
Subject: Leisure & Community Services Master Plan Update

Staff Report No. LCS-010-22

Department: Leisure & Community Services

Date: September 21, 2022

Recommendation:

- 1) That Council endorse the Leisure & Community Services Master Plan in principle, attached as Attachment 1; and
- 2) That Council direct staff to commence implementation of the recommendations found within the Leisure & Community Services Master Plan, including the submission of items for Council's consideration through future annual capital and operating budget processes; and
- 3) That Council direct staff to report annually on the progress of the Master Plan's implementation.

1. Purpose:

The purpose of this report is to present and seek endorsement in principle by Council on the Leisure & Community Services Master Plan, herein referred to as LCSMP, which outlines directions for the planning and provision of the Town's Parks, Recreation, Heritage, Facilities and evolution of Services over the next ten-year timeframe (2022-2032).

2. Executive Summary:

The LCSMP outlines current and future needs and prioritizes facility and program investment over the next ten-year period, up to and including 2032. The Master Plan is intended to provide as strategy for ensuring equitable access to programs, events and facilities that enhance and promote healthy and active living. It assists in guiding the location and creation of new facilities, outlines strategies for the optimal use of existing facilities and the development of parks services, provides recommendations for increased participation in a variety of programs and, where possible the enhancement and effective delivery of services.

The LCSMP identifies a total of 144 recommendations, outlined by short, medium, and long-term priorities.

3. Background:

The Leisure & Community Services Department initiated the review and update of the LCSMP in March 2022. The consulting firm of Sierra Planning Inc. was commissioned to guide the development of the plan which involved a three-phase process: situational analysis and engagement, development of options and key directions, master plan development with actionable recommendations.

Staff are confident that the public consultation process garnered the appropriate details to make well informed decisions that will lead us into the future. While it is difficult to achieve 100% consensus on strategic planning efforts, staff believe the public's voice has been heard, and furthermore, that the plan reflects the current and future needs of the community.

4. Analysis and Options:

The LCSMP recognizes the importance of quality of life as an indicator of a great Town and sets the direction for the Town's Leisure and Community Service priorities from now to 2032 with an emphasis on environmental stewardship, youth and community development and lifelong active living. The plan is intended to provide residents with equitable access to facilities that enhance and promote healthy and active living. It assists in guiding the location and creation of new facilities, outlines strategies for existing facilities, and provides recommendations to ensure optimal use of existing and future park development.

4.1 Public Engagement and Consultation

A number of engagement activities relating to the preparation of this update to the Leisure and Community Services Master Plan have been undertaken, with the purpose of garnering input from those who use and help to deliver the services. Engagement has included:

- A Community Workshop on June 16, 2022 (in person);
- User Group Workshops in June 2022 (in person);
- Online Public Survey (June 1-July 1 2022)
- Online User Group Survey (June 6-July 6, 2022)
- Meetings with internal stakeholders: LCS Staff, June 2022 (in person)
- Interviews with Mayor and Members of Council (May – June 2022)
- External stakeholder interviews (June–July 2022)

A Collaborative Engagement Framework was used to develop this Master Plan update. The public, staff, and stakeholders were interviewed to understand current and future needs, supply of facilities, and current trends and issues pertaining to recreation, culture and heritage. Principles of Engagement included:

- Clear & Understandable Messaging
- Collaborative Discourse
- Inclusive Processes

4.2 Master Plan Recommendations/Highlights:

There are a total of 144 recommendations, each targeted to a specific area for action. For effective implementation, the recommendations have been identified in suggested time frames (short-term, medium-term and long-term).

The findings of the LCSMP reveal that many recreational activities continue to experience growth and will require additional or expanded facilities to accommodate anticipated future requirements. Based on public input and consultation, the greatest needs appear to be related to additional indoor aquatic facilities, indoor walking track, more heritage facilities and cultural celebrations, improvement of parks with inclusion of additional amenities, extended hours and improved parking, inclusive and safe playgrounds, improved trail signage and expansion of event offerings within the Town.

4.3 Conclusion

The recommendations found within the LCSMP are evidence-based, and take into consideration all relevant factors, including past and current facility programming and utilization, the condition of infrastructure, the Town's demography and its projected growth, the communities evolving diversity, and trends in the parks and recreation industry.

The completion of the LCSMP does not represent the end of infrastructure and service planning for Leisure & Community Services, but rather, marks the beginning – a period in which the Town can commence detailed implementation efforts, commit to undertaking additional detailed studies and policy work, and move forward knowing that the Town is building upon a solid foundation to create an even greater community.

Option A (Recommended)

That Council approve endorse the Leisure & Community Services Master Plan in principle, attached as Attachment 1; and

That Council direct staff to commence implementation of the recommendations found within the Leisure & Community Services Master Plan, including the submission of items for Council's consideration through future annual capital and operating budget processes; and

That Council direct staff to report annually on the progress of the Master Plan's implementation.

5. Financial Implications:

There are no immediate financial implications resulting from the adoption of this report and respective LCSMP. The implementation of recommendations contained in the LCS Master Plan will have impacts on future capital and operating budget processes, which will be brought forward for Council's consideration as required.

6. Alignment with Strategic Plan:

1. Fiscal Sustainability

Working toward a sustainable budget that ensures the protection and maintenance of core services now and into the future.

- Capital financing and debt strategy
- New revenue sources: grant funding, community contributions toward major capital expenditures, sponsorship of programs
- Invest in budget systems (process enhancement)

3. Service Excellence

Supporting a collaborative, timely, customer-focused approach to operations that enhances efficiency, effectiveness, and customer satisfaction.

- Creating a positive culture, with sense of accountability and empowerment
- Complete staff and customer surveys
- Create service-driven policies and procedures / streamline processes

4. Asset Planning, Maintenance and Development

Successful stewardship of the infrastructure and facilities required to support a growing community and vibrant economy.

- Address / plan for maintenance of existing assets & infrastructure; Create new infrastructure
- Focus on continuous improvement of the asset register for asset management planning

7. Attachments:

1. Leisure & Community Services Master Plan

8. Related Reports:

July 17, 2018 – Leisure and Community Services Master Plan Update (R00)

June 6, 2017 - Report No. LCS-013-17 - Contract Award for WS-RFP-17-58 - Leisure & Community Services Master Plan 2017 Update (F18)

May 1, 2018 – Report No. LCS-013-18 – Leisure and Community Services Master Plan Interim Report (R00)

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