orchard Neighborhood			
Basketball & Multi Sport Court	NA				

Playgrounds and Splashpads

The provision standard for play structures adopted by most municipalities includes 1 play structure within a 500 metre radius within urban residential areas. The standard for splashpads is 1 splashpad within a 2000 metre radius. The Google Earth image to the right identifies how the Municipality is performing to that standard. It is noted that the splashpad at KEP is serving the majority of the existing community with the exception of the residential areas closes to the waterfront. The Municipality should plan for a future splashpad in one of their new residential growth areas in order to achieve a strategic capture area of currently under-served areas.

The Municipality has both existing residential areas that are under-served by play structures, as well as new residential areas.

Recommendation 8A:

To accept conveyance of the current designated park area within the Orchard community and install a junior and senior play structure in this park area. In accepting the parkland into Municipal ownership, the park area should undergo a conceptual plan by a qualified landscape architect to ensure the following is also incorporated:

- I. A distinct hard-surface pathway linking the residential area to the Butler Creek Trail.
- II. A pathway loop around the perimeter of the park area.
- III. A pavilion to facilitate shade as well as a neighbourhood gathering place

Recommendation 8B:

The Municipality should explore opportunities to install playground structures in existing under-served areas. This could include installations in existing parkland areas or joint venture with a third-party service provider (school, church, public agency) with lands that could accommodate a municipally funded play structure.*



9.0 Outdoor Fitness facilities have become more popular since the COVID pandemic found people enjoying the outdoors year-round and looking for fitness and active living options indoors were limited by restrictions. Since that time, a continued interest in outdoor options for all ages and meeting different skill levels has been sustained.

Recommendation 9A:

Install outdoor fitness equipment stations along a variety of trail segments. Consult with users to determine best location and spacing. Ensure rest stations are also provided.

Public feedback and survey results indicated that there is a desire to ensure that existing outdoor facilities are supported with related amenities and kept in a state-of-good-repair. With the public generally increasing use of outdoor spaces year-round, future planning should include features that meet maximum use in all seasons.

Recommendation 9B:

Review outdoor facilities and consider a program to install benches, shade structures, water filling stations, garbage receptacles, security devices and signage (educational, interpretive, directional).

Recommendation 9C:

Continue to work with the Codrington Community Association to update outdoor facilities and/or re-purpose as needed. This could include improvements to the BMX track, walking loop, sports fields, playground, and pavilion.



PROGRAMS AND ACTIVITIES

10.0 Pickleball is one of the fastest growing activities in Canada, and Brighton is no exception. With an already growing interest in play, a plan needs to be developed to ensure indoor and outdoor facilities are available in the longer term. In the same manner that local organizations pay fees to rent indoor and outdoor facilities, the local Pickleball Association should follow this precedent. This is particularly relevant with outdoor facilities. Outdoor facilities are otherwise available to the general public for free. When a specific group requires sole use of an outdoor facility for their “membership” use, a rental use fee is charged for that privilege. The outdoor pickleball facility should always provide for a minimum of one court to accommodate public use at all times (with the exception of tournaments).

If this recommendation is implemented for pickleball, it should be extended to the tennis organization in a similar manner.

Recommendation 10:

Work with the local Pickleball Association to assess options (specification, time needed, noise considerations, rental fees, and public access etc.) for indoor and outdoor play. Map out a short-, medium- and long-term strategy to address identified needs. Consider hosting one-day events and open houses to promote pickleball interest (and volunteer support) in the community. Tournament hosting in future can contribute to tourism development.

11.0 Non-traditional programs and individual activities continue to gain interest. Although some participation subsided during the pandemic, interest remains for non-sport activities such as dance, leisure/social programs, martial arts.

Recommendation 11A:

Create annual volunteer recognition and resources to help develop diverse program mix working in partnership with other providers, instructors. Build on interest in natural outdoor attributes and year-round activities (community gardens, birding, dog park). (See Service Planning section for related recommendations)

Recommendation 11B:

Undertake an annual Request for Expressions of Interest from third party providers that may wish to pilot a new or emerging program or activity. Monitor outcomes to determine the continuation of the service, roles, financial support, facility use etc. The purpose is to expand program opportunities for all ages and abilities. *

The waterfront provides a key attribute within the community and interest continues to grow to ensure public access. In addition to access, providing waterfront programs and lessons will

assist in introducing people of all ages with options to enjoy the waterfront. Examples could include a Kids Watersport program, Canoe/Kayak rentals, “learn to” paddleboard, etc.

Recommendation 11C:

Continue efforts to increase public access to the waterfront through property acquisition, lease or through agreement. * Continue to work with other partners to develop waterfront programs and lessons for all ages (I.e., Dragonboat program).

PARKS PLANNING

Pursuant to the Situational Analysis Report of the Parks and Recreation Master Plan, the Municipality of Brighton parkland inventory is illustrated in the chart below. The chart itemizes existing parks by type and by size in both acres and hectares.

In a related document (Parkland Development Manual - 2022), the Municipality of Brighton endorsed a parkland classification framework that defined three main park categories. These categories included.

- (i) **Community Parks**
- (ii) **Neighborhood Parks**
- (iii) **Parkettes & Village Greens**

Each park category was further defined by a purpose, range of sizes, type of park amenities to be sited, and other defining characteristics. This Parkland Classification Framework is illustrated in Appendix A. This section will illustrate the Municipalities parkland supply under these three parkland categories.

Determining Parkland Provision

The common standards for benchmarking parkland provision = ***parkland per 1,000 population***. The consultants utilized this standard to assess the Municipality’s current parkland supply. This calculation was based on the most recent population count of 12,108 residents (Census 2021). It is noted that the municipality believes that this population count does not represent the most recent growth experienced from new growth and recently built plans of sub-division. Notwithstanding this discrepancy, it is further noted that the higher the population count, the lower the parkland supply rate becomes.

2022 Park Inventory

PARK TYPE	ACRES	HECTARES
COMMUNITY PARKS		
Codrington	11	4.45
King Edward Park	15	6.07
TOTAL	<u>26</u>	<u>10.5</u>
PER 1,000 POPULATION	2.14/1,000	.869/1,000
NEIGHBORHOOD PARKS		
TOTAL	0	0
PER 1,000 POPULATION	0/1,000	0/1,000
PARKETTES / VILLAGE GREENS		
Kinsmen Park (Cedar Street)	1.6	.65
Hilda Montgomery Memorial Park (Gosport)	1.8	.73
Memorial Park	.31	.13
Anne St. Park	1	.41
Peace Park (Huron Drive)	.78	.31
Harbour Street Parkette	.08	.03
Walas St. Park	1.01	.41
Presqu'île Point Marina (dock)	.24	.01
Brighton Bark Park	<u>1.5</u>	<u>.61</u>
TOTAL	8.32	3.29
PER 1,000 POPULATION	.69/1,000	.27/1,000
TOTAL PARKLAND INVENTORY	34.32	14.9
PER 1,000 POPULATION	2.83/1,000	1.23/1,000
FUTURE POTENTIAL PARKLAND (Town owned land)		
123 Elizabeth Street		
TOTAL	<u>6.25</u>	<u>2.53</u>
PER 1,000 POPULATION	.516/1,000	.209/1,000

Parkland Standards

The National Recreation and Parks Association (NRPA) has the most comprehensive parks standards and metrics in North America. Their research in parkland provision concludes that the average parkland provision standard is 9.9 acres/thousand. This converts to 4 hectares per 1,000 population¹.

The Municipality of Brighton has a total parkland supply of 1.44 hectares/1,000 residents. This calculation includes the 2.53-hectare lands at 123 Elizabeth Street notwithstanding that it is not developed. This indicates that the Municipality has a deficiency of 2.56 hectares per 1,000 residents. This converts to 31 hectares of additional parkland.

Target/1,000 Population

TARGET	EXISTING	DEFFICIENCY
4 Hectares/1,000	1.44 Hectares/1,000	2.56 Hectares/1,000 ²

Target by Total Parkland Area

TARGET	EXISTING	DEFFICIENCY
48.4 Hectares	17.43 Hectares*	30.97 Hectares

*Includes 2.53 hectares of town owned lands at 123 Elizabeth Street as future potential parkland.

Target by Park Classification/1,000 Population

CLASSIFICATION	TARGET	EXISTING	DEFFICIENCY
Community	1.2 Hectares/1,000	10.5 Hectares	4.01 Hectares
Neighbourhood	1.8 Hectares/1,000	0 Hectares	21.8 Hectares
Parkette	1.0 Hectares/1,000	.27 Hectares	11.8 Hectares

¹ [NRPA Park Metrics | Research | National Recreation and Park Association | NRPA](#)

² 2021 Population Count of 12,108

Considerations of Provincial Parks & Conservation Areas

Like many communities across Ontario, Brighton residents benefit from access to Conservation Areas. Goodrich-Loomis Conservation Area, Proctor Park Conservation Area, and the Brighton Provincial Wildlife Area are all within Brighton's geographical area. These areas facilitate access to nature through visitor trail networks and loops. These areas are recognized as playing an important and complimentary role to leisure experiences but are not directly attributable to the function of municipal parks and trail connectivity.

Residents of the Municipality of Brighton have the benefit of proximity to the Presqu'ile Provincial Park. Being a Park with a provincial mandate, proximity is the only benefit that accrues directly to residents of Brighton as they are otherwise regarded as a visitor and are subject to the same access, pricing, and regulations as any other park visitor from across the province and beyond. For this reason, active and passive areas of Provincial Parks are not recognized within a local parkland provision target.

Official Plan Policy Implications

Parkland Conveyance

One of the existing conditions contributing to the deficiency of parkland results from the Municipality's current Official Plan. Section 3.8.2 Park Land Conveyances is not consistent with the Municipality's precedent or contemporary parkland dedication. The entirety of the Municipality's existing parkland inventory is located on developable tablelands.

Section 3.8.2 of the Official Plan currently states that "environmentally sensitive areas are acceptable as parkland dedication". This has resulted in conveyance of non-developable lands to the municipality by the development community which has contributed to the parkland deficiency.

Contemporary parkland conveyance policies stipulate that pursuant to Sections 42 and 51.1 of the Planning Act the conveyance of parkland, or the payment of cash-in-lieu thereof, will be based on "developable tablelands for residential and other types of development"

RECOMMENDATION 12A – Official Plan Amendment #1

3.8.2 - Park Land Conveyances *

*Council may by By-law, require as a condition of development or redevelopment the conveyance of land from the developer to the Municipality, in accordance with the provisions of Section 42 and 51.1 of the Planning Act. The amount of land to be conveyed **shall be 2%** of the lands proposed for commercial and industrial development, or 5% of the lands for any other proposed uses. The conveyed **developable** lands are intended to be used for park or other public recreational purposes. Lands that are environmentally sensitive areas or are **otherwise undevelopable** are **NOT** acceptable as parkland dedication.*

*Where the division of land is proposed, the Municipality shall request the approval authority establish a condition on the granting of a provisional consent or the approval of a draft plan of subdivision that the owner conveys land for park purposes to the Municipality. The amount of land to be conveyed **shall be 2%** of the lands proposed for commercial and industrial development or 5% of the lands for any other proposed uses. The conveyed lands are intended to be used for park or other public recreational purposes. Lands that are environmentally sensitive areas, **buffer lands, hazard lands, storm water management facilities, and open space lands** are **NOT** acceptable as parkland dedication.*

All lands conveyed for parks purposes shall be approved by the Municipality. Where a water body adjoins such lands, adequate space shall be provided for maintenance of the park and its operation.

While *environmentally sensitive areas, buffer lands, hazard lands, storm water management facilities, and open space lands* will not be accepted as part of the mandatory 5% land dedication for parks; the Municipality should encourage new development to locate park blocks adjacent to such areas to optimize the overall park experience for residents.

Parks Development Manual

The Municipality identified a need for the creation of a Park Development Manual to outline the municipality's standards for park development for new plans of sub-division. The Manual consists of the following five sections with associated detail.

- **Official Plan Policy Amendments**
- **Parkland Classifications**
- **Park Design Principles**
- **Tree Preservation Plan**
- **Parkland Dedication & Parkland Standards**

RECOMMENDATION 12B – Official Plan Amendment #2

3.8.2.i. - Park Land Standards *

The Municipality should introduce a new section and associated content that references the Municipality’s Parks Development Manual and related sections of the Manual including the requirement of a Tree Preservation Plan, as an amendment to their Official Plan.

Parks and Recreation Master Plan Reference

Sections 3.8.1 of the Official Plan refers to recommendations contained in Parks and Recreation Master Plan shall not require an amendment to the Official Plan and would otherwise supersede other related Official Plan policies. The Official Plan specifically references the municipality’s previous master Plan “2010 Vision for Recreation, Trails and Green Space”.

To ensure that the intent of the Official Plan retains its relevance to this and future master plan updates, we recommend the following Official Plan Amendment.

RECOMMENDATION 12C – Official Plan Amendment #2

3.8.1 - Municipal Parks and Recreation Facilities³

*All municipal parks and recreation facilities in the Municipality shall be developed in accordance with a parks plan and the policies contained in this Plan. An Official Plan amendment shall not be required to recognize changes to municipal parks and recreation facilities which are introduced in the **prevailing Council approved Parks and Recreation Master Plan**. The plan serves to guide future planning for indoor and outdoor recreation facilities and programs, and the development and management of parks, trails, and other green space that is owned or managed by the Municipality.*

³ (Official Plan – 3.8.1 - Page 62)

Parkland Acquisition Strategies

The Municipality of Brighton should use various parkland acquisition strategies that are available to them to achieve their parkland targets and requirements. They are presented in two main categories. The first category refers to those strategies that serve to contribute incrementally to the Municipality's parkland inventory. The second category refer to those strategies that can contribute to the supply of parkland for residents yet do not address the municipal standard.

Acquisition Strategies – Contributing to Parkland Standards

- **PURCHASE** - municipal purchase of land to establish new parkland blocks or to enhance existing parks or park dedication in new plans of sub-division.
- **SURPLUS SCHOOL PROPERTY** – evaluate the potential acquisition of surplus school properties (in whole or in part) in established neighborhood and in compliance with Provincial Regulations regarding the disposition of surplus school property.
- **LAND EXCHANGE** - land exchanges or swaps on a value-based scale of properties involved.
- **REALLOCATION** – reallocating surplus municipal lands to park use.
- **GIFTING** – the conveyance or gifting of lands to the municipality in exchange for other non-monetary benefits or public recognition.
- **RIGHT OF REFUSAL** - negotiating right of first refusal related to strategic properties in favor of the Municipality's parkland interest.
- **OVER DEDICATION** – to work with developers to purchase additional lands for park purpose over and above the 5% parkland requirement to achieve optimal size parks to service new neighborhoods.
- **STATUTORY PARKLAND DEDICATION** – optimize the full 5% parkland dedication in all new plans of sub-division, and only accept Cash-in-Lieu when the size of the dedication is insufficient to address the Municipality's parkland standards or if the area is already adequately served by existing parks and/or other planned parks.
- **LEASE** - lease of land to accommodate short- and medium-term needs.
- **USE AGREEMENTS** - negotiating access to non-municipal parks and facilities under agreement with third parties including school properties, religious organizations, institutional properties, or business entities in exchange for property maintenance and/or reciprocal use of the Municipal assets.

- **PARTNERSHIPS** - explore partnership opportunities with other parties on joint park and facility use.

Recommendation 13A

Adopt a multi-strategy approach for parkland acquisition to address current deficiencies within parkland categories with a focus on neighborhood parks. *

Recommendation 13B:

Adopt the Parkland Categories (Community Parks / Neighborhood Parks / Parkettes & Village Greens) and associated sizes and characteristics contained on the Parks Development Manual.*
(Refer to Appendix A of the Parks and Recreation Master Plan Update)

TRAILS and CYCLING

Year-round access to connected trails was identified as a high priority. In addition to securing additional trail links and connections, improved access and improvements to existing trails is warranted. There is a strong desire to create a waterfront trail and to improve maintenance along some existing trail segments.

Recommendation 14:

Assess all existing trails for adequate directional signage, mobility improvements, lighting improvements, access to support amenities (garbage receptacles, water refilling stations, benches, bicycle repair stations) and ensure priorities are included in annual budget planning.

Recommendation 15:

Continue work with the Brian Todd Foundation to develop extensions to the Butler Creek trail system when lands are available. Continue efforts to have connectivity from the waterfront to Proctor Park. Improved safe access from the downtown to the waterfront should a priority. (“Grimes Link”)*



Recommendation 16:

Develop a walking loop/s around the King Edward Park and Community Centre campus with varying distances (signed with varying distances). Build on the existing path system and encourage connectivity using all publicly owned lands available. Ensure year-round access.

Access to cycling lanes and trails that support cycling was identified as a priority. Improved connections and continue work to implement recommendations in the previously completed Cycling Strategy and encouraged.

Recommendation 17:

Work with local cycling clubs to ensure priority bike lanes are identified, improvements to existing routes are confirmed and local volunteers are engaged to assist with projects in future. *

POLICY

A well understood policy framework assists staff and community members with understanding the guidelines that permit and encourage use of all programs and facilities. Policies should be updated regularly, shared with staff and volunteers through training sessions, and communicated in easy-to-read formats for easy access. Periodic updating of policies is required and should include input from staff and users as the policy implementation can impact various stakeholders.

Recommendation 18:

Adopt a space allocation policy that considers year-round use, gender equity, resident / non-resident use, staff maintenance requirements, prime and non-prime use, opportunity for emerging group access and financial impact

Recommendation 19:

Adopt an Affiliation policy that defines how community groups can best work with the Municipality to establish and/or grow their program area. This can include levels of support from municipal staff, access to share communication and promotion opportunities, access to Municipal grant programs, other.*

*See related recommendations on User Fees and Affordable Access in Indoor Facilities Section

SERVICE PLANNING AND EVALUATION

Service Planning and Evaluation includes opportunities to work with existing resources, strengthen links with partners, improve communication, develop new and renewed evaluation processes and plan for success in the long-term building on Municipal resources.

