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RECREATION SERVICE DELIVERY REVIEW

Loyalist Township, Ontario

Prepared for Loyalist Township

June 21, 2022



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June 21, 2022

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RE: Recreation Service Delivery Review (Loyalist Township, Ontario)

urbanMetrics inc. is pleased to submit our Recreation and Leisure Service Delivery Review for Loyalist Township. This document is intended to provide clear guidance to Staff and Council on the best ways to design and implement recreation and community programming that (1) reflects the changing needs of residents, (2) achieves meaningful improvements to the health and well-being of all age groups, and (3) delivers exceptional value based on the resources and facilities available.

This Service Delivery Review is intended to shine a light on the needs and expectations of residents related to personal health and well-being, social cohesion, and community engagement. It recommends specific changes to ensure all residents are supported by amenities and programs that support a high quality of life. The recommendations contained herein are intended to support a local service delivery model that is best suited to the Township's needs.

It has been a pleasure undertaking this study on behalf of Loyalist Township. We appreciate the opportunity to conduct this assignment on your behalf and look forward to discussing the results of our report with you.

Yours truly,

A handwritten signature in black ink, appearing to read "P. Thoma".

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A handwritten signature in black ink, appearing to read "Tywen Thomas".

Tywen Thomas
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Executive Summary

urbanMetrics was retained by Loyalist Township in the Spring of 2022 to prepare a Recreation Service Delivery Review (“RSDR”). This review has been prepared under unusual circumstances, recognizing the profound impact that COVID-19 has played on the organization of in-person gatherings and the delivery of core leisure and recreation services, including fitness classes, swim lessons, safety certification programs, recreational sports leagues, as well as unstructured drop-in activities such as public skating, and games nights.

Notwithstanding the wide-scale suspension of many vital community-based programs and activities within the recreational sphere, the Township’s Recreation Services Team (Staff) have successfully implemented a myriad of public health protocols, while at the same time ensuring that local area residents were able safely to access some form of community connection through health and social based programming.

The operational and public health challenges of COVID notwithstanding, the Township is now confronted with the additional challenge of the loss of a major public recreational asset. The indoor pool at the W.J. Henderson Recreation Centre has, for years, been plagued with persistent structural and mechanical challenges. In recent months, Loyalist Township was forced to make a difficult, but necessary, decision to close the community’s only public swimming pool and suspend all access until a new solution is found.

Despite more than two years of COVID-19 - and now the closure of the pool - the recreation team is committed to delivering best-in-class recreational, leisure and social programs that meet the needs of all residents and all groups.

The RSDR is intended to help the community better align its program, service, and facility offerings with Canadian (nationally recognized) best practices in recreation, and ensure that residents are supported by a robust, dynamic, and scalable suite of recreational and leisure amenities which promote a high quality of life for all residents, and support the personal, social, and environmental well-being of the Township as a whole.

The following highlights seven key takeaways from undertaking this RSDR:

- Loyalist Township provides high-quality recreational services that are in line with other municipalities despite below average operational spending and utilizing older recreational assets than many comparable municipalities.
- The aquatics programs are a key driver of community participation in the Township’s recreational offerings. The closure of the W.J. Henderson Recreation Centre pool presents a significant challenge to the division and alternative approaches and programming will have to be considered to maintain or improve participation rates.

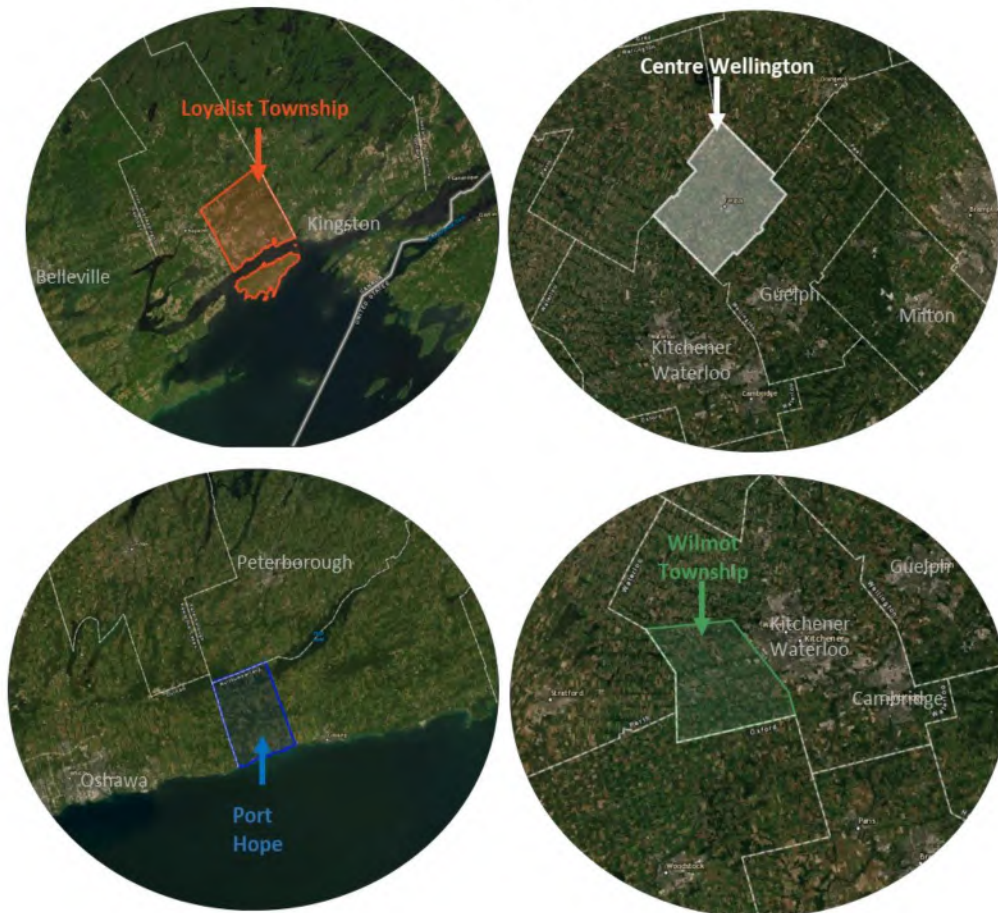
- Loyalist Township has experienced significant population growth in recent years, and this is expected to continue. The Township would benefit from devoting more planning resources to better understanding the changing dimensions of the community, enabling the recreation division to be more responsive and proactively adjust programs in accordance with the wants and needs of local area residents.
- The geographic size of the Township and the dispersed nature of its population base impose some operational difficulties in delivering services equitably to all the Township's residents. Small rural townships such as Loyalist commonly face challenges when it comes to distributing services and facilities to rural and urban constituents. In Loyalist's case the Township needs to ensure that residents in Amherstview, Odessa, Bath as well as those living in rural areas, including Amherst Island, can reasonably access programs and services that improve their health and social well-being. The Township is mindful of recreation service delivery gaps and remains committed to ensuring fair and reasonable access to all residents.
- The FIT Pass was a popular fitness incentive tool that was viewed favourably by the community. In general, the utilization of a membership or subscription-based delivery model, combined with the customer profile functionality of xPlor, will allow the municipality to better track participation and gain valuable insights about the community and its recreational preferences, enhancing future service delivery.
- Loyalist does not have an approved policy framework that prioritizes equitable access to services on a basis of sexual identity, sexual orientation, gender, income, physical ability, or cultural experience. Currently, the Township's anti-harassment policy is serving as an unintended umbrella document covering a broad range of policy areas related to equity, inclusion, and accessibility.
- There is a significant opportunity to expand programming options and increase community well-being through leveraging the variety of partners in the Township and adjacent municipalities as well as the Town's natural heritage assets.