Recommendation 20:

Develop database of all recreation and meeting space opportunities. Promote on website.

Recommendation 21:

Improve and collaborate with YMCA to lead on program gaps in Brighton using school and municipal spaces. I.e., Skateboard lessons, pickleball, camps, or youth and senior events in the arena. Consider pilots with independent providers to assess interest in new activities.

Recommendation 22:

Provincial Park – work with Presqu’il Provincial Park to offer ‘rainy day programs’ on the arena floor in the summer or promote day trips to their facilities for resident use.

The survey results confirmed that the public access their information using a variety of sources. Facebook (#1), Website (#2), local sharing (#3) and the local newspaper (#4) were identified as the most preferred options.

Recommendation 23:

Ensure a staff member is responsible for providing regular Municipally generated messages and updates for Facebook and the Town website. *

Recommendation 24:

Improve website content to create one- stop shopping’. Promote all recreation and programs available in the community to have a healthy, active, and engaged community.*

Recommendation 25:

Create surveys for benchmarking of satisfaction levels, needs of the community in programs and facilities. Meet with user groups bi-annually for training opportunities, and promotional needs. Consider issuing a “Report Card” reporting back on feedback received using all sources of information.

Human resources and planning for future needs requires a proactive approach to ensure sufficient full and part time staff, with required skills, are being developed and will be in place to ensure continuity of service delivery.

Recommendation 26:

Identify existing skills and needed skills and taking into consideration plans for retirement and/or other staff departures. Develop a Succession plan for the department and identify training and development needs using internal resources (mentoring and coaching) and external resources (training programs, skill development). Ensure resources are allocated for operational staffing costs when new facilities are developed.*

Recommendation 27:

Develop a stronger marketing campaign to attract part time staff. Consider working with adjacent municipalities to ensure fair and competitive wages are in place and management understand gaps and opportunities to develop new staff.

As the Feasibility Study for the MURC progresses, undertake a “future needs” plan for human resources that may be needed to operate a multi-use facility with new and diverse programming. This would include developing aquatic staff if an indoor pool is considered in a future phase.

There are a number of frameworks and guiding tools that reflect best practices in service delivery for the parks and recreation sector. Consideration should be given to how these tools can assist in strengthening service delivery in the Municipality of Brighton.

Recommendation 28:

Consider adopting the Framework for Recreation in Canada, becoming a Youth Friendly community and supporting HIGH FIVE with program delivery for children’s recreation and sport (4-12 years) and within older adult programming



FINANCIAL

User Fees are a key source of municipal revenue generation by most municipalities. A regular review, consistent application and targeted recovery rates all support improved revenue potential.

Recommendation 29:

Raise user fees annually by 3% to be competitive with neighbouring communities. (see complementary recommendation in Indoor Facilities Section)

The future potential for the development of a Multi-Use Recreation Complex (MURC) requires proactive planning to establish a financial model that reflects all available financing options. Development Charges, Municipal Reserves, Fund Raising, Grants can all contribute to ensuring that funding will be in place at such time as such a facility moves forward.

Recommendation 30:

Consider establishing a dedicated tax levy to set aside annual funding for the MURC. Review and adjust the financial targets as recommended phasing is defined and various projects identified in the capital budget and forecast.

The Municipality's Asset Management Plan, the consultant's facility inventory analysis, and resident survey identified several areas that require repair and revitalization. Maintaining public assets in a state of good repair is a resident expectation, and also contributes to increase use and user satisfaction. Areas that are in a poor state of repair are also susceptible to ever-increasing degradation rates and attract increased vandalism.

Recommendation 31:

That the Municipality commission a facility conditions assessment on its indoor facilities that will serve to inform the repair and lifecycle needs and associated costs for each facility. That the resulting 10-year cost schedule be included in the Municipality's 10-year indoor facility capital budget and forecast and support regular updating of Asset Management Plans. *



Recommendation 32:

That the Municipality commission a facility conditions assessment on its parks, trails, waterfront, and open space assets that will serve to inform the repair and lifecycle needs and associated costs for each outdoor facility/amenity. That the resulting 10-year cost schedule be included in the Municipality's 10-year parks and open space capital budget and forecast and support regular updating of Asset Management Plans.*



Recommendation 33:

That the Treasurer for the Municipality develop a capital funding strategy to ensure that there are sufficient capital dollars to maintain both of the above annual capital budget requirements of the Municipality.

Citizen Survey

Residents of the Municipality of Brighton were encouraged to complete an on-line survey designed to receive specific insight into facility and activity importance and satisfaction. Understanding what is important to people is critically important to guide future planning and investment. Determining levels of satisfaction to areas of importance offers insight into how existing facilities and services need to be improved.

The complete survey results and comments are included in Appendix C of the Master Plan. The following chart offers a summary of key results.

By the Numbers

21	The on-line survey remained open to residents for twenty-one days between September 21 to October 12th. It was distributed through the municipal website, Facebook, and hard copies were also available at the Brighton Community Centre.
614	People completed the survey with a 100% completion rate.
18	The survey included 18 open and close-ended questions and was designed to focus indoor facilities, outdoor facilities, parks and trails, and the waterfront.
93	Ninety-three percent of respondents were full-time residents.
12 to 17	Respondents included a good cross-section of male and females and all age groups, except for youth (12-17 years).

Survey Highlights

AREA OF FOCUS	RESULTS
UTILIZATION	<p>Top 4 facilities used by respondents.</p> <ol style="list-style-type: none"> 1) Brighton Public Library (58%) 2) Brighton Arena (37%) 3) Brighton Community Centre (35%) 4) Brighton's YMCA (26%)
INDOOR ACTIVITY	<p>Top 4 indoor activity preferences by respondents.</p> <ol style="list-style-type: none"> 1) sport based activities (57%) 1) Library programs (36%) 2) Fitness classes (27%) 3) Social Events (23%).
IMPORTANCE (Indoor Facilities)	<p>Top 3 indoor facilities deemed most important.</p> <ol style="list-style-type: none"> 1) Brighton Public Library 2) Brighton Arena 3) Brighton Community Centre (The Curling Club was deemed the least important facility)
OUTDOOR ACTIVITY	<p>The top outdoor activity preferences by respondents.</p> <ol style="list-style-type: none"> 1) Walking 2) Dog walking 3) Sport based activities 4) Nature connection
IMPORTANCE (Outdoor Facilities)	<p>The top three important outdoor facilities/amenities.</p> <ol style="list-style-type: none"> 1) King Edward Park 2) Walking Trails 3) Outdoor Washrooms
SATISFACTION	<p>Top 3 facilities that respondents felt most satisfied with.</p> <ol style="list-style-type: none"> 1) Brighton Public Library 2) Brighton Arena

	3) Brighton Community Centre
DISSATISFACTION	<p>Top 4 amenities/facilities respondents expressed dissatisfaction with.</p> <ol style="list-style-type: none"> 1) Outdoor Washrooms 2) Outdoor Ice surface 3) Playgrounds 4) Pavilions

Additional Programs

When asked who should provide additional programs the top two answers were the Municipality of Brighton (52%) and Other Service Providers (i.e., YMCA, Library) at 23%. The survey respondents wanted to see more programs or activities in every age group but the highest were in children/teens and older adults. When asked how you are willing to pay for these additional programs the highest response rate was User Fees at 75%.

FUTURE INVESTMENT PRIORITIES	
ACTIVITY/FACILITY	<p>Top 4 future priorities for activity and/or facility investment in the next ten years.</p> <ol style="list-style-type: none"> 1) Indoor pool (64%), 2) indoor recreation centre (57%), 3) walking trails and open spaces (54%) 4) waterfront access points (49%)
INDOOR RECREATION FACILITY	<p>Top 4 amenity preferences to be included in a new indoor recreation centre.</p> <ol style="list-style-type: none"> 1) Indoor pool (74%) 2) Walking Track (72%) 3) Fitness space (66%) 4) Double Gymnasium (41%)

Communication

When asked about how the community receives information about the Municipality the top two were:

- Facebook (66%)
- Web/Online Municipality website (61%)

IMPLEMENTATION PLAN

The Implementation Summary follows the Recommendations as outlined (with rationale) in the Master Plan document. It should be reviewed regularly and aligned with annual capital and operating budget preparation, including the preparation of the Capital forecast. Working in conjunction with Finance staff, adequate funding sources should be identified to ensure desired outcomes are achieved.

Recommendations from the Master Plan that may impact the Multi-Use Recreation Centre (MURC) have been referenced in a separate Appendix to reflect the next steps needed to move this project forward.

#	Recommendation	Budget Impact	Short	Med	Long
Indoor Facilities					
1	<p>Recommendation:</p> <ul style="list-style-type: none"> I. Continued analysis for the potential phased development of a Multi-Use Recreation Centre (MURC)* that could include an indoor pool, arena, and multi-use space suitable for all ages, and space for art and culture. This additional work will include a high-level cost estimate based on several assumptions and potential amenity adjacencies, including phased development. * II. Study to assess future use or re-use of existing King Edward Park Community Centre and Arena, in whole or in part. The process should include an evaluation of the need to continue to have municipal investment into a replacement curling facility. * III. Further study should include an analysis of parking requirements at existing KECC during peak periods of use for indoor and outdoor facilities as well as a Conceptual Plan showing the entire campus with the newly acquired land east of KECC. IV. Understanding the Municipalities desire to be a “facilitator” of parks, recreation, and cultural services, the new Multi-Use Recreation Complex should operate as a multi-party partnership model whereby capital and operating expenditures are shared, for example, among the Municipality, the County for Library Services, the Brighton Curling Club, and the Regional YMCA. (Would depend on finalized partners).* 	Refer to Appendix D to see all related recommendations for a potential Multi-Use Recreation Centre.	√	√	√

#	Recommendation	Budget Impact	Short	Med	Long
2	<p>Recommendation 2.1: Optimize the reporting capabilities of the facility booking system to track all utilization data for all activities (permitted, registered and drop-in). Ensure data covers all four seasons of use and is tracked in a manner that permits quarter over quarter and year over year comparisons. Annual reports to be shared with staff and Members of Council with recommendations regarding opportunities to maximize all space available.</p> <p>Recommendation 2.2: To ensure maximum use of all space available, consider incentives to encourage new and emerging groups to use the space in an affordable manner for a limited period.</p>	<p>Staff</p> <p>Staff (consider reduced user fees for pilots); Monitor interest levels.</p>	√	√	
3	<p>Recommendation 3A: Continue to promote the Municipality’s on-line facility booking system to existing groups, users, and the public, and create a “how to book our facilities” guide to illustrate ease of use.</p> <p>Recommendation 3B: Ensure that all facility renters are made aware of their liability exposure to participants in their respective groups. Encourage use of the firm offering third-party insurance to all groups and organizations regardless of the nature of the rental. Investigate the cost saving versus risk control of having some user groups open, set up and tear down and lock up after their rental time allowing staff to do other responsibilities in the building or community.</p>	<p>Promote using social media.</p> <p>Promote using social media. Staff. (Work with Insurers to assess risk to Municipality)</p>	√		

#	Recommendation	Budget Impact	Short	Med	Long
4	<p>Recommendation 4: Work with economic development and communication resources to identify areas for improved signage, beautification efforts, promotion of healthy, clean, safe spaces, welcoming of diversity, and support for healthy active lifestyles. Consider, for example:</p> <ul style="list-style-type: none"> improved and consistent signage at all prominent entry points to the Municipality* improved and consistent signage for all parks and trails. * identification of safe spaces within existing facilities (ensure staff are trained appropriately) promote healthy active living opportunities (trails, cycling, walking) on all Municipal electronic sign boards (complementary to existing messaging related to programs, registrations etc.) work across all departments to ensure municipal properties are well-maintained, litter free and aesthetically pleasing. 	<p>Staff team.</p> <p>Staff team. Ensure additional resources are committed as new infrastructure is added.</p>	<p>√</p>	<p>√</p>	
5	<p>Recommendation 5A: Undertake a User Fee analysis and consider all facility and sport field rental rates and utilization data. Consult with user groups to ensure the process of adjusting rates and fees supports user feedback and municipal objectives. *</p> <p>Recommendation 5B: To align with new user fees, develop an Affordable Access policy and the necessary funds to enable residents that may be unable to afford the prescribed fees to access programs and services. Policy implementation needs to be respectful of individual needs and ensure confidentiality.*</p>	<p>Staff team (with Finance)</p> <p>Staff</p> <p>Staff</p>		<p>√</p>	

#	Recommendation	Budget Impact	Short	Med	Long
Outdoor Facilities					
7	<p>Recommendation 7A: Develop a trial neighborhood outdoor rink program that specifies potential park locations (including KEP and Codrington), includes operating funds for tarp, border, and water supply to be provided by the Municipality, with neighbourhood-based volunteers assisting with maintenance. Invite neighbourhood volunteers to sit on an Outdoor Ice Rink Committee. Establish roles, responsibilities, and communication channels to ensure proactive communication and timely maintenance, ensuring support for Municipal staff providing maintenance duties.</p> <p>Recommendation 7B: Meet with sport user groups at least annually to gather feedback on user issues and ideas regarding maintenance, changing sport requirements, opportunity to maximize field use etc.</p>	<p>Staff with annual operating budget impact.</p> <p>Staff</p>	<p>√</p>	<p>√</p>	
	<p>Recommendation 8A To accept conveyance of the current designated park area within the Orchard community and install a junior and senior play structure in this park area. In accepting the parkland into Municipal ownership, the park area should undergo a conceptual plan by a qualified landscape architect to ensure the following is also incorporated:</p> <p>IV. A distinct hard-surface pathway linking the residential area to the Butler Creek Trail.</p> <p>V. A pathway loop around the perimeter of the park area.</p> <p>VI. A pavilion to facilitate shade as well as a neighbourhood gathering place.</p>	<p>Staff (with Planning input). Play Structure – capital budget.</p> <p>Consultant Services for design. Approx. \$40,000</p>	<p>√</p>	<p>√</p>	<p>√</p>

#	Recommendation	Budget Impact	Short	Med	Long
	<p>Recommendation 8B: The Municipality should explore opportunities to install playground structures in existing under-served areas. This could include installations in existing parkland areas or joint venture with a third-party service provider (school, church, public agency) with lands that could accommodate a municipally funded play structure.*</p>				
9	<p>Recommendation 9A: Install outdoor fitness equipment stations along a variety of trail segments. Consult with users to determine best location and spacing. Ensure rest stations are also provided.</p> <p>Recommendation 9B: Review outdoor facilities and consider a program to install benches, shade structures, water filling stations, garbage receptacles, security devices and signage (educational, interpretive, directional).</p> <p>Recommendation 9C: Continue to work with the Codrington Community Association to update outdoor facilities and/or re-purpose as needed. This could include improvements to the BMX track, walking loop, sports fields, playground, and pavilion.</p>	<p>Capital Budget (Staff in consultation with community)</p> <p>Staff (with CCA)</p>		√	

#	Recommendation	Budget Impact	Short	Med	Long
Programs and Activities					
10	<p>Recommendation 10: Work with the local Pickleball Association to assess options (specification, time needed, noise considerations, rental fees, and public access etc.) for indoor and outdoor play. Map out a short-, medium- and long-term strategy to address identified needs. Consider hosting one-day events and open houses to promote pickleball interest (and volunteer support) in the community. Tournament hosting in future can contribute to tourism development.</p>	Staff (map out strategy and budget accordingly)	√		
11	<p>Recommendation 11A: Create annual volunteer recognition and resources to help develop diverse program mix working in partnership with other providers, instructors. Build on interest in natural outdoor attributes and year-round activities (community gardens, birding, dog park). (See Service Planning section for related recommendations)</p> <p>Recommendation 11B: Undertake an annual Request for Expressions of Interest from third party providers that may wish to pilot a new or emerging program or activity. Monitor outcomes to determine the continuation of the service, roles, financial support, facility use etc. The purpose is to expand program opportunities for all ages and abilities. *</p> <p>Recommendation 11C: Continue efforts to increase public access to the waterfront through property acquisition, lease or through agreement. * Continue to work with other partners to develop waterfront programs and lessons for all ages (i.e., Dragonboat program).</p>	<p>Staff</p> <p>Staff</p> <p>Staff with input from community. Capital Budget impact.</p>		√	

#	Recommendation	Budget Impact	Short	Med	Long
	<p>RECOMMENDATION 12B– Official Plan Amendment #2 3.8.2.i. - Park Land Standards *</p> <p>The Municipality should introduce a new section and associated content that references the Municipality’s Parks Development Manual and related sections of the Manual including the requirement of a Tree Preservation Plan, as an amendment to their Official Plan.</p> <p>RECOMMENDATION 12C– Official Plan Amendment #2 3.8.1 - Municipal Parks and Recreation Facilities⁴ <i>All municipal parks and recreation facilities in the Municipality shall be developed in accordance with a parks plan and the policies contained in this Plan. An Official Plan amendment shall not be required to recognize changes to municipal parks and recreation facilities which are introduced in the prevailing Council approved Parks and Recreation Master Plan. The plan serves to guide future planning for indoor and outdoor recreation facilities and programs, and the development and management of parks, trails, and other green space that is owned or managed by the Municipality.</i></p>				
13	<p>Recommendation 13 A Adopt a multi-strategy approach for parkland acquisition to address current deficiencies within parkland categories with a focus on neighborhood parks. *</p> <p>Recommendation 13 B Adopt the Parkland Categories (Community Parks / Neighborhood Parks / Parkettes & Village Greens) and associated sizes and characteristics contained on the Parks Development Manual.* (Refer to Appendix A of the Parks and Recreation Master Plan Update)</p>	Staff team (with Planning input)		√	

⁴ (Official Plan – 3.8.1 - Page 62)

#	Recommendation	Budget Impact	Short	Med	Long
Trails					
14	Recommendation 14: Assess all existing trails for adequate directional signage, mobility improvements, lighting improvements, access to support amenities (garbage receptacles, water refilling stations, benches, bicycle repair stations) and ensure priorities are included in annual budget planning.	Staff (annual budget impact)		√	
15	Recommendation 15: Continue work with the Brian Todd Foundation to develop extensions to the Butler Creek trail system when lands are available. Continue efforts to have connectivity from the waterfront to Proctor Park. Improved safe access from the downtown to the waterfront should a priority. (“Grimes Link”)*	Staff with volunteers from the Brian Todd Foundation	√	√	√
16	Recommendation 16: Develop a walking loop/s around the King Edward Park and Community Centre campus with varying distances (signed with varying distances). Build on the existing path system and encourage connectivity using all publicly owned lands available. Ensure year-round access.	Capital Budget		√	√
17	Recommendation 17 Work with local cycling clubs to ensure priority bike lanes are identified, improvements to existing routes are confirmed and local volunteers are engaged to assist with projects in future. *	Staff with community input		√	√

#	Recommendation	Budget Impact	Short	Med	Long
Policy					
18	Recommendation 18: Adopt a <u>space allocation policy</u> that considers year-round use, gender equity, resident / non-resident use, staff maintenance requirements, prime and non-prime use, opportunity for emerging group access and financial impact.	Staff		√	
19	Recommendation 19: Adopt an <u>Affiliation policy</u> that defines how community groups can best work with the Municipality to establish and/or grow their program area. This can include levels of support from municipal staff, access to share communication and promotion opportunities, access to Municipal grant programs, other.* *See related recommendations on User Fees and Affordable Access in Indoor Facilities Section	Staff		√	
Service Planning & Evaluation					
20	Recommendation 20: Develop database of all recreation and meeting space opportunities. Promote on website.	Staff with communications / IT input		√	
21	Recommendation 21: Improve and collaborate with YMCA to lead on program gaps in Brighton using school and municipal spaces. I.e., Skateboard lessons, pickleball, camps, or youth and senior events in the arena. Consider pilots with independent providers to assess interest in new activities.	Staff in conjunction with YMCA	√	√	
22	Recommendation 22: Provincial Park – work with Presqu’il Provincial Park to offer ‘rainy day programs’ on the arena floor in the summer or promote day trips to their facilities for resident use.	Staff		√	

#	Recommendation	Budget Impact	Short	Med	Long
23	Recommendation 23: Ensure a staff member is responsible for providing regular Municipally generated messages and updates for Facebook and the Town website. *	Staff	√		
24	Recommendation 24: Improve website content to create one- stop shopping'. Promote all recreation and programs available in the community to have a healthy, active, and engaged community.*	Staff team (with communications input)		√	
25	Recommendation 25: Create surveys for benchmarking of satisfaction levels, needs of the community in programs and facilities. Meet with user groups bi-annually for training opportunities, and promotional needs. Consider issuing a "Report Card" reporting back on feedback received using all sources of information.	Staff		√	
26	Recommendation 26: Identify existing skills and needed skills and taking into consideration plans for retirement and/or other staff departures. Develop a Succession plan for the department and identify training and development needs using internal resources (mentoring and coaching) and external resources (training programs, skill development). Ensure resources are allocated for operational staffing costs when new facilities are developed.*	Staff (with HR input) Annual operating budget impact for new staff as needed.	√	√	√

#	Recommendation	Budget Impact	Short	Med	Long
27	<p>Recommendation 27: Develop a stronger marketing campaign to attract part time staff. Consider working with adjacent municipalities to ensure fair and competitive wages are in place and management understand gaps and opportunities to develop new staff.</p> <p>As the Feasibility Study for the MURC progresses, undertake a “future needs” plan for human resources that may be needed to operate a multi-use facility with new and diverse programming. This would include developing aquatic staff if an indoor pool is considered in a future phase.</p>	Staff (with HR input)		√	
28	<p>Recommendation 28: Consider adopting the Framework for Recreation in Canada, becoming a Youth Friendly community and supporting HIGH FIVE with program delivery for children’s recreation and sport (4-12 years) and within older adult programming</p>	Staff		√	
Financial					
29	<p>Recommendation 29 Raise user fees annually by 3% to be competitive with neighbouring communities. (see complementary recommendation in Indoor Facilities Section)</p>	Staff (with Finance)	√	√	√
30	<p>Recommendation 30 Consider establishing a dedicated tax levy to set aside annual funding for the MURC. Review and adjust the financial targets as recommended phasing is defined and various projects identified in the capital budget and forecast.</p>	Finance staff	√	√	√

#	Recommendation	Budget Impact	Short	Med	Long
31	<p>Recommendation 31</p> <p>That the Municipality commission a facility conditions assessment on its indoor facilities that will serve to inform the repair and lifecycle needs and associated costs for each facility. That the resulting 10-year cost schedule be included in the Municipality’s 10 year indoor facility capital budget and forecast and support regular updating of Asset Management Plans. *</p>	<p>Consultant</p> <p>Approx. \$75,000</p> <p>(and resulting capital budget and forecast impacts)</p>	√	√	√
32	<p>Recommendation 32</p> <p>That the Municipality commission a facility conditions assessment on its parks, trails, waterfront, and open space assets that will serve to inform the repair and lifecycle needs and associated costs for each outdoor facility/amenity. That the resulting 10-year cost schedule be included in the Municipality’s 10-year parks and open space capital budget and forecast and support regular updating of Asset Management Plans.*</p>	<p>Consultant (and resulting capital budget and forecast impacts)</p>	√	√	√
33	<p>Recommendation 33</p> <p>That the Treasurer for the Municipality develop a capital funding strategy to ensure that there are sufficient capital dollars to maintain both of the above annual capital budget requirements of the Municipality. (Recommendations 31 and 32).</p>	<p>Finance staff</p>	√	√	√

APPENDIX A: PARKLAND CLASSIFICATION

The Municipality of Brighton should adopt the following classifications of parks in keeping with existing and contemporary standards of parkland provision among municipalities. It includes the purpose, function, and associated size range for each park type. In addition, it offers potential facility amenities that could be in respective parks as well as key characteristics that each park should reflect.

Park Type	Size	Facility Considerations	Other Characteristics
<p>Community Park</p> <p>Community Parks are intended to serve a greater community or series of neighborhoods.</p>	<p>6 – 12 Hectares.</p>	<p>Adequate size to facilitate efficient complexes of at least 2 athletic facilities.</p> <p>May contain illuminated major sports fields, field houses, indoor recreation facilities and parking.</p> <p>Where possible include clearly defined entrances to the local trail system integrating trail head locations into the designs of the park.</p> <p>May also serve as neighbourhood parks for the adjoining neighbourhood(s) and offer facilities such as playgrounds and multi-use courts</p>	<p>To be provided at a rate of 1.2 hectares per 1000 population.</p> <p>To be situated with appropriate geographic distribution to other Community Parks.</p> <p>To have frontage on an arterial road with minimum 100 metres of continuous frontage.</p> <p>Shall generally be integrated with one secondary school or up to 2 elementarschools where possible.</p> <p>Where possible will be integrated with natural features and will assist in the conservation and protection of those features through the design of park program and landscape.</p>
<p>Neighbourhood Park</p> <p>Neighbourhood Parks are intended to serve the local neighborhood with walk-to</p>	<p>1 – 4 Hectares</p>	<p>Optimum size 2.0 hectares for provision of 1 unlighted athletic facility will be encouraged</p> <p>Include a clearly defined destination for resident/pedestrian trail</p>	<p>To be provided at the rate of 1.0 hectare per 1000 population.</p> <p>To be located within an 800-metre walking distance for the majority of residents within the local neighborhood, without crossing any arterial roads or natural barriers.</p>

Park Type	Size	Facility Considerations	Other Characteristics
playground facilities.		<p>linkages to and through the park.</p> <p>Accessible Playground – Junior and Senior Playground facility.</p> <p>Sport court / multi-use court with potential use for outdoor rink in winter.</p> <p>Pavilion or other shade structures where natural shade from mature trees is provided.</p> <p>Community garden.</p>	<p>To be located centrally within the neighborhood they are intended to serve.</p> <p>Shall not normally be less than 1.0 hectare in size except where smaller parks and local greens are town-approved within a development.</p> <p>To have frontage on a local or collector road, minimum 60 metres continuous frontage.</p> <p>Will generally be integrated, where deemed appropriate, with one elementary school, except local greens or smaller parks as may be approved in the community design of a plan area, and where possible with natural features to assist in the conservation and protection of those features through the design of park program and landscape.</p>
<p>Parkettes & Village Greens</p> <p>Small parks and parkettes that were part of historical development.</p> <p>Village Greens such as memorial parks/greens, dog parks, and green areas associated with marinas</p>	.13 to 1.5 Hectares	<p>Insufficient space to accommodate playfields.</p> <p>Accessible playgrounds.</p> <p>Memorial gardens</p> <p>Performance Bandshell & washrooms facilities.</p> <p>Site furnishings associated with passive use and reflection.</p>	<p>The municipality has a sufficient supply of smaller parkettes and theme-based parks which offer passive recreation experiences.</p> <p>New small parks shall be deemed undesirable in future developments.</p> <p>The municipality is deficient in neighbourhood parks and will encourage the development of neighborhood parks as defined above.</p>

APPENDIX B: FUNDING SOURCES

The Municipality of Brighton has done an amazing job of securing funding for a host of facilities and parks and recreation assets using various funding sources. Recent funding for the King Edward Community Centre and the Pickleball facilities are good examples of this investment potential by other levels of Government. The following section is offered to the Municipality to consider additional funding resources that may or may not have been used in the past.

This list of funding resources may have limited timelines and are always subject to revisions, cancellations, or replacement in favour of other governmental and corporate priorities over time. The Municipality is encouraged to continue to leverage grant funding to mitigate operating and capital pressures.

[National Urban Parks Program](#)

- announced August 4, 2021
- program to “support creation of a network of national urban parks”
- from [News Release](#): “Parks Canada will collaborate with municipalities, provinces, Indigenous partners, and conservation organizations, among others, to identify opportunities for creating or expanding national urban parks in urban and near-urban settings across Canada”
- details to come from Parks Canada

[Disaster Mitigation and Adaptation Fund](#) (DMAF), Infrastructure Canada

- launched in 2018, initial allocation of \$2bn; Budget 2021 added \$1.375bn over 12 years
- to invest in “structural and natural infrastructure projects to increase resilience of communities impacted by natural disasters triggered by climate change”
- projects in Ontario have been primarily oriented towards stormwater management, flood protection, shoreline rehabilitation, and tree canopy restoration
- minimum eligibility requirements:
 - o organization is an eligible Recipient
 - o organization owns/will own, or has/will have secured all necessary rights and interest in, the asset(s) to be funded
 - o submission is for “a project to expand, improve, or build new public infrastructure that prevent, mitigate, or protect against the impacts

- of climate change on Canadian communities, with the exclusion of emergency services infrastructure and man-made disasters”
- o total eligible cost for project is at least \$1 million
- o project not solely for land acquisition
- o project will be substantially completed no later than December 31, 2032
- apply through Infrastructure Canada portal

[Healthy Communities Initiative](#), Infrastructure Canada & Community Foundations of Canada

- provides up to \$31 million over two years “to help communities adapt public spaces and local services in a way that meets people’s needs both during and following the COVID-19 pandemic” supports projects that:
 - o create safe and vibrant public spaces: create or adapt existing public places (parks, commercial main streets, indoor spaces) so people can “participate safely in cultural or physical activities”
 - o improve mobility options: deliver a range of transportation and mobility options to allow physical distancing while making it easier for people to get around
 - o offer digital solutions: provide digital solutions that “connect people, facilitate citizen engagement, and support delivery of community services and activities”
- application period for Round 2 (the second of two planned rounds of funding) closed June 25, 2021

[Enabling Accessibility Fund](#) (EAF), Employment and Social Development Canada

- funding for projects that “make Canadian communities and workplaces more accessible for persons with disabilities,” “create more opportunities for persons with disabilities to take part in community activities, programs and services”
- three program “components” that issue separate calls for funding
- small projects component (last application period was June–July 2020): up to \$100,000 for projects including “small construction, renovation or retrofit of existing spaces to improve accessibility,” with priority given to “projects that improve accessibility and safety for persons with disabilities in places where they work or could work,” “construction projects for ramps, accessible doors and accessible washrooms”
- mid-size projects component: municipal governments eligible (last application period closed at end of July 2021); projects must “improve accessibility and

safety for persons with disabilities in Canadian communities and workplaces” and “increase access to programs, services or employment opportunities that focus on a holistic approach in addressing the social or labour market integration needs of persons with disabilities”

Infrastructure Ontario Loan Program

- loan to municipalities for infrastructure projects; all Ontario municipalities eligible
- either long-term or short-term (construction) financing
- eligible projects include “culture, tourism, administration and recreation infrastructure”
- may select repayment terms of 5–30 years (but not to exceed expected life of asset)
- online application process

Rural Economic Development Program

- “provides cost-share funding to support activities that create strong rural communities in Ontario”
- projects need to “benefit rural Ontario, have tangible outcomes, [and] reach beyond onecommunity”
- encourages applicants to have co-applicants and partners
- Strategic Economic Infrastructure Stream: cost-sharing of 30%, up to \$250,000, for minor capitalprojects — three project types: (1) rehabilitation of cultural, heritage or tourism attractions; (2) redevelopment of vacant/underutilized buildings; (3) streetscaping and landscaping
- rehabilitation projects: involve the rehabilitation of an “existing cultural, heritage, or tourism attraction, as defined through previously completed strategies and projects that establish itssignificance for economic development”; list of example projects includes trail rehabilitation
- streetscaping and landscaping projects: “defined through previously completed strategies thatimprove the design quality of public areas”; examples include wayfinding and “beautification”
- assessment criteria include “reducing economic barriers,” job creation/retention or attraction ofbusiness and investment; “regional, sector, or value chain impacts”; economic sustainability

Gender Equity in Recreational Sport

- offered through Canadian Parks and Recreation Association (CPRA);

municipalities are eligible to apply

- 2020–2021 application period closed, but program will have “minimum of three annual intakes over the course of 2019–2022”
- grants awarded in three categories: (1) up to maximum of \$2,500; (2) up to maximum of \$5,000; (3) up to maximum of \$15,000
- allowable costs focus on program delivery, promotions and communications, policy implementation, capital costs ineligible.
- objective: to support “implementation of targeted community-level interventions through programs, events, practices and/or policy changes” with the potential to increase participation/retention of girls and women in recreational sports

Ontario Trillium Foundation (OTF) Capital Grant

- OTF identifies specific Grant Results that will be funded: successful application “should have a clear alignment with the chosen Grant Result”
- Grant Results include “Active People: Fostering more active lifestyles”
 - o Grant Result: Infrastructure for unstructured and structured physical activities (priority outcome: higher quality programming and infrastructure to support physical activities)
 - o Grant Result: Infrastructure is accessible and available for physical activity (priority outcome: more people become active)
- project types listed include new construction, renovations/repairs, purchase of land/building
- grants awarded for 2019–2020 to municipalities:
 - o Infrastructure for unstructured and structured physical activities:
 - Municipality of Tweed: “\$84,400 grant over 4 months to replace a canvas dome and cement flooring as well as adding accessible entrances”
 - Municipality of Brighton: “\$125,000 grant over 12 months to expand an existing skateboard park, adding new ramps and making additional improvements for local youth”
 - o Infrastructure is accessible and available for physical activity:
 - Municipality of Ashfield-Colborne-Wawanosh: “\$50,000 grant over 11 months to make accessibility upgrades to Lucknow's community fitness centre and pool, increasing access to recreational activities”
 - Municipality of Arran-Elderslie: “\$83,500 grant over 12 months to

make accessibility upgrades to the Chesley Lawn Bowling Club's kitchen and washroom facilities”

OTF “Grow Grant” & “Seed Grant”

- meant to help expand a successful project, improve quality of current program being delivered, recreate/adapt a project that has been successful elsewhere
- Grant Results under “Active People”:
 - o “Trained and certified coaches, officials and volunteers”
 - o “Programs are safe, inclusive, fair, and age- or ability-appropriate”
 - o “Ontarians participate in an active lifestyle” (requires measurement of outcomes using OTF data collection tool)
- Seed Grant for 2019–2020:
 - o Municipality of Perth East: “\$16,300 grant over 10 months to pilot the Pop-Up Play program, offering people-of-all-ages in five communities free, recreational activities” (Ontarians participate in an active lifestyle)

FCC Agri Spirit Fund

- to support capital projects in rural communities; open to municipalities with population of 150,000 or less; list of “Types of projects we consider” includes “Play structures and recreation areas”
- FCC is a “financially self-sustaining federal commercial Crown corporation reporting to Canadians and Parliament through the Minister of Agriculture and Agri-Food”
- application period re-opens March 2022
- projects must be completed within two years of receiving funding and must “recognize FCC’s contribution”
- projects in Ontario from 2020 include \$10,000 for upgrades to pedestrian rail trail (Municipality of Arran-Elderslie), \$10,000 for new LED lighting and replacement of broken fixtures for ball diamond and soccer field (Municipality of Rideau Lakes)

MLSE Foundation

- programs include Community Grants and Community Spaces
- Community Grants:

- “up to \$50,000 to organizations that are creating positive outcomes for youth in physical health, mental health, academic achievement, and work readiness”; municipalities are eligible (classified as Qualified Donee by CRA)
- Expression of Interest period for 2021 closed
- funding for programs, training, and capacity development (not capital projects)
- Community Spaces:
 - projects to “refurbish athletic facilities, creating more opportunities for youth to get moving in their communities”
 - goal “to build equity through the power of sport by empowering communities to reimagine their play spaces”
 - contact MLSE for details

[Community Development Grant, Jumpstart \(Canadian Tire\)](#)

- available to CRA Qualified Donees
- to support program delivery; program must run minimum of 5 hours, consist of at least five sessions, include minimum of 25 participants aged 4–18, remove barriers to participation for kids from families in financial need (and has data reporting requirements)

[TD Friends of the Environment Foundation \(FEF\) Grant](#)

- municipalities are eligible to receive funding
- primary focus on “environmental education and green space programs”
- eligible projects: “schoolyard greening, park revitalization, community gardens, park programming and citizen science initiatives” (capital costs, land acquisition, playground equipment not eligible)

[Ontario Great Lakes Strategy](#)

The Government of Ontario has created Ontario’s Great Lakes Strategy. The Strategy focuses on

- empowering action by all partners on Great Lakes – from provincial ministries to local service clubs – and on restoring Great Lakes water, beaches and coastal areas.
- conserving biodiversity and deal with invasive species
- guiding our Great Lakes work and addresses the need for climate change adaptation.
- engagement with a wide variety of Great Lakes experts, First Nations and Métis communities and Great Lakes stakeholders.