2.0 Background

2.1 Comparison Municipalities

To better understand how Loyalist Township’s recreational service offerings compare to other municipalities in Ontario relative to their population, geographic size, tax base, proximity to major urban areas, and other factors, urbanMetrics (we) have benchmarked the Township against three comparable lower-tier municipalities throughout this report. These three municipalities, **Centre Wellington** (adjacent to Guelph), **Port Hope** (Northumberland County), and the **Township of Wilmot** (Kitchener) were confirmed by key project staff as being relevant and informative.

Figure 2-1: Maps of Comparison Municipalities



SOURCE: urbanMetrics with imagery from Maxar

Figure 2-2 summarizes some of the baseline statistics for comparison of the four municipalities. As shown, all four jurisdictions cover large geographic areas and have population densities that are comparable yet sufficiently different to evaluate the degree to which population density impacts service delivery.

Figure 2-2: Summary of Comparison Municipalities

Municipality	Loyalist Township	Centre Wellington	Port Hope	Township of Wilmot
2021 Population	18,282	31,028	17,405	21,930
Land Area (km²)	341.0	409.4	278.8	263.8
Population Density (per km²)	54	76	62	83
Aquatic Facilities	lane pool	lane & rec pools	lane pool	lane & rec pools
Arena Facilities	1 pad	3 pads	1 pad	2 pad
Indoor Fitness Facilities	1 location	2 locations	3 locations	1 location
Floodlit Field/Track Facilities	2 locations	2 locations	1 locations	1 location
Other Facility	Community Halls & Fairgrounds	Event facility with kitchen	Event facility with kitchen	Multiple community halls with kitchen
Older Adult Programming	Only Fitness	Yes	Yes	Yes
Children's Weeknight Programming	Yes, limited	Yes, limited	Yes, limited	Yes, limited
Holiday/Weekend Youth Programming	Yes	Yes	Yes	Yes

SOURCE: urbanMetrics inc., from 2021 Census of Canada, Recreation Masterplans, & Primary Research

As shown, all four municipalities provide indoor aquatic facilities, ice pads (1+), indoor fitness facilities, a flood-lit field/track facility, and additional leisure social facilities. In addition, all jurisdictions offer a degree of programming that caters specifically to older adults (i.e. 55+), some form of youth weeknight programming, and weekend or holiday youth programming.

Overall, in terms of basic indicators, Loyalist Township (the Township) is most comparable to Port Hope, as Centre Wellington and the Township of Wilmot can capitalize on higher population densities and concentrate a greater supply of physical recreation assets in larger, centralized facilities that are newer than the W.J. Henderson Recreation Centre.

2.2 Community Profile

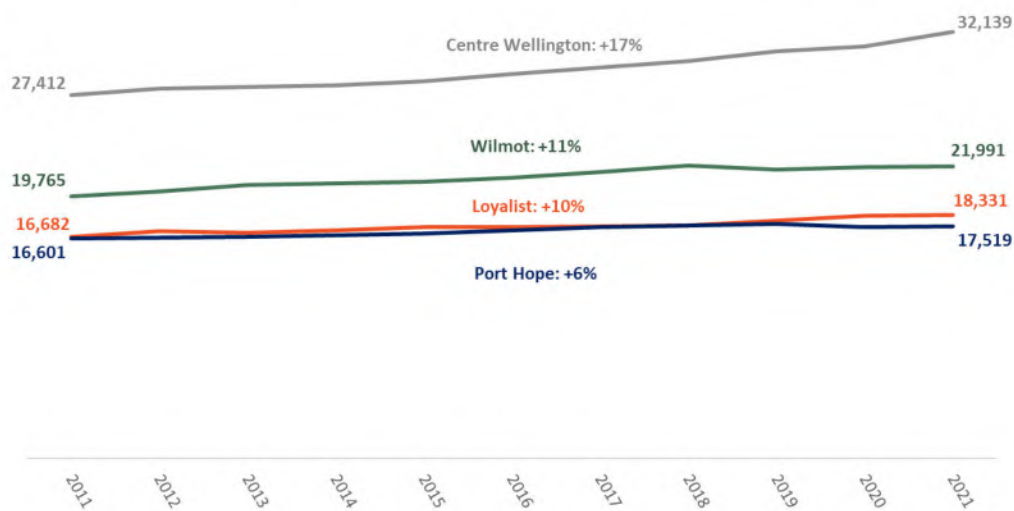
Recreational services are provided based on the needs and desires of the community, who form the customer base that the recreation and leisure services division is responsible for and responsive to. Primarily the Township's recreational services should be oriented toward residents of the municipality, although we acknowledge the significant historical presence of residents of other municipalities.

To aid in comparing and benchmarking the Township's approach to the provision of leisure and recreational services we have benchmarked Loyalist against three other lower-tier

municipalities. These three municipalities, the Township of Centre Wellington, the Town of Port Hope, and the Township of Wilmot, were confirmed by key project staff as being relevant and informative.

- The Township’s 2021 population of 18,331 represents an increase of 5.2% from its 2016 population of 17,424 and 10% from its 2011 population of 16,682. Over the last 10 years, growth in Loyalist Township has largely occurred in relative symmetry with two of the three comparison municipalities, with Centre Wellington experiencing higher rates of growth from 2016 to 2021 than the other benchmarks.