- the need to protect shorelines, beaches, and wetlands, reduce impacts of sewage and runoff, tackle algae problems and provide opportunities for people to clean up their corner of the GreatLakes.
- no “one-size-fits-all” solution; there are different needs
- building on existing frameworks and partnerships.
- public engagement and cooperation which are essential to success.
- the importance of science and information to make good decisions and monitor progress.

Staff should continue to monitor the Government of Ontario’s environmental and climate change website for future grants available for municipalities located along the great lakes.

[Great Lakes Protection Initiative](#)

Through the Great Lakes Protection Initiative, the Government of Canada takes action to address the most significant environmental challenges affecting Great Lakes water quality and ecosystem health by delivering on Canada’s commitments under the Canada-United States Great Lakes Water Quality Agreement. It focuses on 8 priority areas for action:

- working with others to protect the Great Lakes
- restoring Great Lakes Areas of Concern (AOCs)
- preventing toxic and nuisance algae
- assessing and enhancing the resilience of Great Lakes coastal wetlands
- evaluating and identifying at risk nearshore waters
- reducing releases of harmful chemicals
- engaging Indigenous Peoples in addressing Great Lakes issues
- increasing public engagement through citizen science

The application submission period for funding under the restoring Great Lakes Areas of Concern stream of the Great Lakes Protection Initiative is now closed. Staff should continue to monitor the Government of Canada’s environmental and climate change website for future grants available for municipalities located along the great lakes.

[Best In Science Grants](#)

The Best in Science program encourages scientists to undertake research in the Ministry of Environment and Climate Change’s priority areas. This research adds to our scientific knowledge and encourages research partnerships.

The grant supports the following priority research areas:

- **Climate change** through methods and technologies for reducing emissions of greenhouse gases; and the impacts of climate change on water quantity and quality.
- **Water quality research**, including prediction, monitoring and prevention of blue-green algae blooms, nutrient inputs to the Great Lakes; and the environmental impact of chlorides and road-salt alternatives on aquatic ecosystems.
- **Pathogens and environmental pollutants**, including measurement of pathogens and chemical contaminants in air, water and soil; and source tracking of toxic metals including chromium and mercury.
- **Pollinator health** through the measurement of the effect neonicotinoid pesticides have on wild species of pollinators that could be at risk.

Scientific research is the foundation of good environmental policies that help ensure Ontario has clean air and water, safe communities, and healthy ecosystems.

GrantWatch

Posts on GrantWatch that might be of interest (can't view details without paid subscription; some of these may already be included above):

- ID#172543: "Grants of up to \$15,000 to Ontario charities, municipalities, and registered amateur athletic associations for programs that benefit residents in eligible regions"
- ID#181113: "Grants to Canada registered charities, educational institutions, municipalities, and Indigenous groups to support environmental projects. Special consideration is given to green space initiatives and environmental education"
- ID#173735: "Grants to Canada charitable organizations, municipalities, and indigenous bands for projects to benefit local communities. A Letter of Inquiry must be submitted prior to applying. In previous years, grants have been awarded to support arts, education, conservation, ..."
- ID#191389: "Grants to Canada municipal governments, and organizations partnering with municipal governments, to improve management practices related to infrastructure. Funding is intended to support a wide range of activities related to the management of natural and built assets.

APPENDIX C: SURVEY RESULTS

Municipality of Brighton's Parks and Recreation Master Plan Survey

Total Responses: 613

Survey Period: September 21 to October 12, 2022



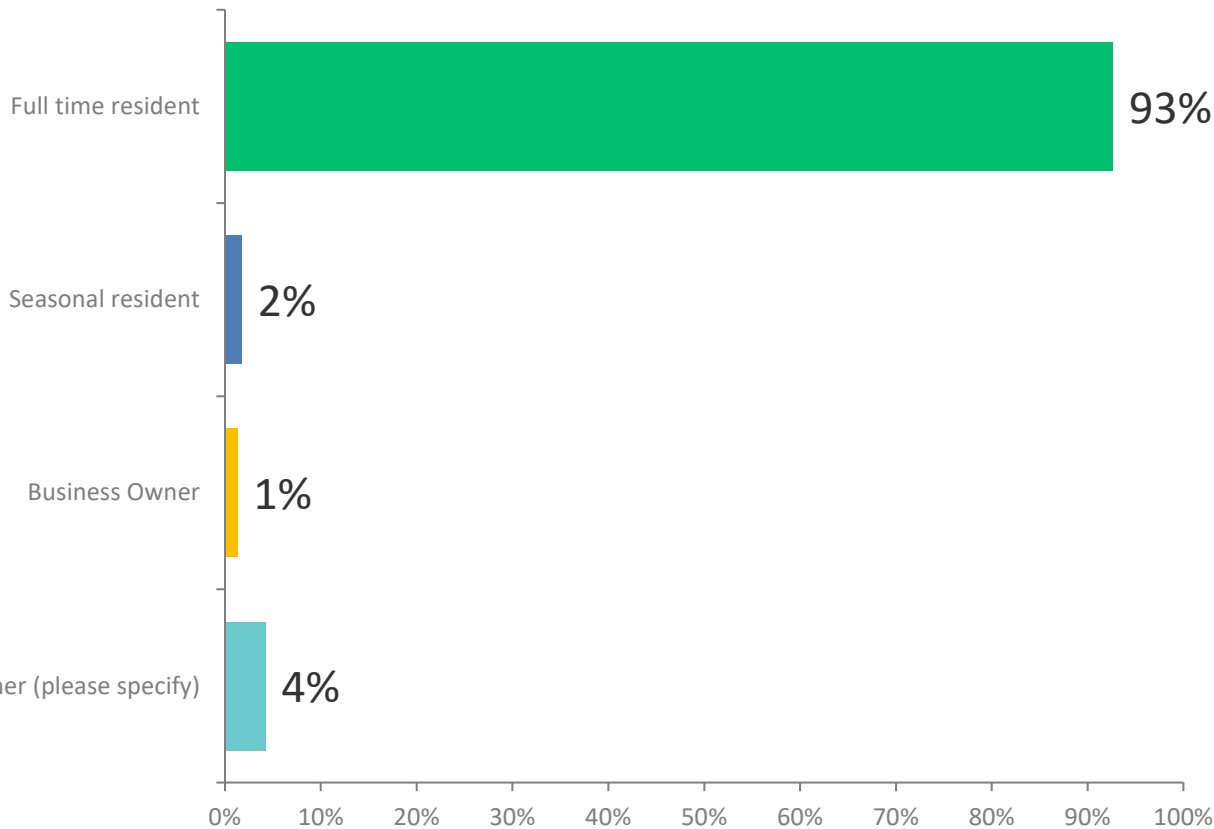
Municipality of Brighton's Parks and Recreation Master Plan Survey

Total Responses: 613

Survey Period: September 21 to October 12, 2022

Q1: How would you describe your connection to the Municipality of Brighton?

Answered: 613 Skipped: 0

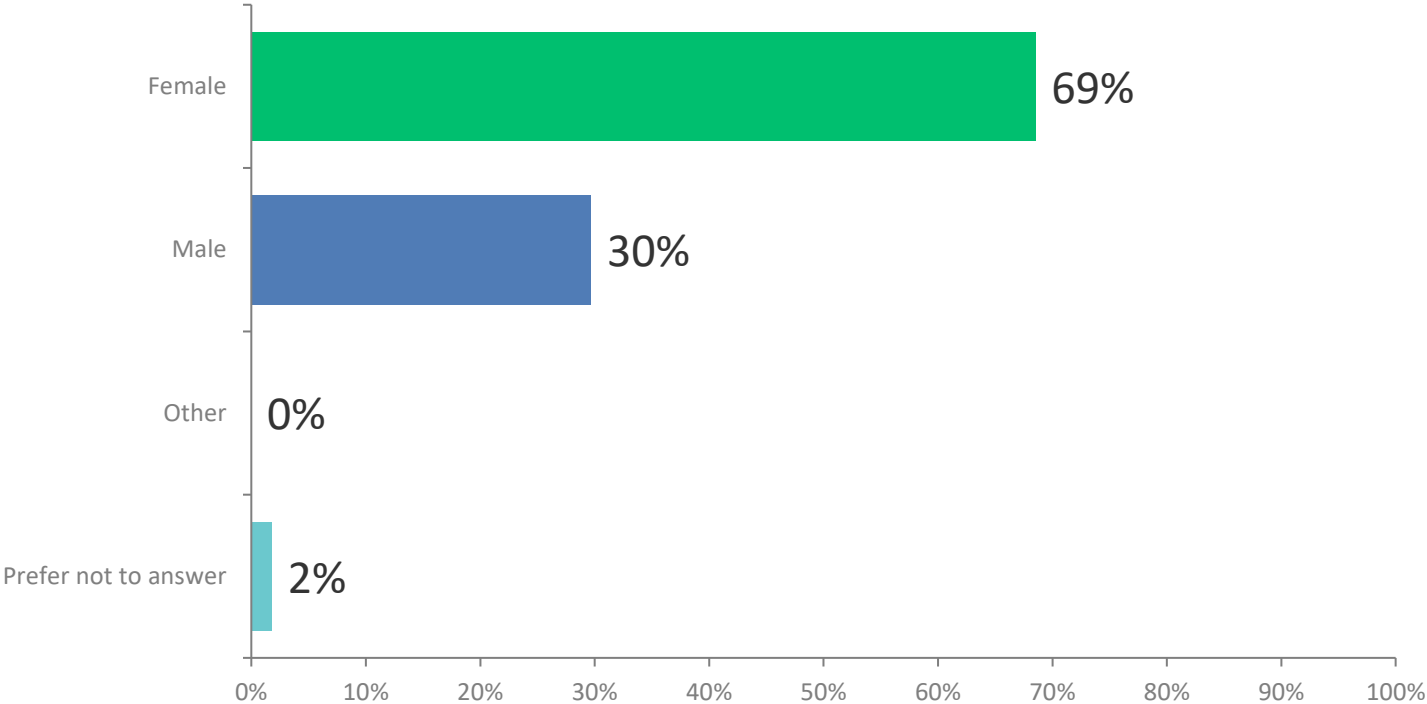


Other:

- Nearby resident (2)
- Former and future resident
- Hometown/visitor
- Visitor from area
- Visitor from Prince Edward County
- Use courts but do not live in Brighton
- Neighbour and business owner
- Member of Brighton Tennis Club, from the County
- F/T resident of Quinte West, but access Brighton (2)
- Curl in Brighton (3)
- Live in Colborne. Work or shop or use facilities in Brighton (3)
- Work
- Work FT in Brighton and a huge part in community
- Live in Trento
- Live in Hasting County
- Colborne, but frequent Brighton daily
- Farmers
- F/T resident and Business Owner
- Use facilities & outdoor space, but live elsewhere

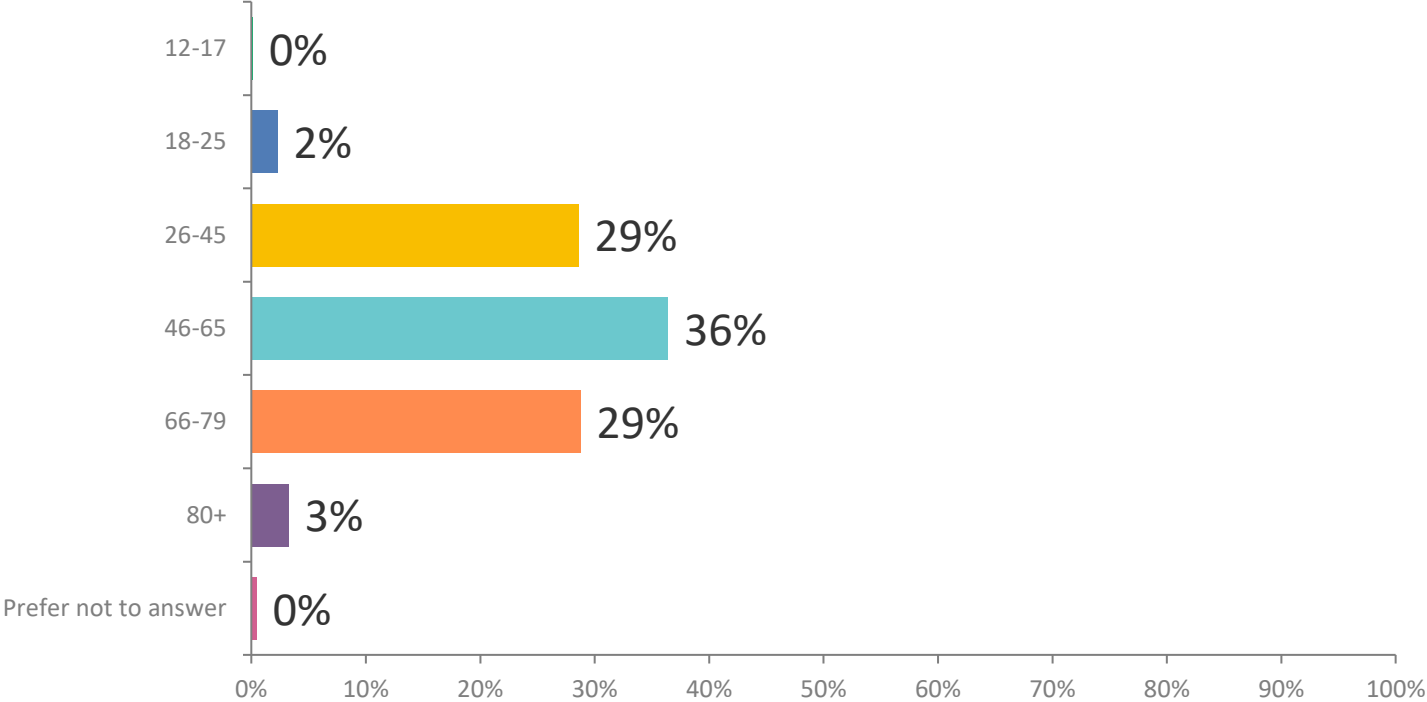
Q2: What gender do you identify with

Answered: 613 Skipped: 0



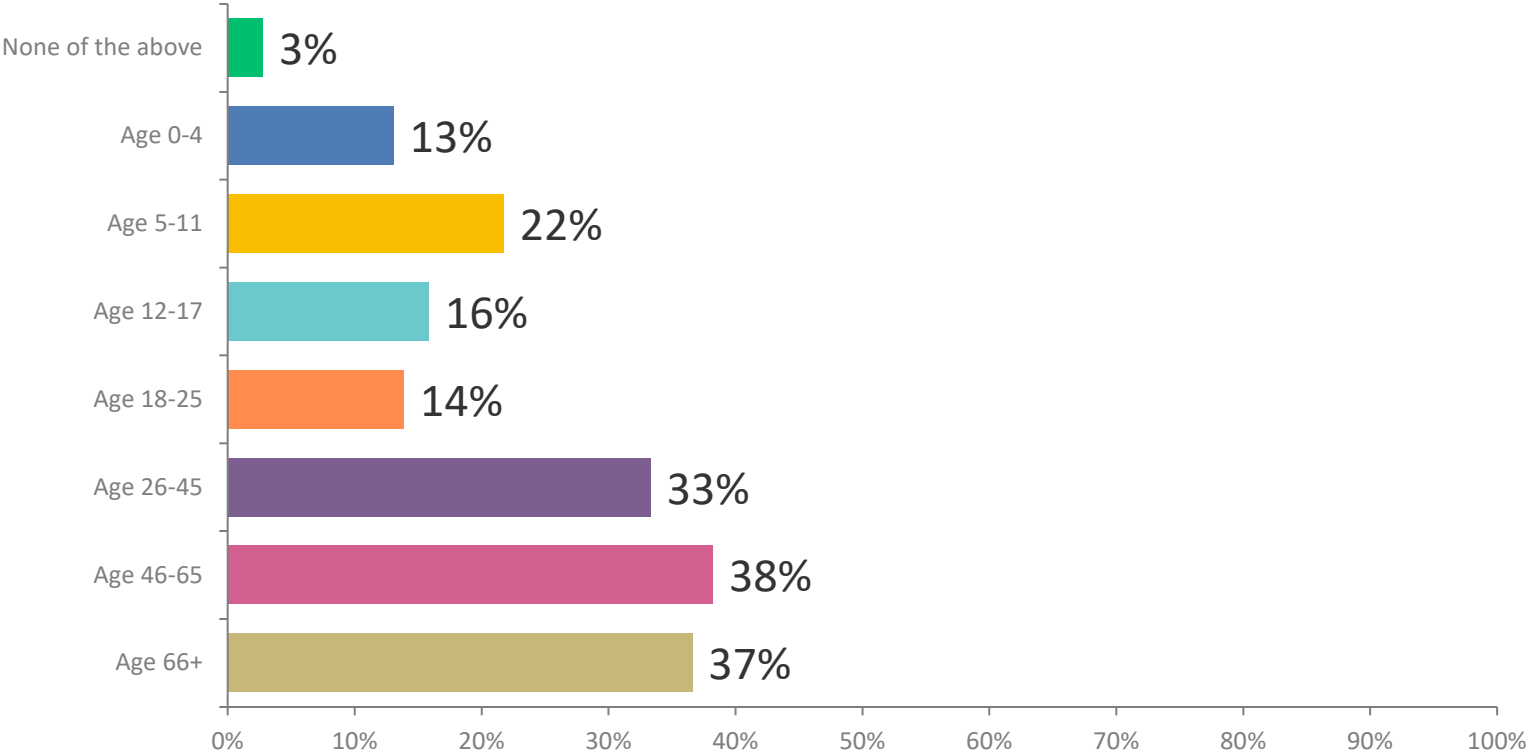
Q3: What age group do you belong to?