Figure 2-3: Township & Benchmark Population Growth, 2001-2021

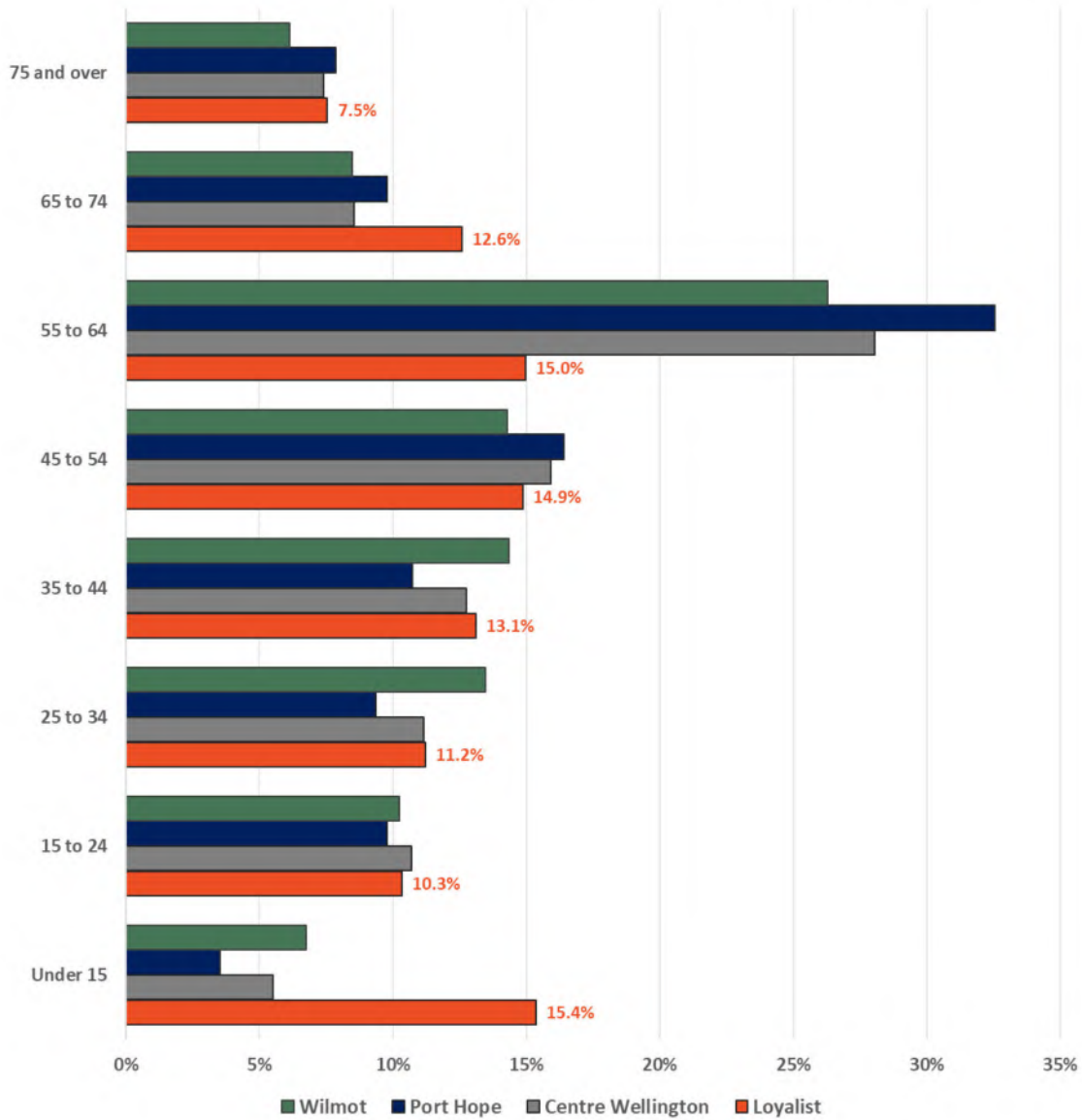


SOURCE: Statistics Canada Table 17-10-0142-01

- The most recently available comprehensive demographic data for Loyalist Township is the 2016 Census Profile¹. An evaluation of age cohort information from this data demonstrates the differences between the population of the Township and the province overall. This data is modelled in Figure 2-4 and illustrates the general pattern of a relatively flat population distribution with strong representation of all age groups.
- There is a slight over-representation compared to other municipalities towards the ends of the spectrum with a larger proportion of the population was recorded in the youngest and oldest cohorts, with a smaller proportion between the ages of 25 and 64.

¹ Only partial data from the 2021 Census is available at the time of writing.

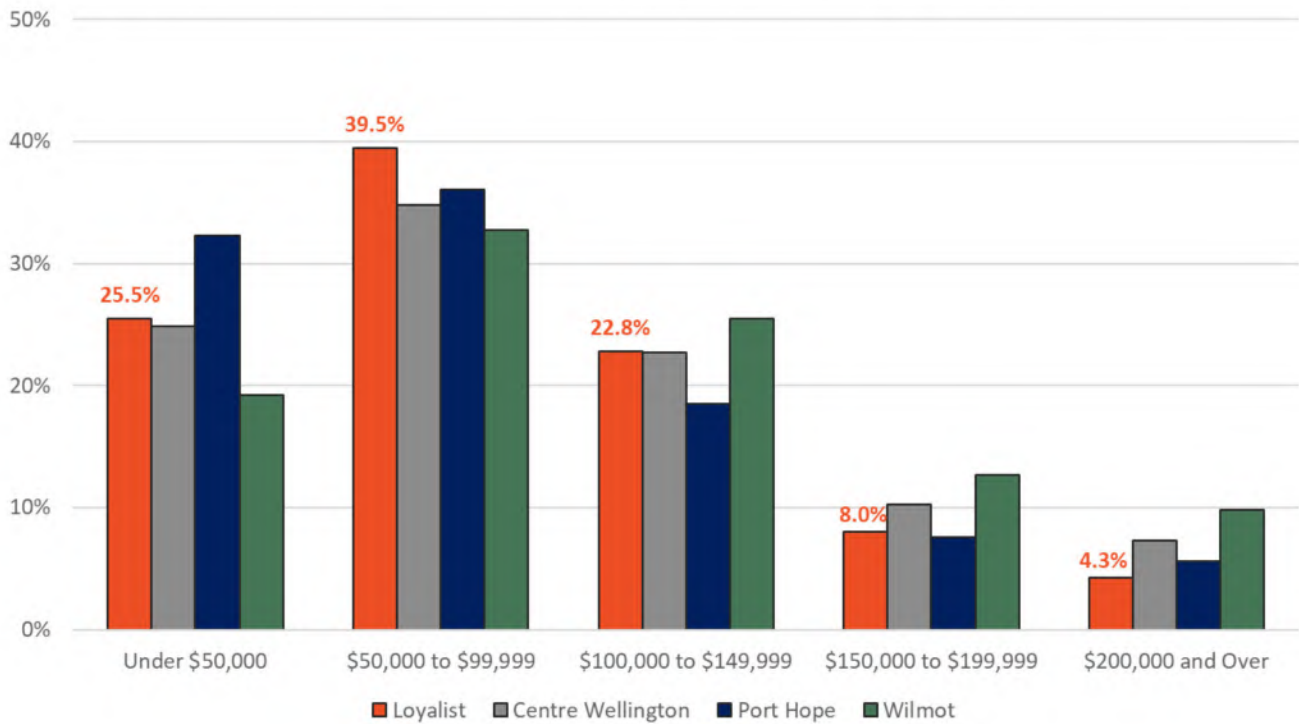
Figure 2-4: Township & Benchmark Age Cohort Composition, 2016 Census



SOURCE: Statistics Canada 2016 Census Profiles

- Overall, the Township has a higher proportion of households in the lower- and middle-income categories and a lower proportion in the higher income categories relative to the comparison municipalities.
- Almost 40% of households during the Census period fell into the \$50,000 to \$99,999 annual income bracket, the highest of all four municipalities. A further 25.5% were categorized as having household incomes under \$50,000.

Figure 2-5: Township & Benchmark Household Income Categories, 2016 Census



SOURCE: Statistics Canada 2016 Census Profiles

2.3 Lifestyle & Participation trends

This section provides a brief overview of lifestyle and participation trends globally, nationally, and within Ontario that are relevant to Loyalist’s provision of recreational services programming.

- Global, national, and provincial research and policymaking have increasingly become aware of the public health impacts of physical activity at the same time as our lifestyle has become increasingly technology-driven and sedentary.
- As leaders in community-based recreational services, municipal entities are the dominant provider and main source of universally accessible health, fitness, and social engagement through the provision of facilities, programs and services that support personal and interpersonal connections.
- A growing body of research- highlighted sharply by the COVID-19 pandemic - emphasizes the vital importance of both active and passive social activities for maintaining mental and physical health. This underlines the importance of recreation and leisure services divisions and their potential to have significant impacts on the community.