Answered: 612 Skipped: 1



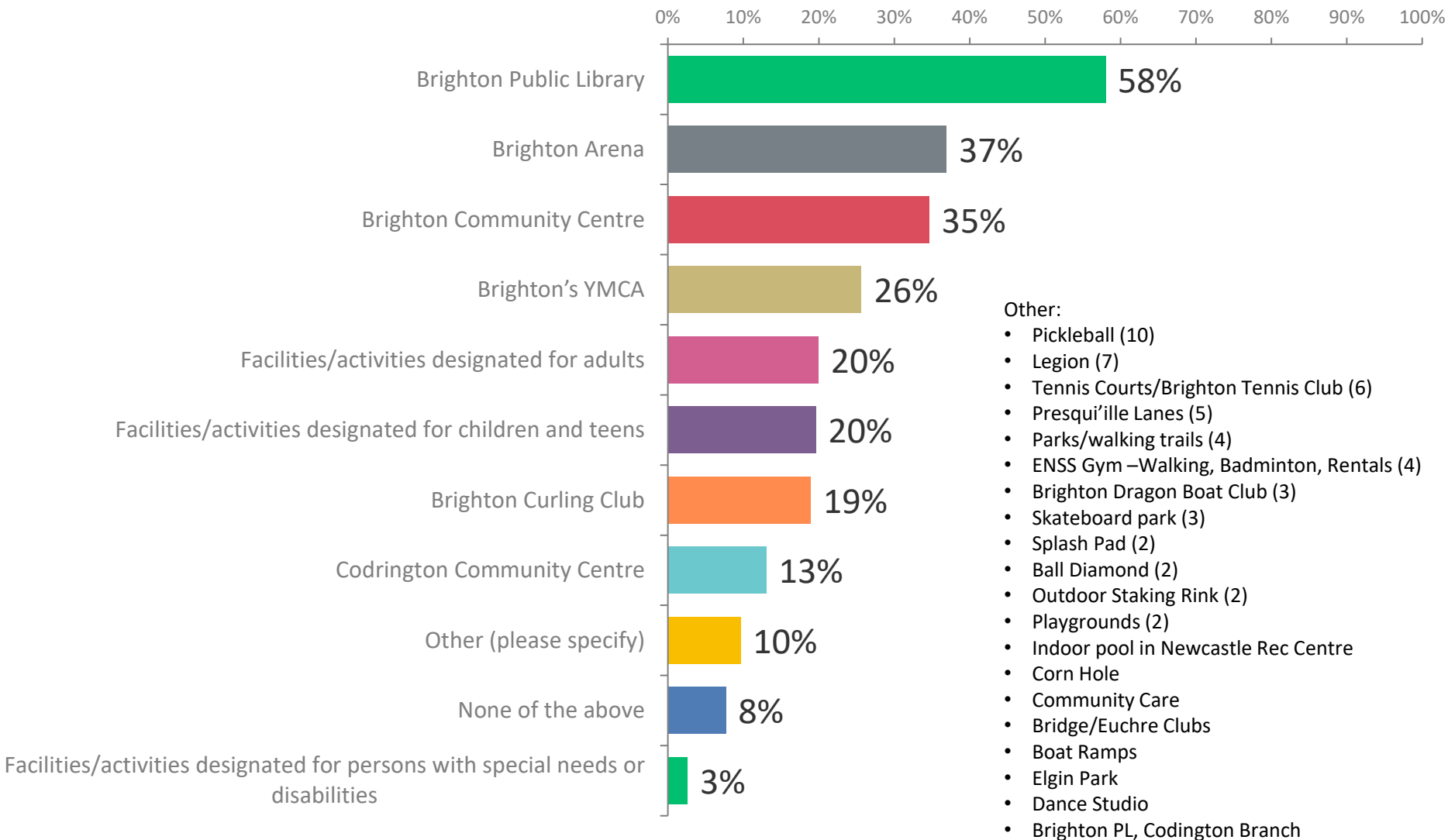
Q4: Including yourself, what are the ages of the people, if any, who live in your household? (Select all that apply)

Answered: 612 Skipped: 1



Q5: What indoor recreation facilities do you/members of your household use in the Municipality of Brighton? Select all that apply

Answered: 612 Skipped: 1



Q5: What indoor recreation facilities do you/members of your household use in the Municipality of Brighton? Select all that apply

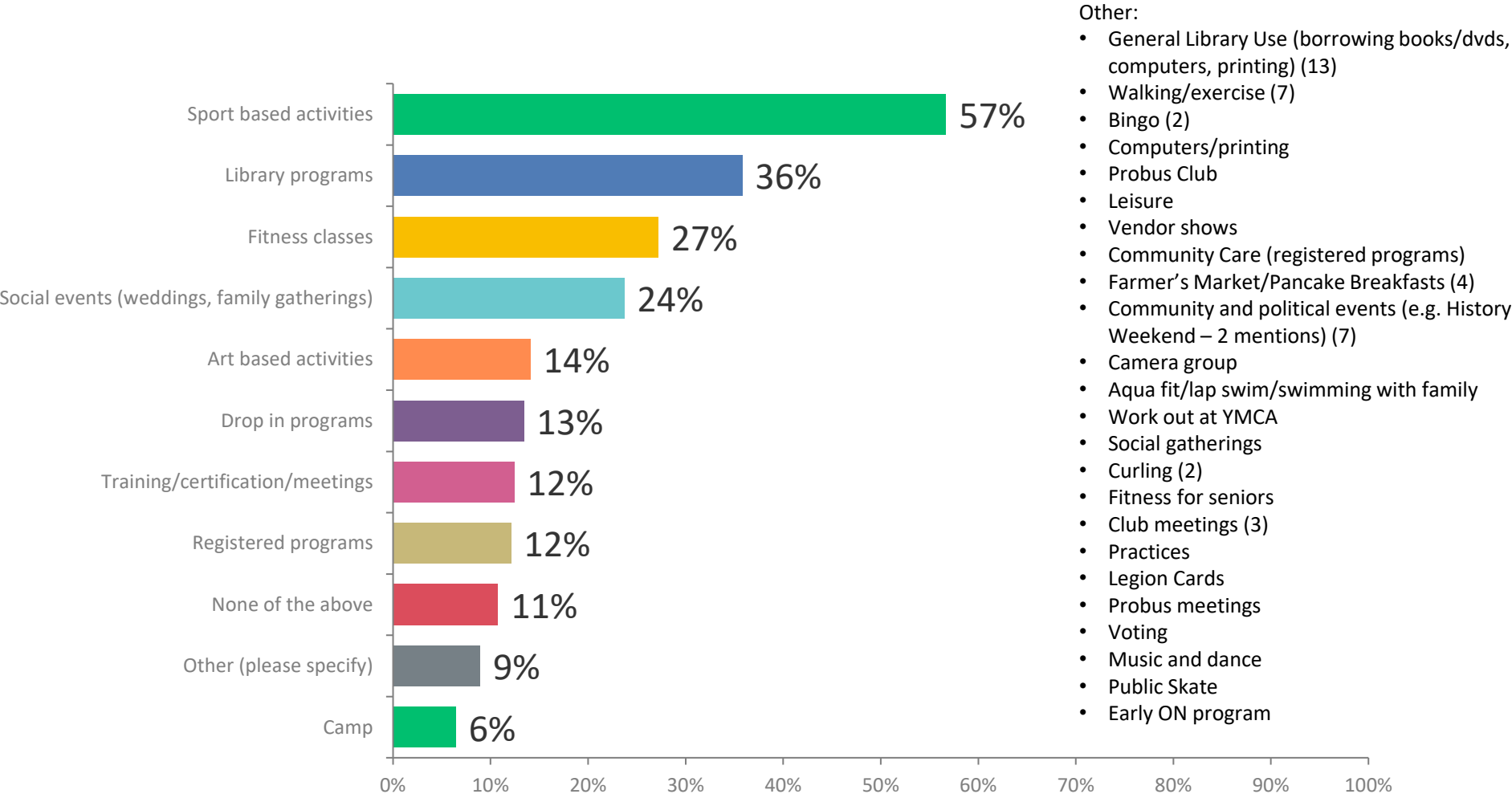
Answered: 612 Skipped: 1

Additional comments:

- Our Legion Branch 100 has a # of social activities, card games, darts, billiards, exercise/fitness programs that no one else offers. In my opinion, they are the most important facility in town. Prior to COVID, I was there at least 4 X a week. Darts, card games, exercise program. t no one else offers. They welcome Sunny days folks to their social activities no one else offers. They welcome VON programs, line dancing, Weight Watchers, etc. etc. They make Sunny Days folks welcome at their dances at no one else offers. Prior to COVID, I was there at least 4 X a week. In my opinion, the Legion is the most important facility in town for these activities in town.
- Moved 3 months ago, haven't been introduced to them but I'd like to use them.
- We recently moved to Brighton. Looking forward to using the existing facilities. Would love an indoor pool in Brighton.

Q6: What do you or members of your household use the above facilities for? Select all that apply

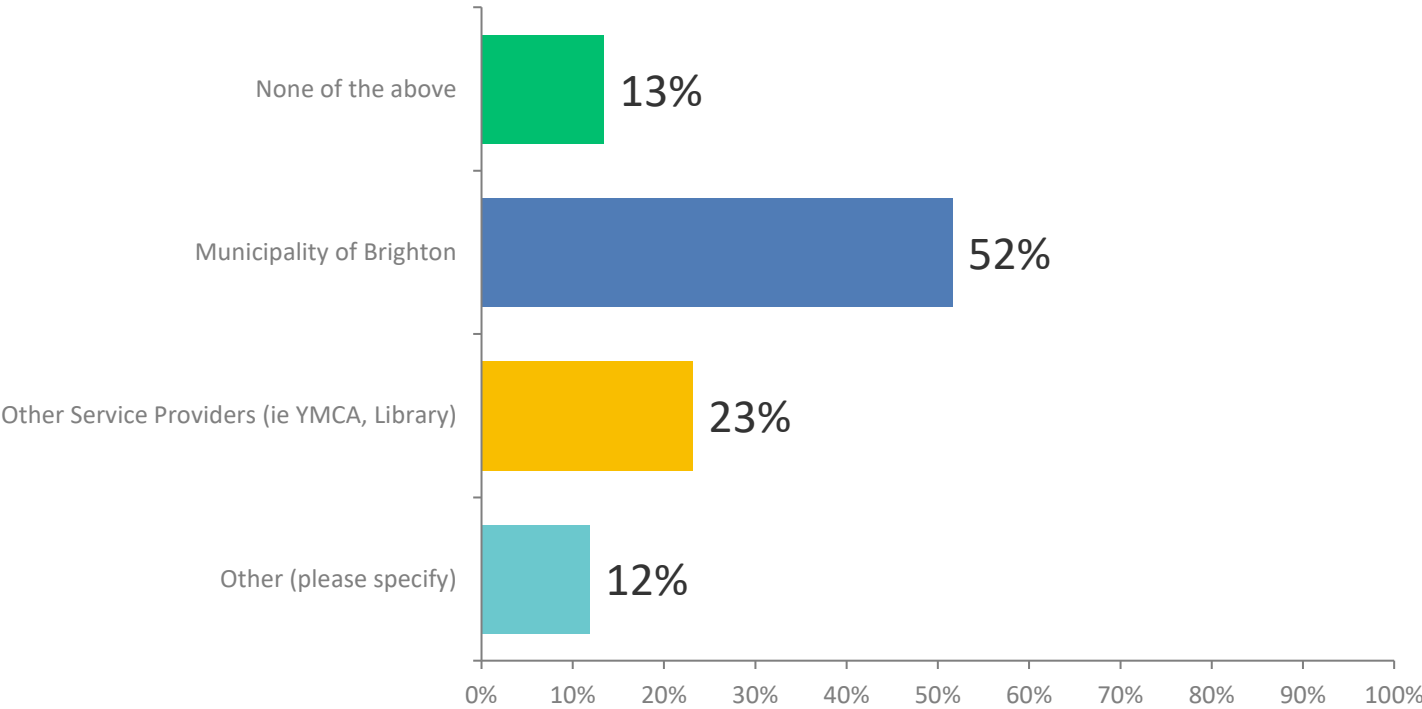
Answered: 603 Skipped: 10



- Other:
- General Library Use (borrowing books/dvds, computers, printing) (13)
 - Walking/exercise (7)
 - Bingo (2)
 - Computers/printing
 - Probus Club
 - Leisure
 - Vendor shows
 - Community Care (registered programs)
 - Farmer’s Market/Pancake Breakfasts (4)
 - Community and political events (e.g. History Weekend – 2 mentions) (7)
 - Camera group
 - Aqua fit/lap swim/swimming with family
 - Work out at YMCA
 - Social gatherings
 - Curling (2)
 - Fitness for seniors
 - Club meetings (3)
 - Practices
 - Legion Cards
 - Probus meetings
 - Voting
 - Music and dance
 - Public Skate
 - Early ON program

Q7: Do you think the Municipality or other service providers should offer more programs or activities?

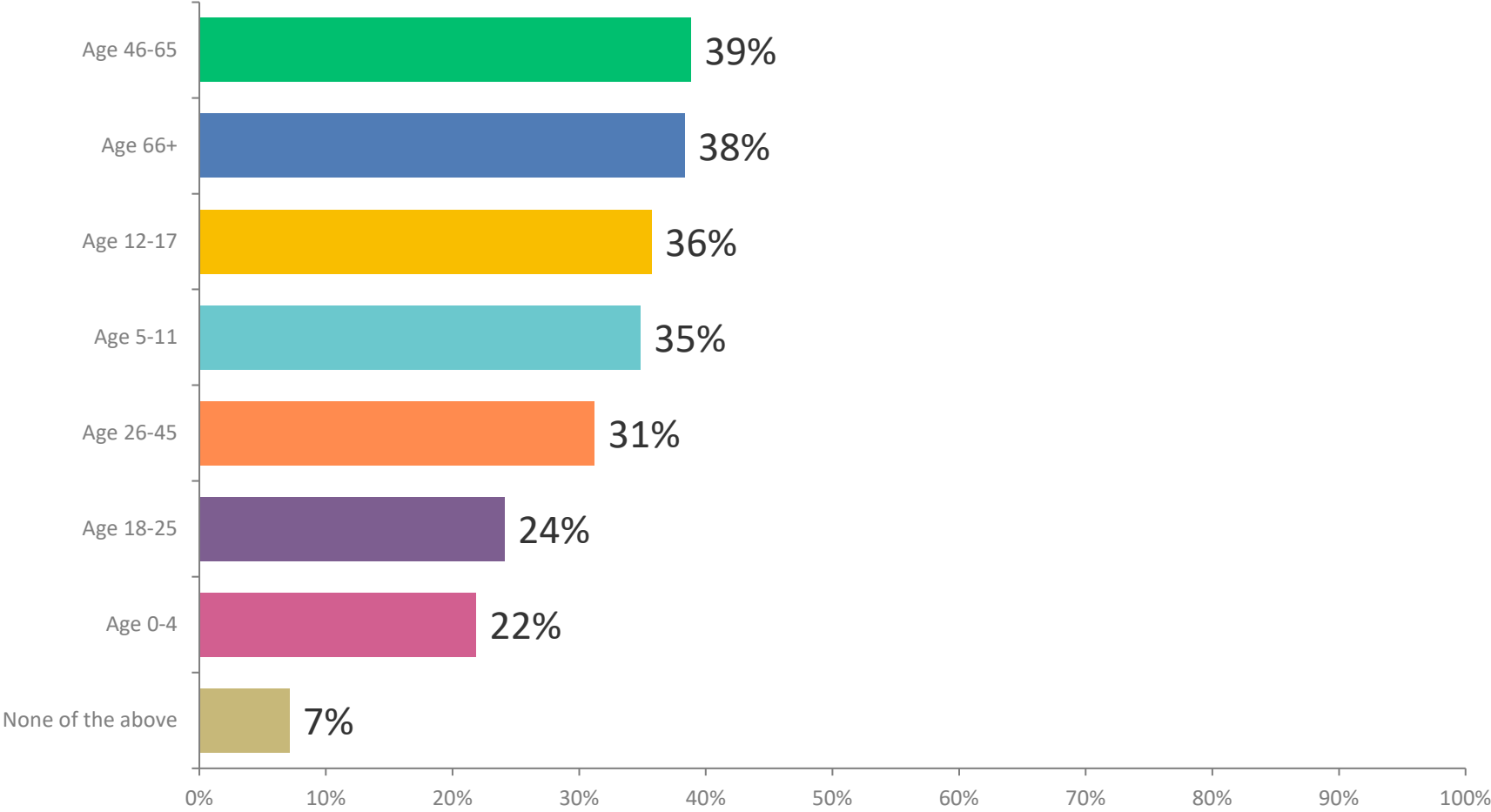
Answered: 566 Skipped: 47



- Other:
- Both (20) – The Municipality and the YMCA, working together
 - Pool (10)
 - Indoor Pickleball (2)
 - More community care programs/Seniors programs (2)
 - More access to high school
 - History and Heritage Events
 - More integrated plan for bike travel
 - Indoor pool & gym
 - Indoor sports and social club
 - Indoor winter activities
 - More programs for persons with disabilities
 - More tennis courts
 - More parkland/overall improved facilities
 - Convert existing spaces for medical
 - Public basketball court for youth
 - Senior Centre (2)
 - Summer camps/courses
 - Wellness centre
 - More fitness/yoga space