- Before the onset of the pandemic, Canadians were spending less time engaged in social past-times and cultural pursuits, and more time participating in direct daily physical activity. These types of participation trends impact the prioritization of different types of programming activities.
- Canadians are typically living longer, and the proportion of the overall population above 65 is at an all-time high. An ageing population impacts both the breadth and type of services required as it is important to ensure citizens can remain active as they age, but that programming is healthy and appropriate.
- Overall spending on culture and leisure has declined over time. As the 2016 Canadian Index of Wellbeing notes, this is due to a variety of factors including significant increases in the fixed costs (homeownership, essential products) faced by households. This results in less disposable income to be spent on recreation and leisure. As a public entity, the Township must explore ways to deliver low or no-cost programming to provide opportunities to mitigate this economic trend.
- Contrastingly to spending on recreation and leisure, physical activity has increased, with active transportation and informal activities increasing in prominence. This trend asks municipalities to increase their attention and investment in playgrounds, parks, trails, walking paths, and cycling lanes as opposed to the traditional conceptions of recreational facilities.
- The trend towards active transportation and informal recreation and leisure also manifests as increasing connectivity with nature and demand for formal parkland and natural areas. This trend was accelerated by the limitations on indoor activities due to public health measures to address COVID-19.

2.4 Programming & Policy Trends

This section provides context as to the broad trends in Loyalist Township and across the province and country that are beginning to shape participation and enjoyment of recreational activities.

- In Loyalist Township, the utilization of the pool and the breadth of options available for aquatics-based fitness classes has expanded over time
- Pickleball has become increasingly popular both throughout Ontario and within Loyalist Township. Expanding both indoor and outdoor access to court time for individuals wishing to participate will satisfy a significant public demand.
- Intergenerational activities are increasingly favoured by Canadians, and this trend has also been evident in the Township. This is particularly true for younger children and their parents, which is exemplified in Loyalist Township in Parent and Tot swims, the “Bootcamp & Babe” program, and “Parent & Me Soccer”.
- In Loyalist Township, Private swimming lessons have become increasingly popular as group classes have declined in popularity. This trend was visible before the

pandemic and, while longitudinal data is not yet available, was likely exacerbated due to concerns about group settings.

2.5 Impacts of Covid-19 on Parks, Recreation and Culture

This section provides a brief overview of some of the high-level impacts of the Covid-19 pandemic on parks, recreation, and culture as they relate to Loyalist Township's provision of these types of services.

- The pandemic had a twofold impact by increasing the demand for recreational and cultural activities while restricting the supply. There is a significant unmet demand for traditional parks, recreation, and cultural activities as well as alternatives that have grown in popularity during the pandemic period.
- Increased societal awareness of active recreation and engagement with the outdoors, along with the physical, mental, and community benefits of doing so.
- Negative impacts on retirement age adults and school-age children socially, physically, and mentally. Higher degrees of social isolation and an inability to participate in both passive and active social activities have hindered the physical literacy of children learning to use their physical and social skills and older adults working to maintain them.
- Financial impacts on municipalities and other service providers as user fees were severely reduced and the demand for alternative programming increased. Many Ontario municipalities found themselves absorbing the organizational and fiscal responsibilities associated with being a front-line service provider and the long-term impact of these unforeseen costs is yet to be fully realized.
- Some of the more profound impacts of the pandemic have been on the labour market, with employers across industries struggling to identify, secure, and hold onto talent. This is true of the Loyalist Township as well as filling positions with qualified individuals has become increasingly challenging and time consuming.

2.6 Recreation Framework

This recreational services delivery review aligns with the Framework for Recreation in Canada, a strategic evaluation tool developed by leading Canadian professionals within the recreation planning and delivery sector. Established by the Canadian Parks and Recreation Association (“CPRA”) the Framework is designed specifically to support better local decision-making, enabling municipalities of all sizes to better position their community-based recreation assets and their day-to-day service offerings as vital supports to local health, social cohesion and vibrancy.

The CPRA envisions a Canada where *every citizen is engaged in meaningful, accessible recreation experiences that foster individual, community and environmental wellbeing.*

The Framework, and the ‘Audit Tool’ contained within it, offer an effective roadmap to help Canadian communities of all shapes and sizes to realize this vision. This tool was chosen to help frame the service delivery review for Loyalist Township.

There are five key goals outlined by CPRA. Each goal is designed to help achieve the vision above.

Recreation leaders in Loyalist Township have elected to utilize the vision, goals and framework to evaluate – and where needed, improve – the delivery of recreation-based services.

The Framework contains an Audit Tool that assesses current programs, services, and facilities in relation to these five goal areas. The audit was undertaken during a guided workshop with key leisure and recreation staff during the preparation of this report. Staff and the consulting team worked through the audit questions and identified relevant plans, strategies, and documents that addressed audit priorities, or identified gaps that need to be addressed. These gaps manifest themselves in the audit results, which are illustrated in Section 5.0. These results were a key input into the recommendations to improve service delivery highlighted in Section 6.2.



Goal 1: Active Living

Foster active living through physical recreation



Goal 2: Inclusion and Access

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



Goal 3: Connecting People & Nature

Help people connect to nature through recreation.



Goal 4: Supportive Environment

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



Goal 5: Recreation Capacity

Ensure the continued growth and sustainability of the recreation field.

3.0 Community Survey

The purpose of this section is to provide an overview of the most recent public engagement conducted by the Township in 2022. The results of the survey help identify key priorities for Loyalist residents and other users of Loyalist-supported recreational facilities and programs.

The Township has conducted this survey to help understand the recreational trends and habits of residents (and non-Township residents) and to plan for the Township's future needs. The findings from this survey were used as an input to our Current State Assessment of Loyalists' recreational service delivery and helped inform many of the recommendations moving forward.

The survey was administered over the winter of 2022. In total, 395 individuals completed the survey with 77% indicating they are residents of the Township, 21% indicating they live in another (neighbouring/nearby) municipality, and 2% choosing not to respond. The survey was aggressively marketed to residents across multiple channels including mailers sent to homes, radio and social media ads, and emails for any past or current participants in Loyalist recreation programs, ensuring a reasonably representative sample of the population.

Key Findings

The Township's website is the primary tool for receiving information about programs and services available to residents.

Over 35% of respondents identified the Township website as their main source of information to learn about programs, while 22% of them also cited word of mouth as the second stream of hearing about programs. In addition, over 20% of respondents mentioned other forms of communication including seasonal paper recreation guides delivered in the mail or their children in local schools as a method of hearing about different recreation programs offered by the Township.

Aquatics programs drive client interest.

The swimming pool and the aquatics programs were identified as the main driver of interest that attracted visitation to W.J. Henderson Recreation Centre. The library was also identified as a visitation driver for the facility. After the arena, Instructor-led fitness, Yoga and Zumba classes, as well as the soccer fields beside the leisure and activity centre, are identified as the main purposes of attending the centre. Although the swimming pool has been the main attraction in this centre, multiple respondents have highlighted they prefer going to Artillery Park Aquatic Center in Kingston for a more family-friendly experience and better-quality facility.

The Leisure and Activity Centre is associated with older adult programming.