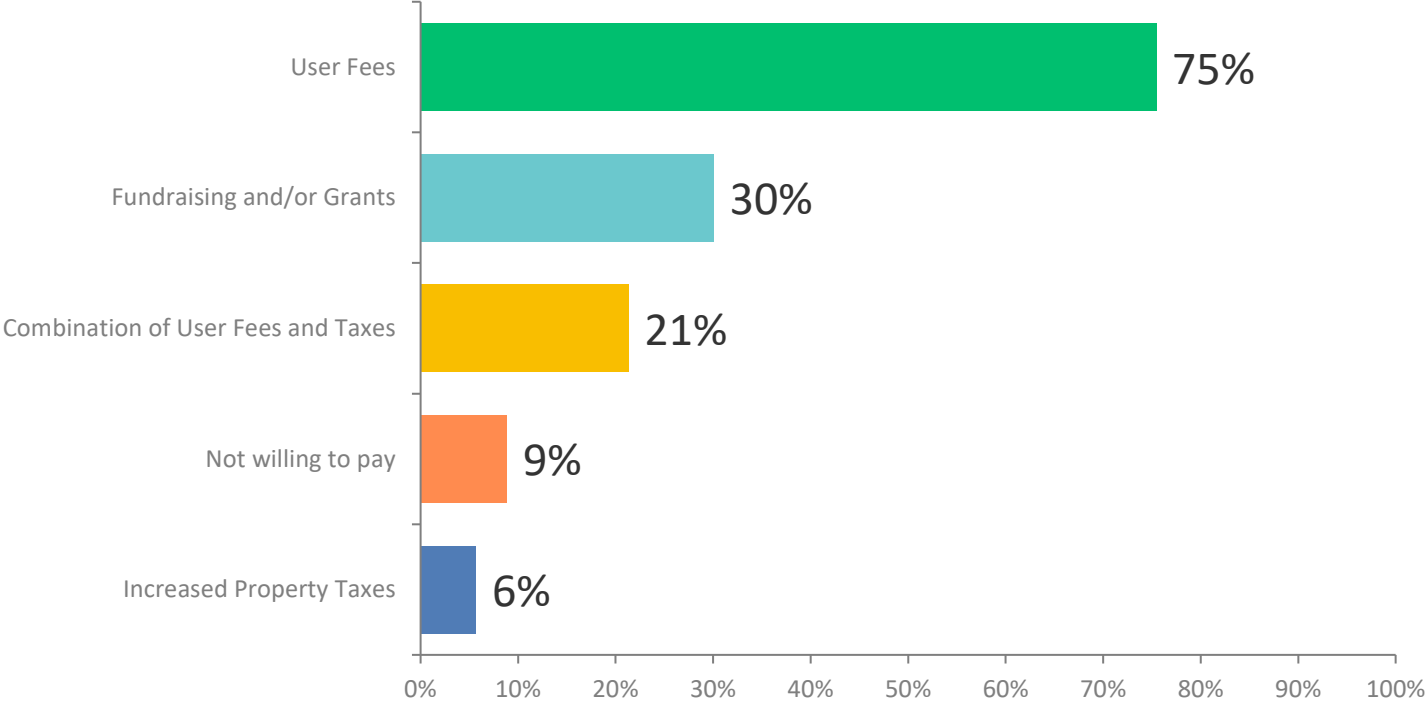
Q8: In what age category(s) would you like to see more programs or activities? (Select all that apply)

Answered: 577 Skipped: 36



Q9: Are you willing to pay to participate in these additional programs? (Check all that apply)

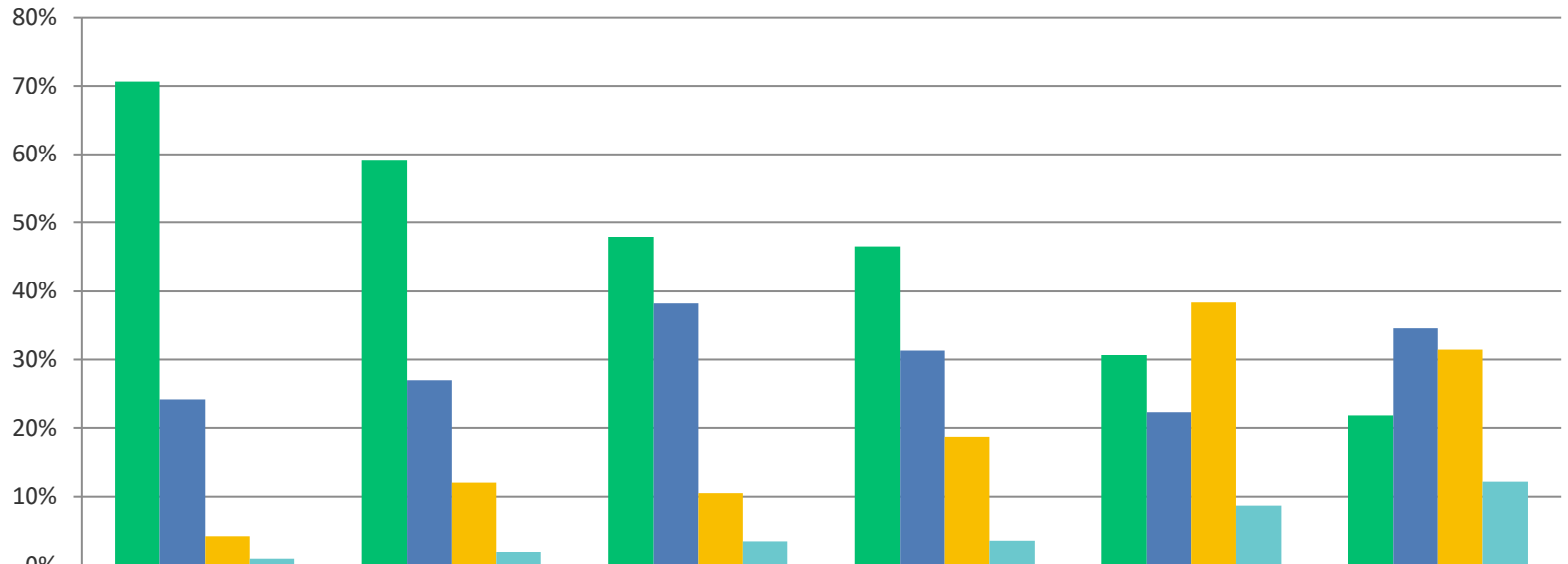
Answered: 595 Skipped: 18



Q10: For the indoor facilities listed below, please tell us how important it is to you or your household (Importance) and how satisfied you or your household are of the indoor facilities (Rating). Please skip any facilities that do not pertain to you and/or your household.

Answered: 542 Skipped: 71

Importance Rating

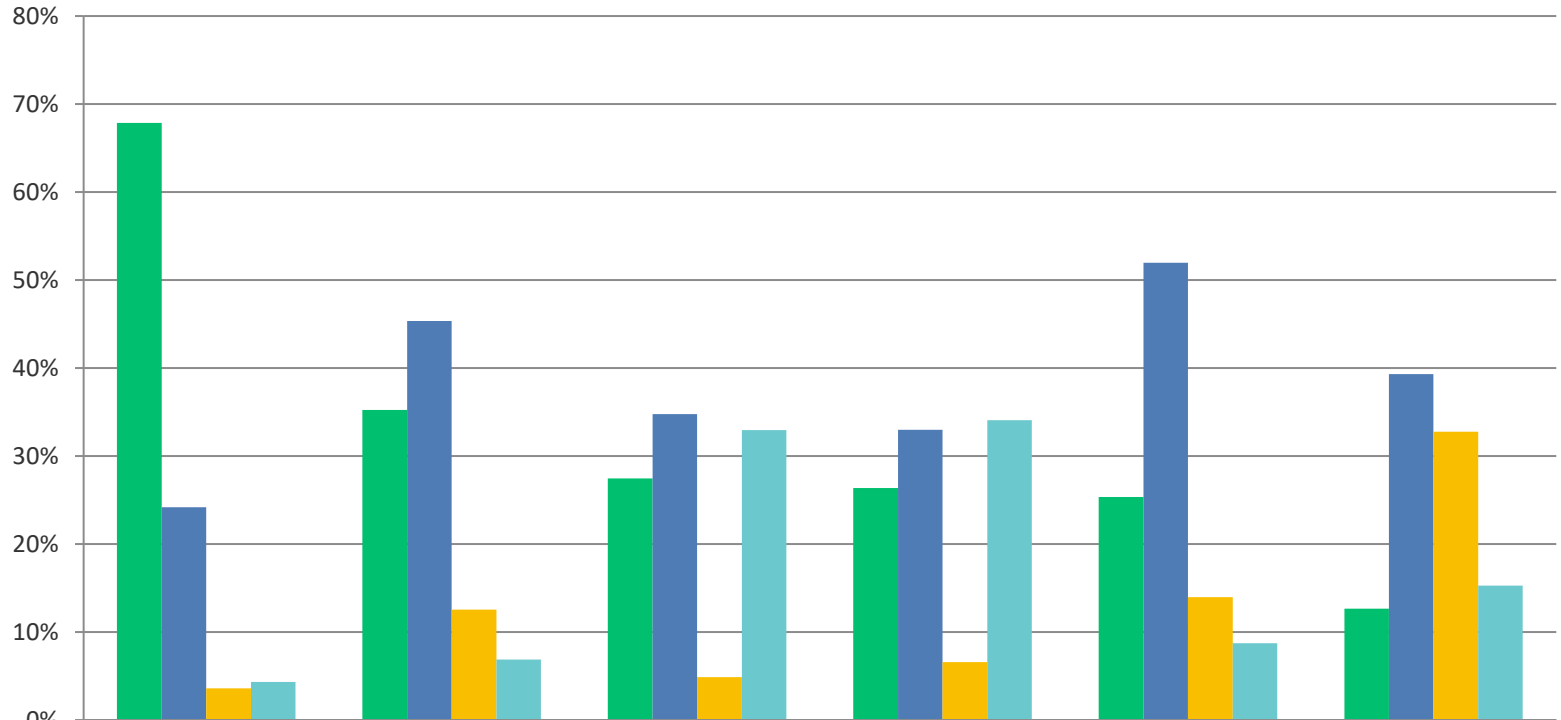


	Brighton Public Library	Brighton Arena	Brighton Community Centre	Brighton YMCA	Brighton Curling Club	Codrington Community Centre
Very important	71%	59%	48%	47%	31%	22%
Somewhat important	24%	27%	38%	31%	22%	35%
Not very important	4%	12%	10%	19%	38%	31%
Not sure	1%	2%	3%	3%	9%	12%

Q10: For the indoor facilities listed below, please tell us how important it is to the you or your household (Importance) and how satisfied you or your household are of the indoor facilities (Rating). Please skip any facilities that do not pertain to you and/or your household.

Answered: 542 Skipped: 71

How satisfied you are



Very satisfied	68%	35%	27%	26%	25%	13%
Somewhat satisfied	24%	45%	35%	33%	52%	39%
Not very satisfied	4%	13%	5%	7%	14%	33%
Not sure	4%	7%	33%	34%	9%	15%

Q10: For the indoor facilities listed below, please tell us how important it is to you or your household (Importance) and how satisfied you or your household are of the indoor facilities (Rating). Please skip any facilities that do not pertain to you and/or your household.

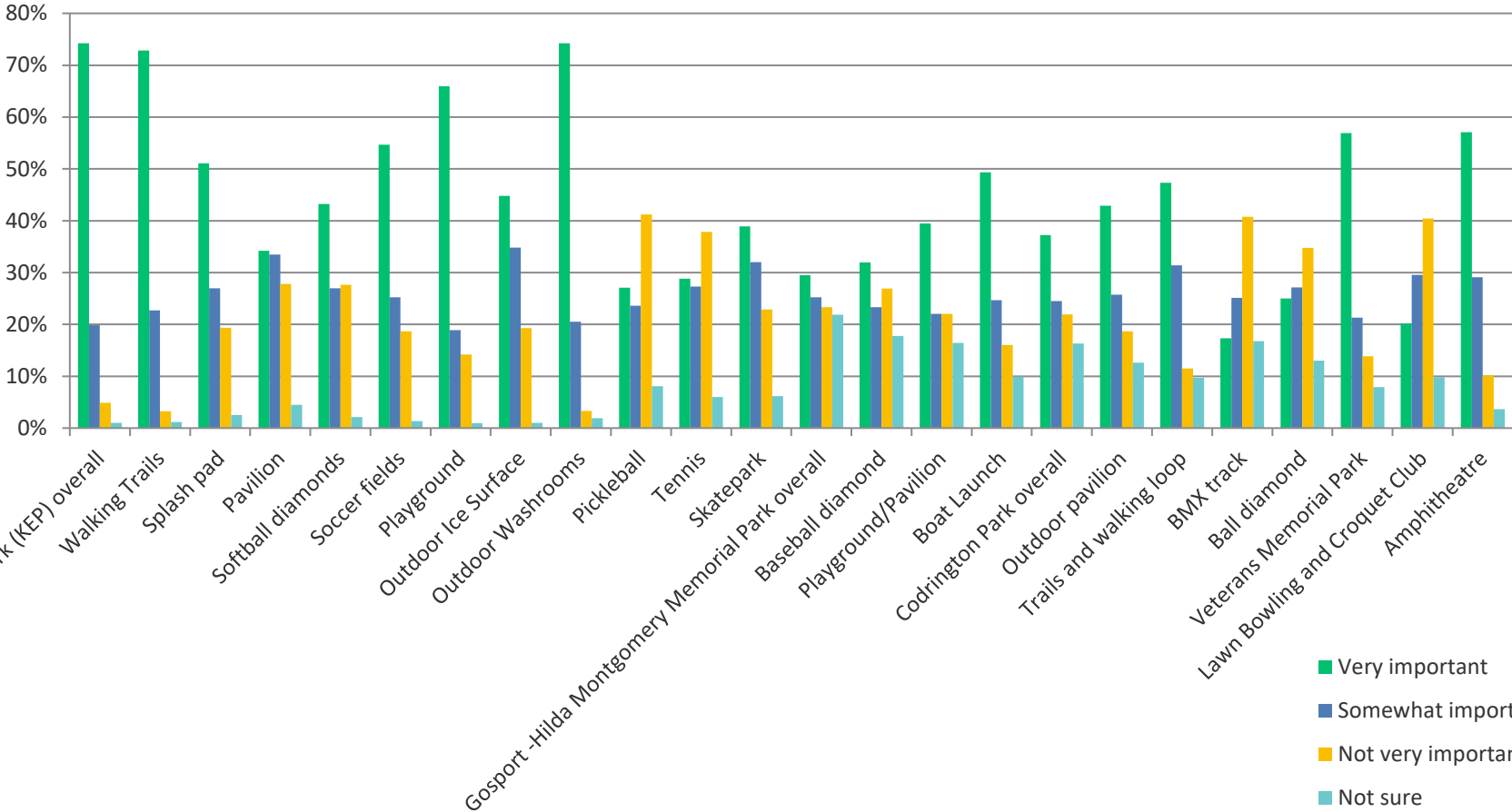
Comments

- Would love an indoor pool
- Legion - very important
- Disappointed with the wasted money on the miss shaped skate park. Useless and dangerous add mini ramp
- Pool to Brighton would be nice
- All facilities seem to be in the same area. With Brighton expanding west, an outdoor facility near Orchard Gate would be great.
- New here
- Ball diamonds and skate park are important
- The community center has no sport facilities or exercise rooms
- All activities that interest each age group
- The arena needs upgrades. Hasn't been upgraded in numerous years. Bleachers, change rooms, concession, heating and if possible, second pad would be amazing. Late ice times for young kids as only times available due to high demand. Second pad would def be fully utilized.
- Swimming
- Not sure because we are new residents in the last 5 months
- Larger ymca with a pool would be great in our community
- EnSS walking at the high school October tp April
- Need a pool at the YMCA in Brighton
- Better location/space for EarlyOn
- Area needs an indoor pool.
- Royal Canadian Legion very important
- There need to be more recreational space and playgrounds on the west side of town closer to the YMCA and Ontario st. Kids need to walk all the way to king Edward and through a major intersection just to play on a playground. Poor planning on the towns part.
- Seniors Centre , Very imp.
- Walking trails, community access to presquil
- I would use the Brighton YMCA if it had a therapeutic pool
- Where does Proctor Barn fit? High on my list of importance in the community. Could be further developed?
- Brighton needs an indoor pool, either at the community centre or YMCA
- New here. All seem important
- Dance studio
- Brighton baseball fields. Need to be repaired ASAP as it is a hazard to all that use the field
- We need a pool - swimming activities in brighton
- I'm not interested in indoor activities

Q11: For the outdoor facilities and amenities listed below, please tell us how important it is to the you or your household (Importance) and how satisfied you or your household are of the indoor facilities (Rating). Please skip any facilities that do not pertain to you and/or your household.