The Leisure and Activity Centre was cited as a popular destination for a variety of seasonal programs and fitness classes. Based on the survey results, a considerable number of respondents showed less interest in visiting the centre as they believed that the programs offered are targeting older adults, regardless of the intent of the program.

Factors Influencing Program Choice

Type of Program

The respondents ranked the type of program as the biggest factor in choosing a program, with instructors as the least important. Some respondents highlighted that the Township should offer a better variety of programs for kids as well as seniors. They cited that some residents prefer going to Kingston to access a better (deeper) array of kid-friendly programs. Respondents indicated that the Township often lacks enough programs for families to participate together (for example Zumba for parents and kids). They also highlighted the fact that programming focused on the needs of residents aged ~30 to 50 is under-represented in Loyalists' current program offering.

Time of Program

The Township's recreational programs currently have a greater focus on serving seniors and kids. These programs are mostly offered during the day or late in the afternoon. Some respondents mentioned that they are unable to take part in programs only because of the timing of the programs.

Location

Respondents identified that the lack of facilities in Bath and Odessa is a factor that contributes to their participation in recreational programming. Responses highlighted the need for smaller multi-purpose satellite facilities in these centres that could accommodate a range of programs and uses and would be accessible by residents of these communities without a vehicle or need for public transit.

Cost/Fees

The survey respondents had distributed opinions regarding the costs and fees of the programs. The respondents suggested offering different membership options to meet the needs of different groups. The respondents brought up the examples of YMCA Kingston rates for the aquafit program (which was perceived as more affordable or more value-oriented than the Township rate) and request the Township to bring back the FIT Pass, which is believed to be a more affordable option for many. Residents and prospective participants compared the rates offered by the Township with those offered by commercial gyms and feel that the FIT pass rates provided a more competitive comparison price point while acknowledging the fact that the activities that were included

in the FIT pass are typically more interactive and guided while relying less on cardio or strength machines.

Factors Limiting Participation

While a lack of desired programs and inconvenient timing of certain programs were identified as barriers to participating, several other factors were noted by the respondents:

- Online booking. Some classes/programs fill up too fast because of online registration. Many people who have limited access to the internet complain that this should not be a barrier to registering for in-demand programming
- Small rooms. The lack of a multi-purpose gymnasium makes large (popular) group classes such as yoga untenable. Overall, respondents suggested that facilities are often “too crowded”, even before the social distancing protocols were imposed by the pandemic.
- Block Bookings. Booking by groups and clubs limits the potential for unstructured recreational pursuits such as free swimming and shinny hockey.
- Registration Requirements. Some respondents want more universal (free) access to recreational facilities like tennis courts, pickleball courts, outdoor rinks, and biking trails, without the restrictions of signing up or pre-registering for a class or program.
- Locations of Facilities. Some responses identified the lack of facilities in some areas, particularly Amherst Island, Bath, and Odessa, as restricting the number of activities or programs they were able to participate in.

Program Popularity

As reported by respondents, dryland fitness, aquafit, swimming lessons, swimming leisure, skating, and organized sports are the most popular programs.

The survey results also showed that the respondents are least likely to register for stay safe, babysitting, first aid certification, aquafit advanced certification, dance, arts, and kids camp. These results do not align with the general response that the timing of the program was a significant factor impacting attendance, as programs such as dance and arts, and the safety and related certifications are generally offered at either a variety of times throughout the week or in a generally accessible time-slot to accommodate the length of the program.

More effort is required to understand why programs are not as popular as others, and input could be sought in an on-site survey of participants in other activities or programs.

Figure 3-1: Recreational Programming Popularity, Public Survey Results

SOURCE: Loyalist Township 2022 Public Survey

	Rank	Fitness (dryland)	Aquaft	Organized Sports	Swimming Lessons	Swimming Fitness	Swimming Leisure	Skating	Arts	Dance	Kids Camp	Aquatic Advanced Certification	Stay Safe, Babysitting, First Aid
More likely	1	28%	21%	6%	19%	12%	10%	5%	2%	3%	5%	3%	2%
	2	16%	18%	8%	9%	13%	15%	14%	5%	4%	5%	3%	2%
	3	9%	12%	14%	6%	12%	14%	12%	7%	7%	4%	4%	3%
	4	9%	9%	12%	13%	11%	12%	10%	8%	7%	5%	3%	3%
	5	6%	7%	11%	8%	14%	9%	12%	13%	7%	4%	4%	2%
	6	6%	6%	9%	10%	9%	15%	11%	10%	9%	4%	3%	5%
Less likely	7	7%	6%	13%	9%	6%	8%	10%	8%	9%	4%	7%	7%
	8	6%	5%	10%	9%	7%	6%	6%	15%	9%	5%	11%	4%
	9	4%	5%	6%	10%	7%	5%	11%	12%	16%	5%	7%	5%
	10	4%	5%	6%	2%	4%	3%	5%	12%	13%	23%	15%	6%
	11	2%	3%	4%	2%	4%	2%	2%	5%	11%	21%	26%	15%
	12	3%	4%	2%	3%	2%	2%	2%	2%	5%	14%	14%	45%

The survey results also suggested that added to improving the programming to meet the needs of all groups in the Township, the residents can benefit from the addition of the following facilities:

- Splash pads
- Off-leash pet trails and enclosures
- More skating rinks/ outdoor rink

In general, membership programs that allow participants access to multiple bookings while ensuring affordable opportunities represent an attractive option for participants and the Township that could be more financially sustainable for all parties.

CAVEAT: The proportion of survey respondents that identified ‘Kids Camp’, as an activity they were not likely to register for does not necessarily align with the evidence on the ground. These programs are in fact popular with children and families in Loyalist, including those delivered in partnership with BGC Southeast.

Other key areas to focus on include working with the Red Cross and other safety and certification providers to strengthen outreach and marketing to make the programs more attractive to youth and young adults, as this form of education plays a significant role in a healthy community.

Additional attention should be paid to improving the attractiveness and quality of arts and dance programs as these forms of passive and active recreation are an opportunity to bring together multiple age groups, develop social cohesion, and foster creativity.

4.0 Current State Assessment

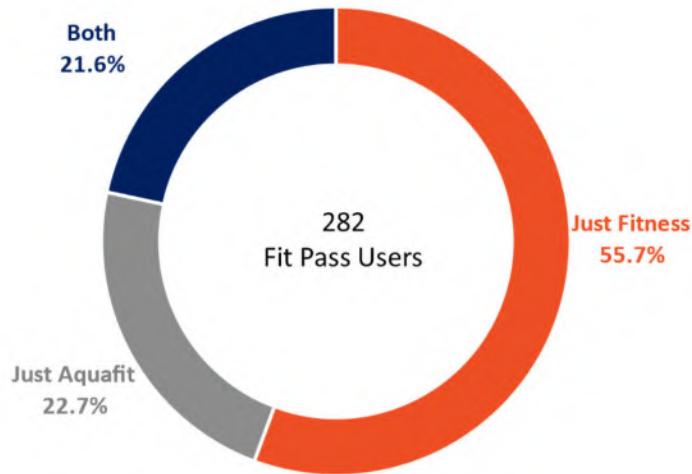
4.1 Key Indicators & Data Analysis

The Recreation Program Utilization Rate is a key data point. It measures the total available participant spaces against the actual number of registered participants enrolled in the program. This measure considered pre-registered recreation programs delivered by the Township directly, but not programs delivered by affiliate groups such as youth clubs and other amateur sporting organizations. It also does not include individuals who participate in scheduled drop-in programming like skating, fitness, or facility rentals.

As Covid-19 restrictions have significantly reduced in-person recreation offerings throughout much of 2020 and 2021, urbanMetrics has relied upon and analyzed pre-pandemic data, as provided by Loyalist Township.

- In 2019, the primary method of facilitating payment and registration for land fitness and aquafit classes was through the FIT Pass program.
- FIT Pass program enabled participants to purchase a seasonal pass that allowed for registration to classes at no subsequent cost. The FIT Pass provided a strong value proposition for participants who intended on attending one or more classes per week as it was a less expensive option than paying for individual visits (i.e. on a per-class basis).
- Our review of the pre-pandemic data suggests that FIT Pass holders attended 2.2 classes per week, on average.
- As shown in Figure 4-1, there were 282 FIT Pass registrants in the Fall of 2019, with 55.7% of participants attending solely fitness classes, 22.7% solely Aquafit classes and 21.6% attending a mix of both.
- The FIT pass was well received for both its ease of use and price point. However, its seasonal nature and low price impacted its long-term sustainability for both participants and the Township. It is our understanding that during the preparation of this report recreation staff are in the process of evaluating different membership program options that could be implemented in the future.

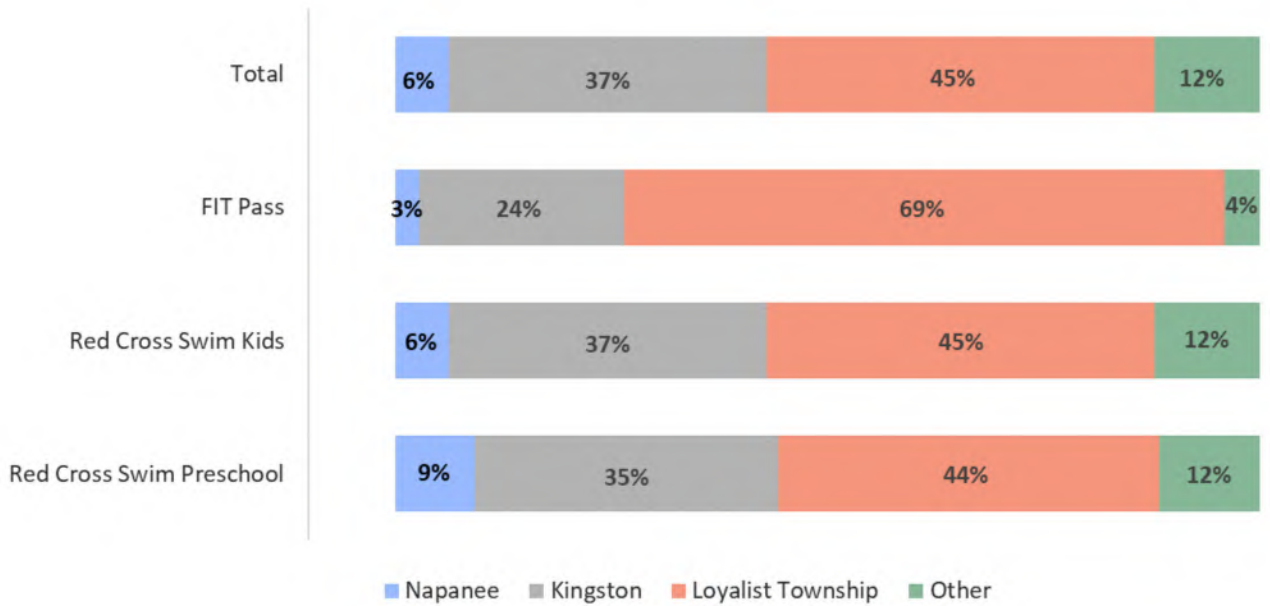
Figure 4-1: FIT Pass Service Area Utilization, Fall 2019



SOURCE: FIT Pass Fall 2019 – Who did What?

- In the period between September 2018 and October 2019, 69% of FIT Pass aquatics registrants were Loyalist residents, compared to the 45% of total aquatics program registrants that were residents. This suggests that the membership-based approach of the FIT Pass was more popular among residents than non-residents and may have encouraged more residents to participate in aquatics than would have otherwise.
- The majority, 55%, of aquatics program registrations over the September 2018 to October 2019 period were made by non-residents as shown in Figure 4-2. It is important to note that the FIT Pass does not convey registration privileges for swimming lessons, and the W.J. Henderson pool may be the most convenient swimming lesson location for residents of adjacent municipalities.
- The high proportion of non-residents participating in fitness programs has implications for cost-recovery as the fact that residents and non-residents pay the same user fees while residents also contribute to the tax base means that, in total, non-residents are paying less than residents for the same services.

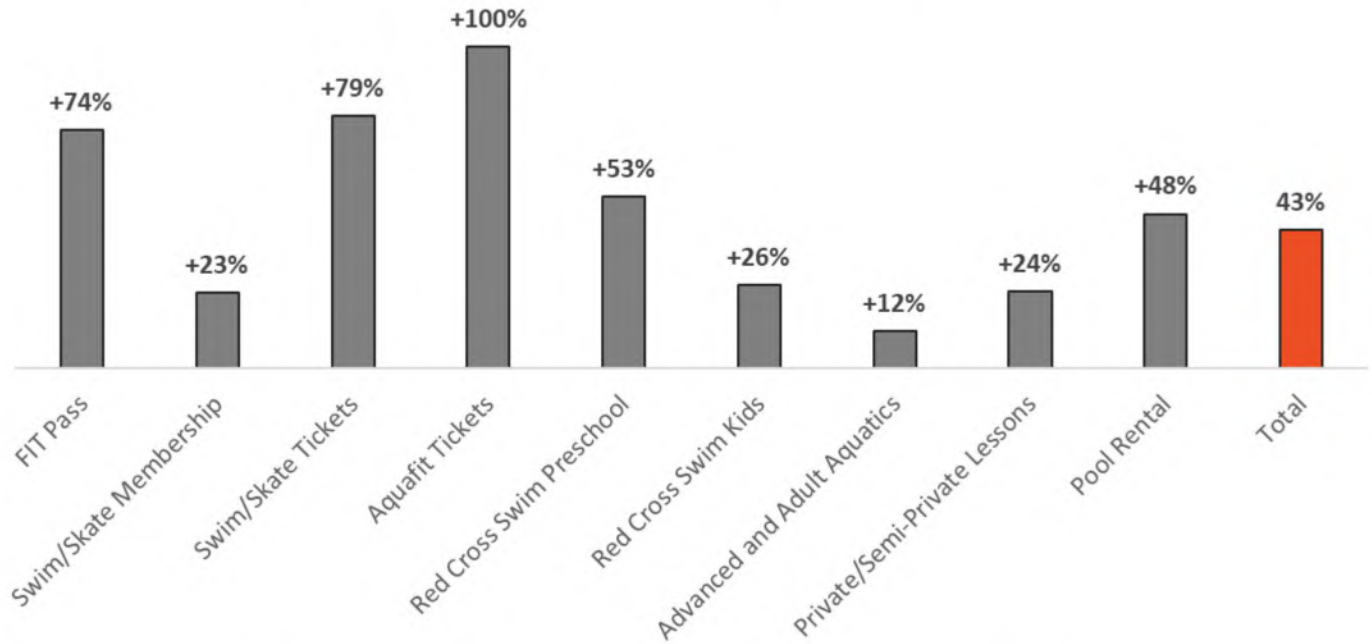
Figure 4-2: Aquatic Program Usage by Residency



SOURCE: Aquatic Program and Membership Usage by Residency

- The data shows that residents of neighbouring Kingston comprise a significant proportion of the Township’s recreation base – especially for aquatic-related programs.
- Program popularity among Kingston residents increased significantly between the Fall and Winter of 2018/2019 and the same period in 2019/2020.
- As shown in Figure 4-3 there was a 43% increase in the number of Kingston residents participating in Township-based aquatics programs and memberships between the two years. This increase was most prevalent in registration for individual aquafit tickets without a FIT pass (+100%), Swim/Skate tickets (+79%), and FIT pass membership (+74%).