Answered: 551 Skipped: 62

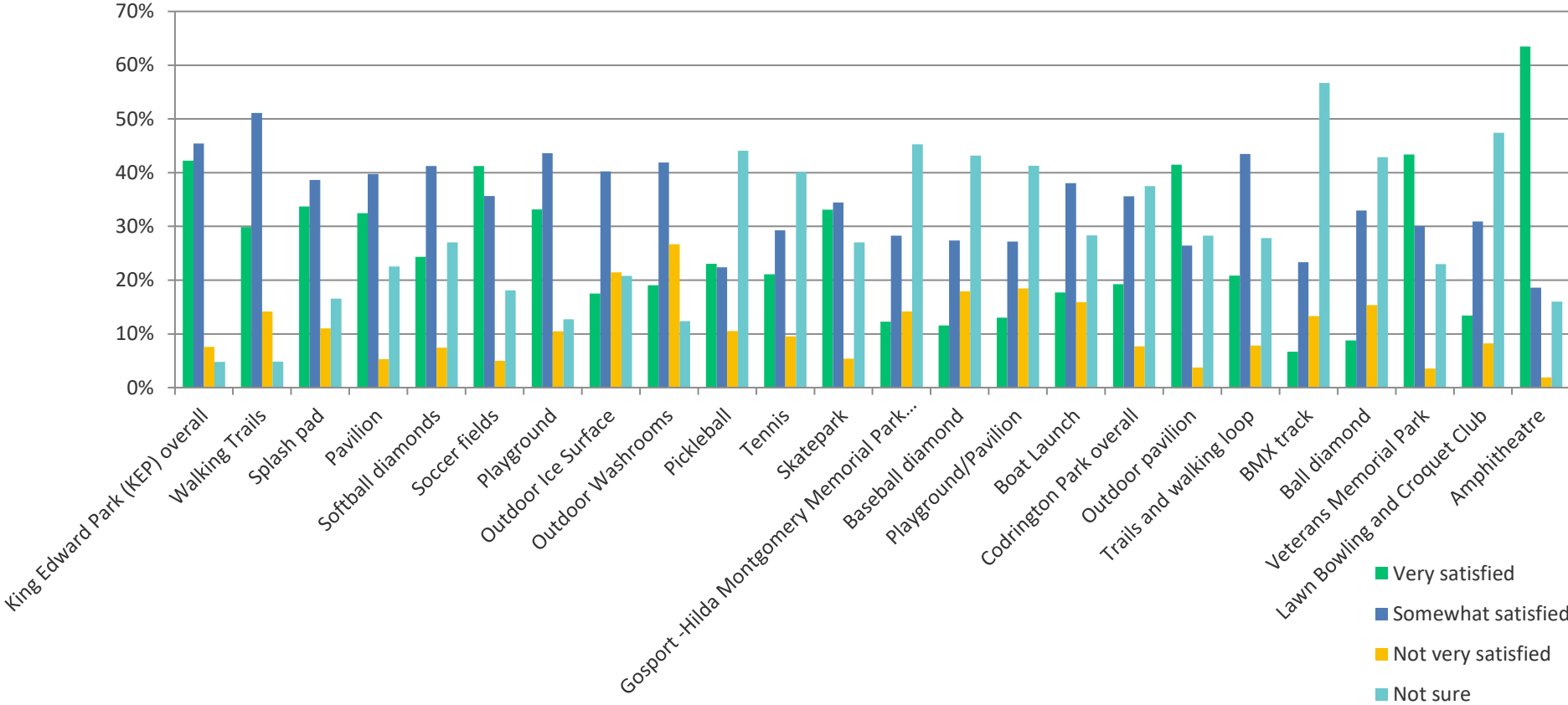
How Important they are to you



Q11: For the outdoor facilities and amenities listed below, please tell us how important it is to the you or your household (Importance) and how satisfied you or your household are of the indoor facilities (Rating). Please skip any facilities that do not pertain to you and/or your household.

Answered: 551 Skipped: 62

How satisfied you are



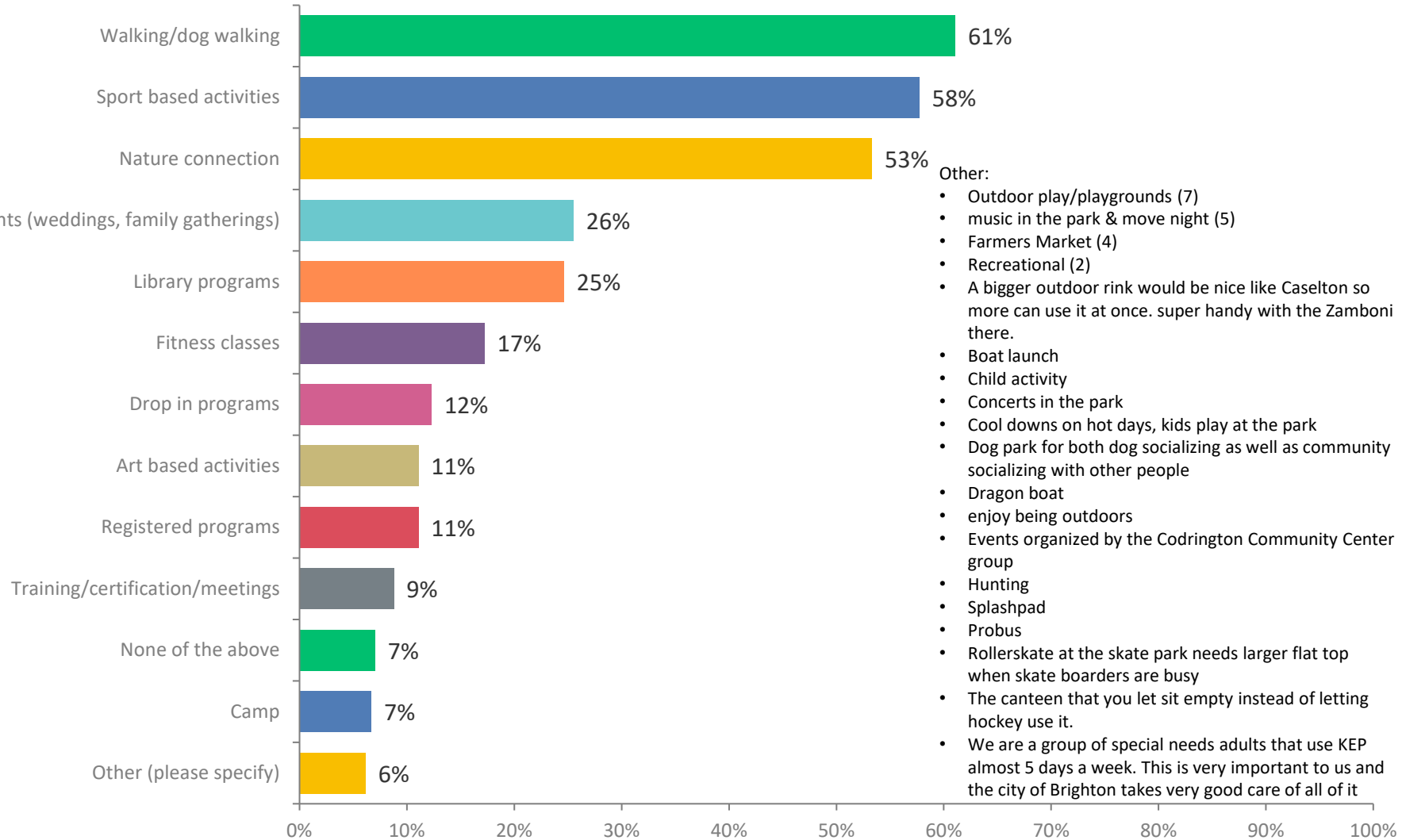
Q11: For the outdoor facilities and amenities listed below, please tell us how important it is to the you or your household (Importance) and how satisfied you or your household are of the indoor facilities (Rating).

Comments/Other:

- dog park - has been a mess for over a year and lost most of the people who wanted it because it has been unusable for most of the year - attention must be paid to this to provide a good offleash space for dog owners
- Brighton Dragon Boat Club - Very Important - Very Satisfied
- Proctor Park
- Presquile is where we spend most of our time
- Skateboard park was made wrong and money well wasted or corruption. UN rideable hits emptyness
- The trail at KEP should be extended and the one at Codrington feels unsafe going around the back at certain times.
- Presquile provincial park
- Large Dog walking trails through forests which encompasses lakes or rivers.
- We need a completed walking trail around the soccer fields for residents to use seasonly daily for exercise.
- Bicycle paths-very important - Harbour st (waterfront trail is in horrible condition)
- Proctor pArk is very important
- Moved 3 months ago, haven't been introduced to them but I'd like to use them.
- Presquile Provincial Park- very important, use frequently
- The Tennis courts require resurfacing have many cracks. Should be done professionally
- Proctor Park is a big draw for us
- Swimming pool
- No mention of waterfront or lake here. I'm surprised since its one of the greatest assets the town has.
- New to area
- Don't use all the facilities but they are important for the community as a whole.
- They are all important
- Curling.
- Bike trails not listed
- Peace park
- N/A since our only activity in Brighton is curling
- small park on harbour st. , proctor park
- We need more playgrounds and parks space on the west side of town. Developments should come with green space and playgrounds. Just look at Trenton. Every subdivision has a playground within close proximity not 1 km and through a major intersection.
- Pickleball courts need sod laid/maintained - dog park needs landscaping/trees planted
- Would use YMCA ,if it was bigger
- Pickleball courts need repair
- Please eliminate excess lighting, and turn devices off when not in use (library)
- Codrington outdoor ice pad very important
- Have not been to the others.
- To be clear the Baseball fields are not "Softball" specific. And the most play they see is hardball.
- Pickleball court at Gosport -- Very Important, and Very Satisfied

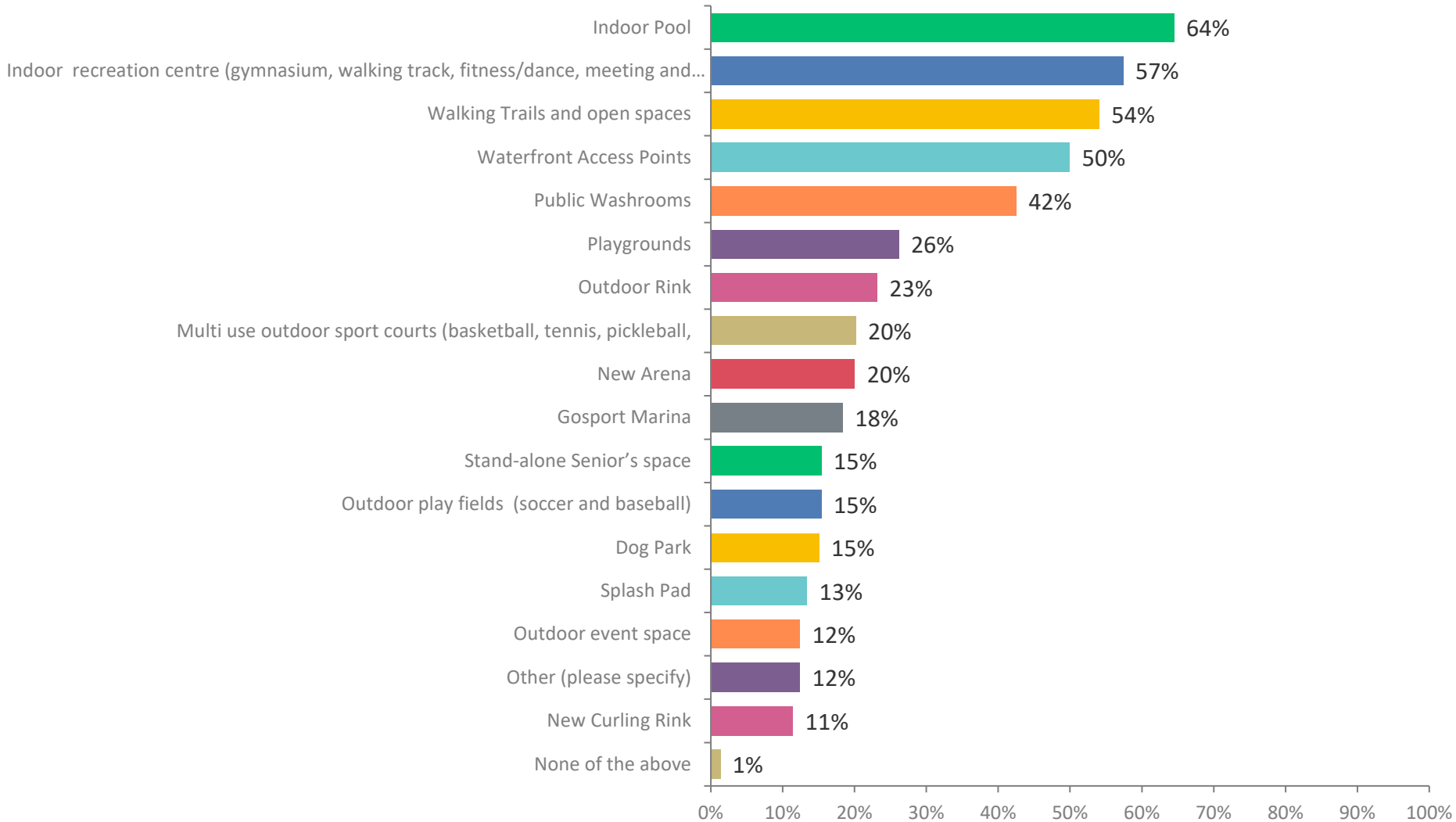
Q12: What do you or members of your household use the above outdoor facilities for? Select all that apply

Answered: 568 Skipped: 45



Q13: What future activities and/or facilities would you like to see the Municipality invest in the next ten years? Check as many that apply to your household

Answered: 605 Skipped: 8



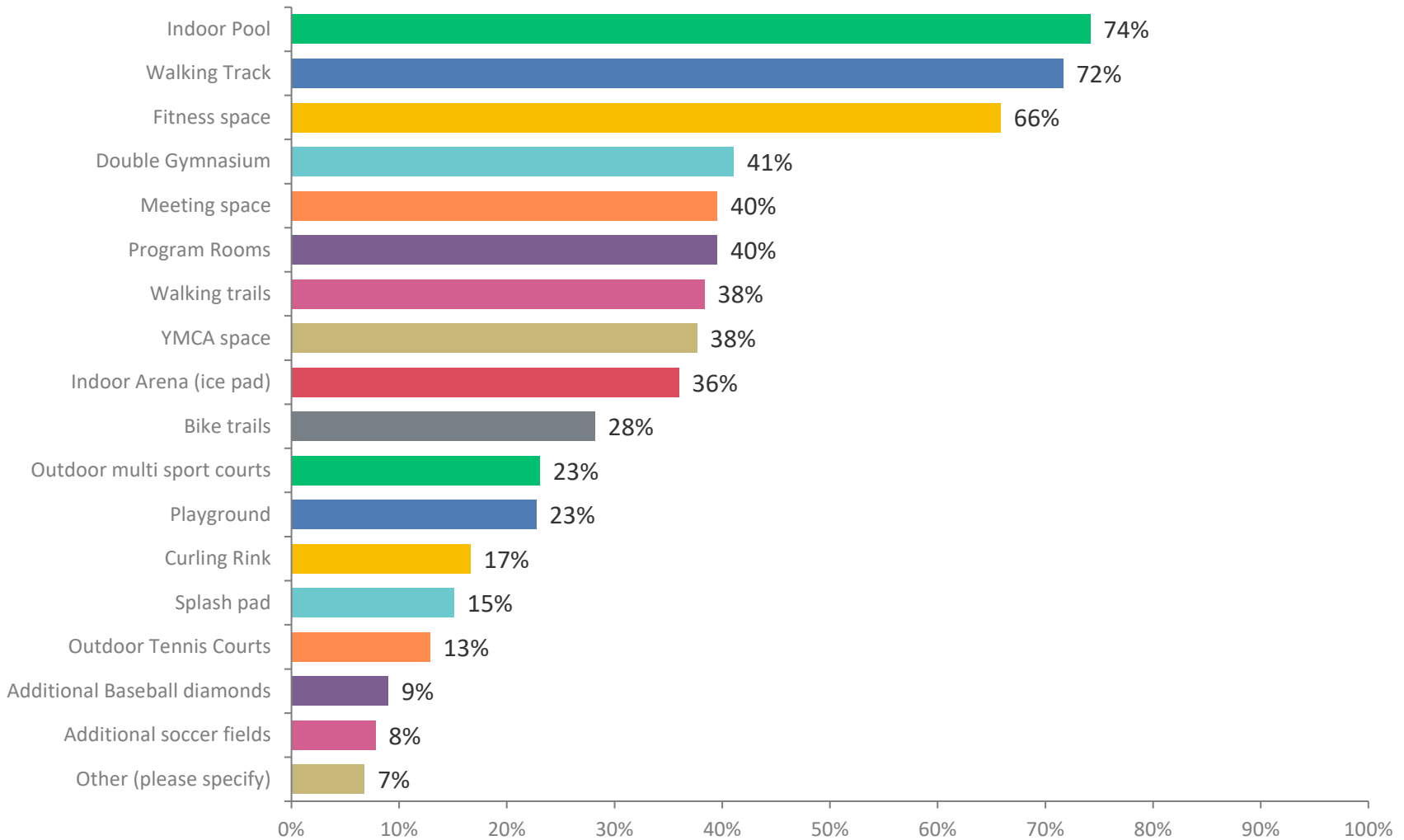
Q13: What future activities and/or facilities would you like to see the Municipality invest in the next ten years? Check as many that apply to your household

Other:

- A bubble over the tennis courts in the winter Basketball court
- A facility similar to the Hastings Field House.
- A playground is needed in the Orchard Gate subdivision now
- Activity for young adults, we have lots of programs for seniors and children but we are missing a key group of people who live here.
- Adult playground
- Another tennis court
- Another tennis court, with the increased population, two courts are not sufficient.
- aqua fitness program
- Basketball courts
- Basketball courts
- Bicycle trails
- Bigger dog parks with trees, benches and paved walking area. Take a look at some of the bigger city's dog parks and trails, they are well thought out and beautiful. There's shade and sun.
- Bike lanes
- Bike trails
- Boat launch
- Childcare/ infant/toddler early learning programs
- Disc golf course
- Enough with the senior stuff. Other people live here
- Expanded, improved tennis courts
- Expansion to Codrington pavilion
- Gymnastics building
- if not indoor pool...go for outdoor one...
- Improved tennis courts
- indoor event space for performing arts
- Indoor or outdoor pool
- **Indoor pickleball (2)**
- **Outdoor pool (13)**
- **Indoor Pool (5)**
- **Pool most important (unspecified indoor or outdoor) (4)**
- Indoor running track
- It would be nice if all the above could be supplied, but we have to be realistic what is possible
- Keeping the BPS yard as big as possible. The field next to the fire station is extremely important for not only the use of our school/recess/extra curricular, but also for our growing community. An additional fire hall south of the tracks is necessary, rather than expanding on a much used green space.
- Mini ramp skate pipe. Park is for park people... Pipe if for pipe people 2 different sports
- Moo If those people that have dogs they should pay for their own dog park
- More garbage cans
- more sidewalks, bike lanes
- more single use outdoor tennis courts/ indoor tennis soccer dome
- More tennis courts
- Much more Meeting space
- Need to allow Rollerskating on courts as wheels do not effect the surface pointless to leave it empty when players are not using courts
- new gym
- No pools indoors, too costly
- Parkland with trees - in new developments all of the trees have been cut down - it doesn't seem that trees or parkland very important
- Parks within walking distance of ALL houses
- Pool and Basketball courts!!
- Proper bike lanes ,paved shoulders
- Reduce wait lists
- Renovate the curling club to be accessible, including a main floor washroom
- Safe Bicycle paths
- Seniors activities within the Arena Complex as well as for other groups 7 day a week
- Something for kids to play on the west side of town please. Kids over here have nothing.
- Storage Building for Water Sports, Kayak, OC1, SUP, Canoe
- Swimming pool very very needed
- Tennis Court (Need a 3rd court & Surface restoration program to maintain a safe playing surface ,major crack issues.
- Tennis courts professionally resurfaced
- Wanted to re-emphasize the accessibility of above
- Waterfront community spaces including food venues

Q14: If an indoor recreation centre was built. What facilities and amenities would you propose to be included in this complex?