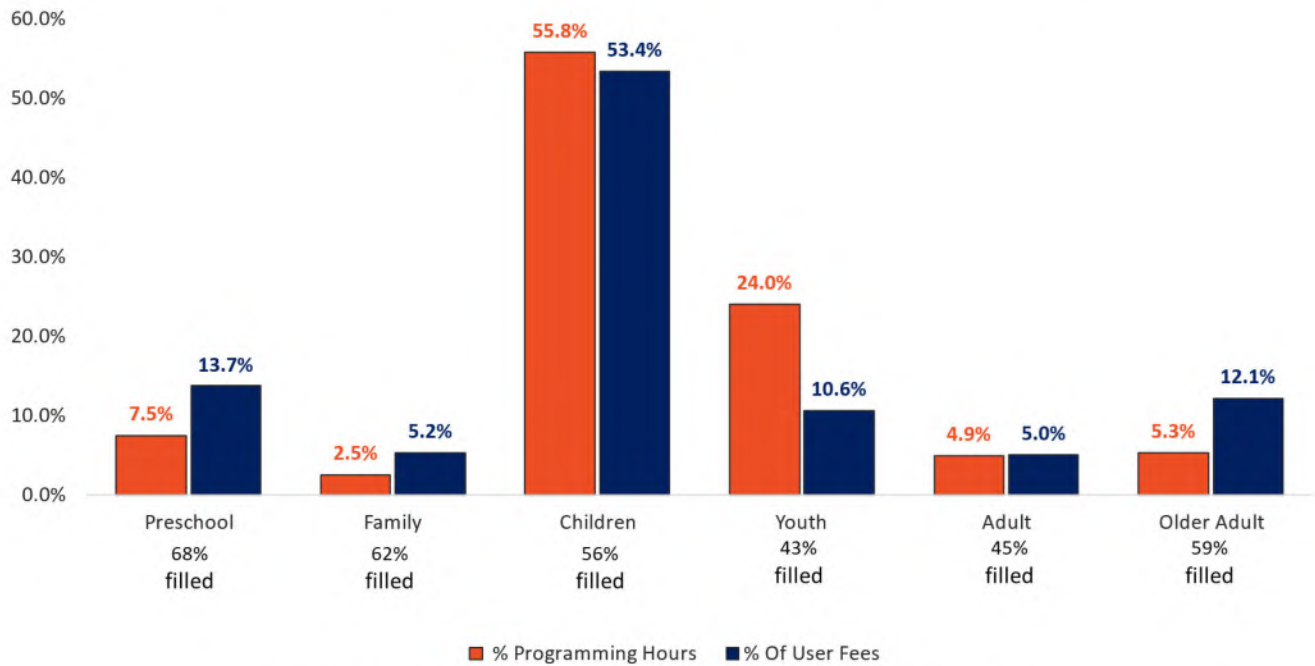
Figure 4-3: Increase in Aquatic Program & Membership Usage by Kingston Residents, Fall & Winter 2018/19 vs 2019/20



SOURCE: City of Kingston Usage of Aquatics Programs, 2018-2019 & 2019-2020

- The overall balance of non-aquatic recreation and leisure activity programming between the Fall 2018 and Spring 2019 seasons was skewed towards children.
- As shown in Figure 4-4, our review of total programming hours and user fees illustrates that 55.8% of programming hours delivered activities targeted at Children (age 5 to 12), with 24% targeting Youth (age 12-18) and 7.5% focused on pre-school aged children (2-5). In total, only 10.2% of total programming hours focused on adults and older adults. This imbalance is primarily due to the time dedicated to swimming programs for children and youth.
- Figure 4-4 also provides key insights into the relationship between the quantity of programming delivered and the number of total user fees received. As illustrated, most age-targeted programs comprise a similar portion of programming time and user fees received, with several notable outliers.

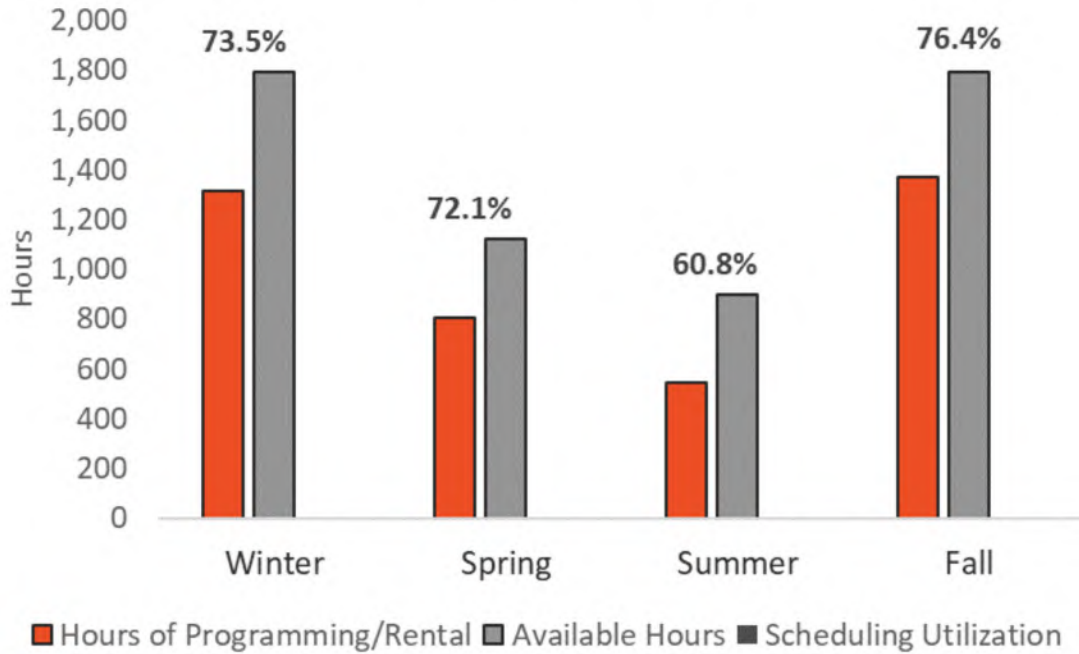
Figure 4-4: Fall 2018 – Spring 2019 Recreational Programming Summary