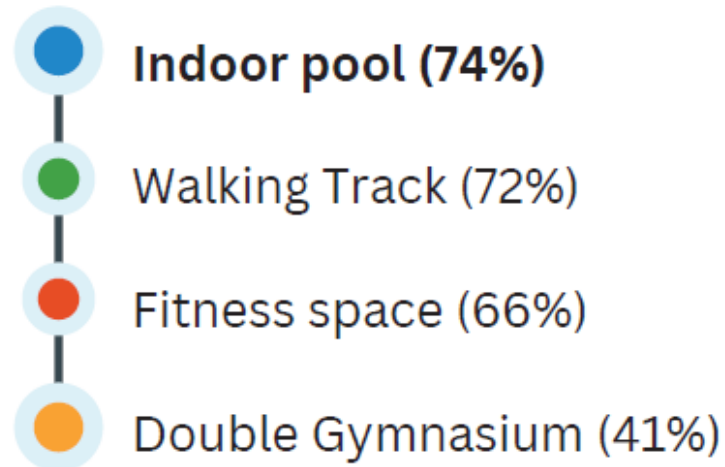
Answered: 589 Skipped: 24



Q14: If an indoor recreation centre was built. What facilities and amenities would you propose to be included in this complex?

Other/Comments:

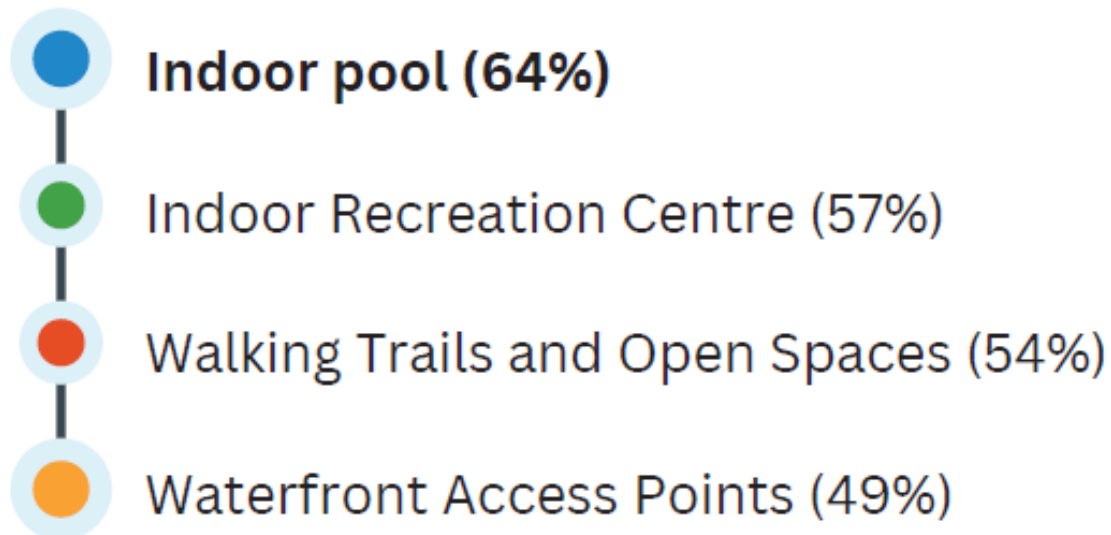
Top 4 amenity preferences to be included in a new indoor recreation centre



Q15: What would your top three priority to improve parks and recreation in the Municipality of Brighton?

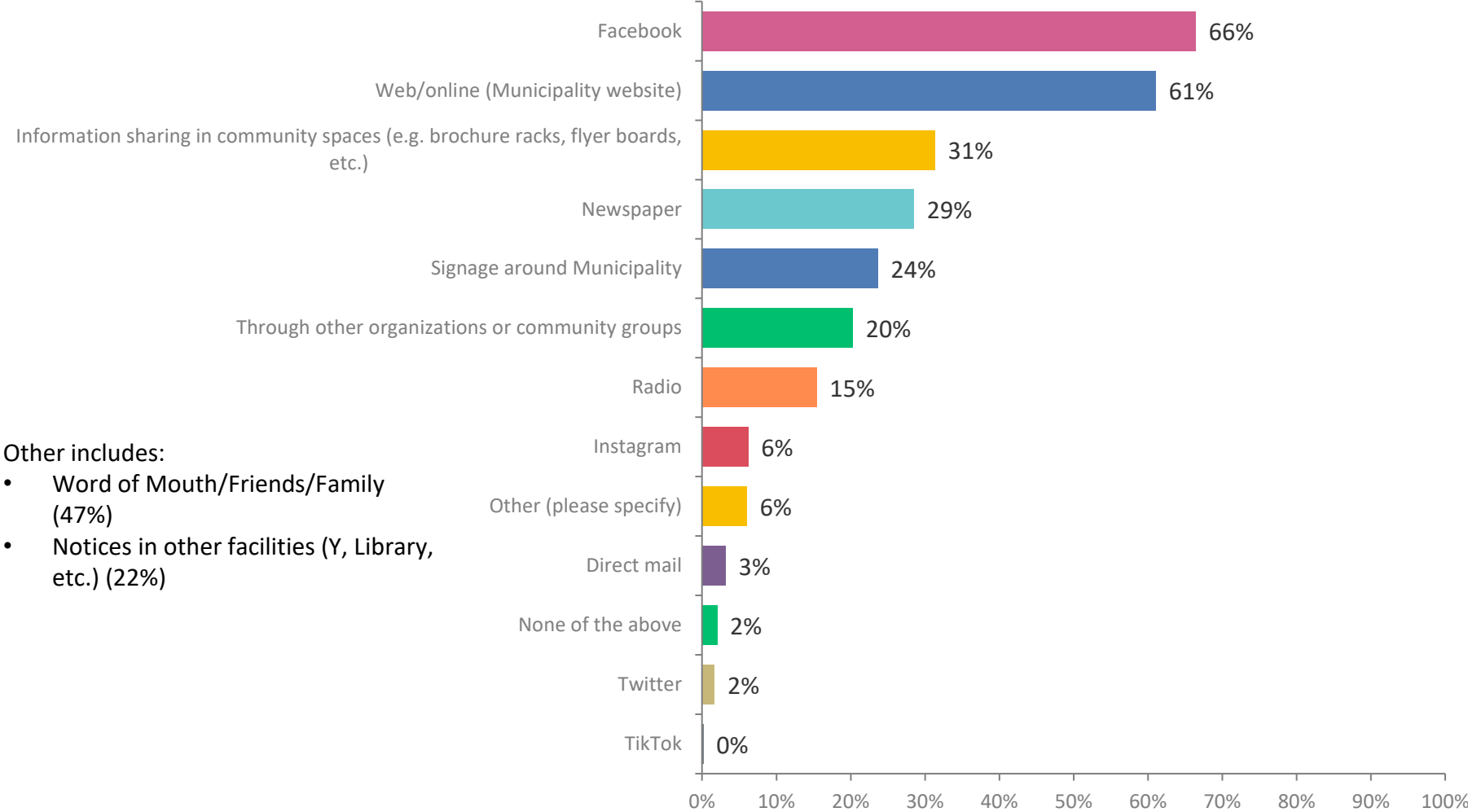
Answered: 484 Skipped: 129

Top 4 future priorities for activity and/or facility investment in the next ten years



Q16: Where do you currently hear or receive information about the Municipality programs and services? Check all that apply

Answered: 596 Skipped: 17

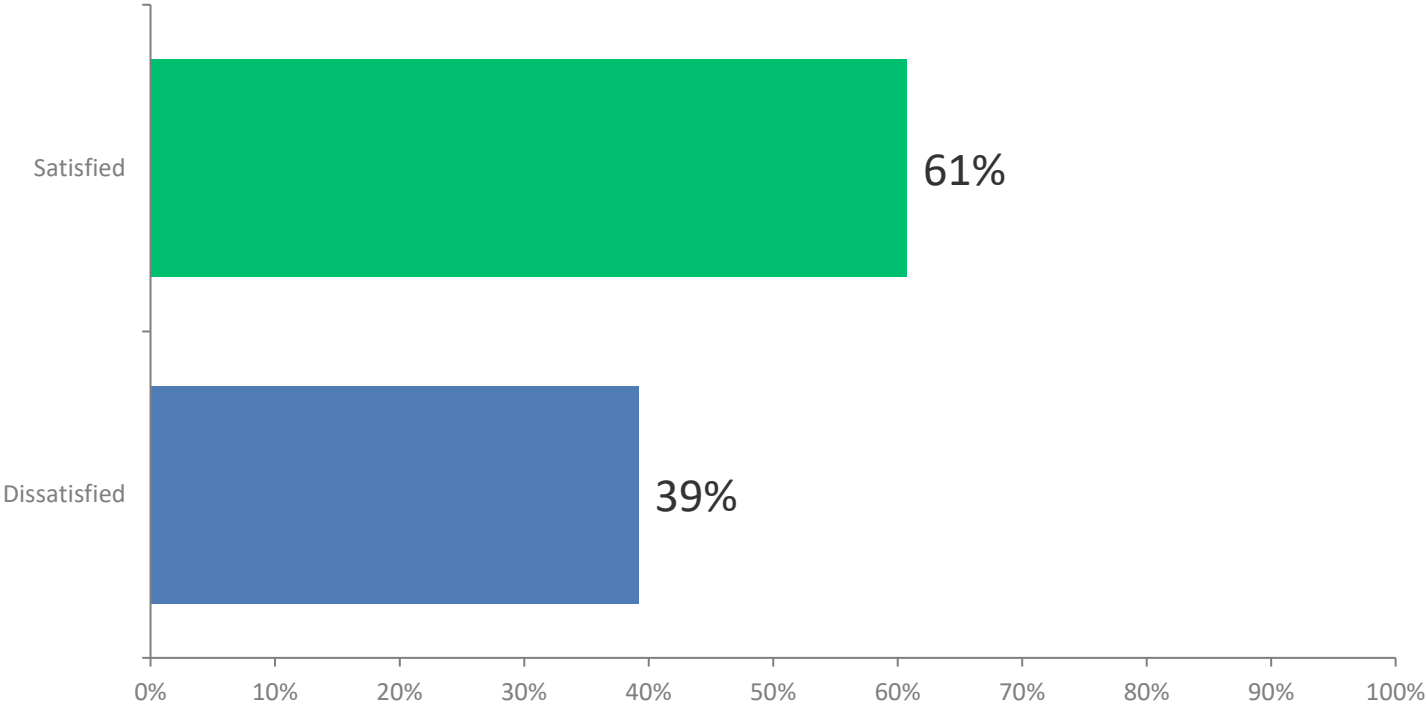


Other includes:

- Word of Mouth/Friends/Family (47%)
- Notices in other facilities (Y, Library, etc.) (22%)

Q17: How would you rate the communication from the Municipality regarding Parks and Recreation?

Answered: 561 Skipped: 52



Additional Comments

205 Additional Comments were submitted. Relevant comments have been included in the report. A full list of comments is available upon request.

APPENDIX D: MULTI-USE RECREATION CENTRE

Multi-Use Recreation Centre (MURC)

The Master Plan has several recommendations that are aligned with future next steps should the Municipality of Brighton wish to pursue the development of a MURC. Through the Master Plan process, including the engagement sessions with the community as well as the public survey (over 600 responses), the elements of a MURC were clearly identified. These included:

- indoor pool
- walking track
- fitness space
- double gymnasium
- meeting and program space

To move forward with the MURC, several recommendations within in the Master Plan should be considered concurrently. These include:

Indoor Facilities

#1

- I. High-level cost estimate based upon the desired amenities, adjacencies, and potential phasing.
- II. Further study to address the re-use of the existing King Edward Community Centre and Arena, in whole or in part. An evaluation of the need to continue to have municipal investment into a replacement curling facility.
- III. Analysis of parking (indoor and outdoor) at KECC including a conceptual plan showing the entire campus with the newly acquired land east of KECC.
- IV. Commence discussions regarding the opportunity to work in partnership with others to assess the opportunity to operate as a multi-party partnership model (Municipality, County, Library, Regional YMCA, Curling Club, District School Boards, other)

User Fees

This analysis will inform the Municipality on opportunities to maximize revenue streams while staying aligned with area community rates and fees for comparable services. It should be done within the next several years and updated annually thereafter. User Fees (and associated policies) will assist the Municipality in meeting cost recovery targets for a MURC.

#5A Undertake a User Fee analysis and consider all facility and sport field rental rates and utilization data. Consult with user groups to ensure the process of adjusting rates and fees supports user feedback and municipal objectives.

#5B To align with new user fees, develop an Affordable Access policy and the necessary funds to enable residents that may be unable to afford the prescribed fees to access programs and services. Policy implementation needs to be respectful of individual needs and ensure confidentiality.

Use of Schools / Maximizing Program Space

In advance of the development of a MURC, the Municipality should explore all options to maximize use of existing space to meet defined community needs for walking clubs and new program opportunities,

#6A

- Continue working with school personnel to maximize access to school space and work on a model that groups can use facilities during the weeknights and on weekends.
- Update School Board agreements for community access to schools by taking control of bookings Monday – Friday and weekends. Work with two time slots 6:00-7:30 and 7:30-9:00 or 6:00-8:00 and 8:00-10:00.

#6B Until such time as additional facilities may provide access to an indoor walking track, encourage use of school facilities (gymnasiums, hallways, track) for walking clubs.

Work with the YMCA to provide programming gaps in the school space to build a foundation of programs and sport activities (and organizational capacity) that can be supported in the proposed MURC.

Programs and Activities

#11B Undertake an annual Request for Expressions of Interest from third party providers that may wish to pilot a new or emerging program or activity. Monitor outcomes to determine the continuation of the service, roles, financial support, facility use etc. The purpose is to expand program opportunities for all ages and abilities.

Policy

#18 Adopt a space allocation policy that considers year-round use, gender equity, resident / non-resident use, staff maintenance requirements, prime and non-prime use, opportunity for emerging group access and financial impact.

Service Planning and Evaluation

#21 Improve and collaborate with YMCA to lead on program gaps in Brighton using school and municipal spaces. I.e., Skateboard lessons, pickleball, camps, or youth and senior events in the arena. Consider pilots with independent providers to assess interest in new activities.

#26 Identify existing skills and needed skills and taking into consideration plans for retirement and/or other staff departures. Develop a Succession plan for the department and identify training and development needs using internal resources (mentoring and coaching) and external resources (training programs, skill development). Ensure resources are allocated for operational staffing costs when new facilities are developed.

#27 Develop a stronger marketing campaign to attract part time staff. Consider working with adjacent municipalities to ensure fair and competitive wages are in place and management understand gaps and opportunities to develop new staff.

#27 As the feasibility study for the MURC progresses, undertake a “future needs” plan for human resources that may be needed to operate a multi-use facility with new and diverse programming. This would include developing aquatic staff if an indoor pool is considered in a future phase.

Finance

#30 Consider establishing a dedicated tax levy to set aside annual funding for the MURC. Review and adjust the financial targets as recommended phasing is defined and various projects identified in the capital budget and forecast.

#31 That the Municipality commission a facility conditions assessment on its indoor facilities that will serve to inform the repair and lifecycle needs and associated costs for each facility. That the resulting 10-year cost schedule be included in the Municipality's 10-year indoor facility capital budget and forecast and support regular updating of Asset Management Plans. *

#33 That the Treasurer for the Municipality develop a capital funding strategy to ensure that there are sufficient capital dollars to maintain both of the above annual capital budget requirements of the Municipality.