SOURCE: a review of 2018 and 2019 Activity Registration Summaries

- Preschool, Family, and Older Adult programs contribute a much larger portion of user fees than the programming time allocated to them. Youth targeted programs, for example, contribute significantly less to cost-recovery than would be expected based on the time allotted to them. As shown, this is largely a function of attendance, with programs with higher attendance rates supporting higher proportions of total user fees collected.
- One of the most significant capital and operating costs for the municipality is the W.J. Henderson pool. At the time of this report, the pool has exceeded its useful life expectancy, and due to critical system failure, has been forced to close until a new solution (i.e., a new/replacement pool facility) is installed. Currently, the Township is exploring redevelopment options as well as securing temporary agreements with neighbouring municipalities for pool access for Loyalist residents during the transition period.
- Based on historical patterns, the rate of pool usage fluctuates on a seasonal basis, with much higher levels of utility in the colder winter and fall seasons. This pattern is typical for most indoor aquatic facilities operations throughout Ontario.
- As shown in Figure 4-5, the Winter and Fall 2019 seasons saw the pool open or available for approximately 1,800 hours, with it in use for scheduled programming or rented out 73.5% and 76.4% of this time respectively. The shorter Spring and Summer seasons saw it available for approximately 1,100 and 800 hours and in use 72.1% and 60.8% respectively.

Figure 4-5: Swimming Pool Hours Utilization Rate, 2019



SOURCE: 2019 Swim Attendance Statistics

- Swimming, and specifically the programming delivered in partnership with the Red Cross, is an increasingly popular activity in Loyalist Township.
- One evident trend is the growing interest in private lessons in Loyalist Township, which attracted 81% more registrations in 2019/20 than in 2015, as shown in Figure 4-6. This data is from before the impacts of the pandemic, so the public health risk is not considered a relevant factor in the shift from group classes to private lessons that is illustrated in the data.

Figure 4-6: 2015-2019 Change in Red Cross Program KPIs

Program	% Change in Revenue	% Change in Attendance	Change in % Filled
Adult + Youth	-58%	-48%	-10%
Advanced	+31%	+39%	+9%
Private Lessons	+98%	+81%	+58%
Red Cross Preschool	+32%	+21%	+6%
Red Cross Swim Kids	+20%	-75%	-4%

SOURCE: Red Cross Lessons Participation 2013-2020

4.2 Facilities Overview

The main recreational facilities in Loyalist Township that are owned by the municipality are the W.J. Henderson Recreation Centre and the Leisure and Activity Centre. In addition, there are several outdoor facilities including the Bath pickleball and tennis courts, floodlit baseball diamonds and a soccer/multisport field at the Willie Pratt Sports Fields, floodlit baseball diamonds at J. Earl Burt Memorial Park and Kilminster Park, and several neighbourhood parks with recreational facilities such as Bath Centennial Park. The locations of these main facilities are shown below in Figure 4-7. A further summary of recreational facilities is included in Error! Reference source not found..

Figure 4-7: Main Recreational Facilities



SOURCE: Loyalist Township Website & Official Plan

Overall, the condition of the facilities is mixed, with some having benefited from recent renewal and renovations, whereas others are at - or approaching - the end of their useful life.

In the winter of 2022, the pool at the W.J. Henderson Recreation Centre was forced to close due to ongoing structural and mechanical issues. While efforts to replace the pool with a new aquatics facility were already well underway, a new pool serving the needs of Loyalist residents is likely 3 to 5 years away subject to funding, design, and construction timelines.

The Township currently has 1 ice pad integrated into the W.J. Henderson complex, which is fully operational despite the pool closure. It is unclear how the redevelopment of the aquatics space might influence the arena, but we suspect that the arena can - and should - remain fully operational through the facility renewal (construction) process.

The majority of the Township's outdoor sports field operations are concentrated at the W.J. Henderson complex and Willie Pratt Sports Field. These locations offer 2 fully lit ball diamonds and 1 fully-lit soccer field. In total the municipality has 5 lit baseball diamonds, 2 lit soccer fields, 2 unlit soccer fields, multiple play structures, a lit dual tennis court that is lined for 4 pickleball courts, a covered outdoor ball hockey and multisport court, as well as outdoor basketball facilities. Many of these assets were identified as 'underutilized' in the Township's 2017 Parks and Recreation Masterplan.

In addition, the Township can leverage facilities owned and operated by local school boards to provide activities when they are not in use by the operators. However, this has been difficult as the reliability of these bookings has been inconsistent.

4.3 Facilities Benchmarking

Figure 4-8 provides a summary of various sports and leisure facilities offered in Loyalist Township compared to our three benchmark communities - Centre Wellington, Port Hope, and Wilmot Township.

The following bullets summarize the key differences in physical assets and facilities that are likely to have the most impact on the delivery of recreational and leisure services. We note that the numbers referenced refer to facilities either owned or directly controlled by the municipality and not those of potential service delivery partners such as local school boards.

- Centre Wellington and Wilmot Township provide multiple ice-related services simultaneously due to having multiple ice pads.
- All three of the comparison municipalities provide residents with a leisure (or therapy) pool that supports concurrent and simultaneous programming such as aquafit, swim lessons competitive swim programs (rentals) and free swim.

- The municipalities are split in terms of providing one or more locations for fitness classes.
- Centre Wellington and Wilmot Township provide access to a selection of cardio and resistance machines for self-guided workouts in addition to classes or guided workouts.
- Loyalist Township and Centre Wellington do not maintain a multi-purpose indoor gymnasium. Both communities are reliant on working with community partners, such as local school boards, to deliver sports programs during the winter months.
- Loyalist has a comparative lack of multi-purpose rooms that can accommodate active and passive recreation activities. This is largely due to the centralization of many of the comparison municipalities' assets in one larger recreation centre with many room options available for community programming and recreation purposes.
- In general Loyalist has a comparable supply of soccer fields, ball diamonds, and sports courts to the other municipalities. However, there is an opportunity to identify additional sport courts supporting activities such as basketball and tennis to provide lighting equipment to extend playing hours during the shoulder seasons.

Figure 4-8: Recreational Facilities Inventory Comparison

Category	Loyalist Township	Centre Wellington	Port Hope	Wilmot Township
2021 Population	18,282	31,028	17,405	21,930
Ice Pads	1	3	1	2
Indoor Aquatics	lane pool	lane pool & leisure pool	lane pool & therapy pool	lane pool & leisure pool
Fitness Studios	2	2	1	2
Gymnasiums	0	0	1	1
Community Halls	2	4	5	6
Multi-Purpose Programming Rooms	3*	11	8	14
Dedicated Youth Space	0	0	1	1
Dedicated Older Adult Space	0	1	1	2
Sports Fields	2 lit, 1 unlit	3 lit, 4 unlit	1 lit, 3 unlit	8 unlit
Ball Diamonds	5 lit	4 lit, 3 unlit	4 lit, 4 unlit	6 lit & 3 unlit
Tennis Courts	1 lit	5 unlit	1 lit, unlit	2 lit, 3 unlit
Pickleball Courts	4 lit	2 lit, 2 unlit	0	2 unlit
Basketball Courts	4 unlit	1 lit, 1 unlit	0	2 unlit
Skateboard Parks	0	1	1	1
Splash Pads	0	2	1	1

SOURCE: urbanMetrics inc., from Recreational Masterplans & Primary Research

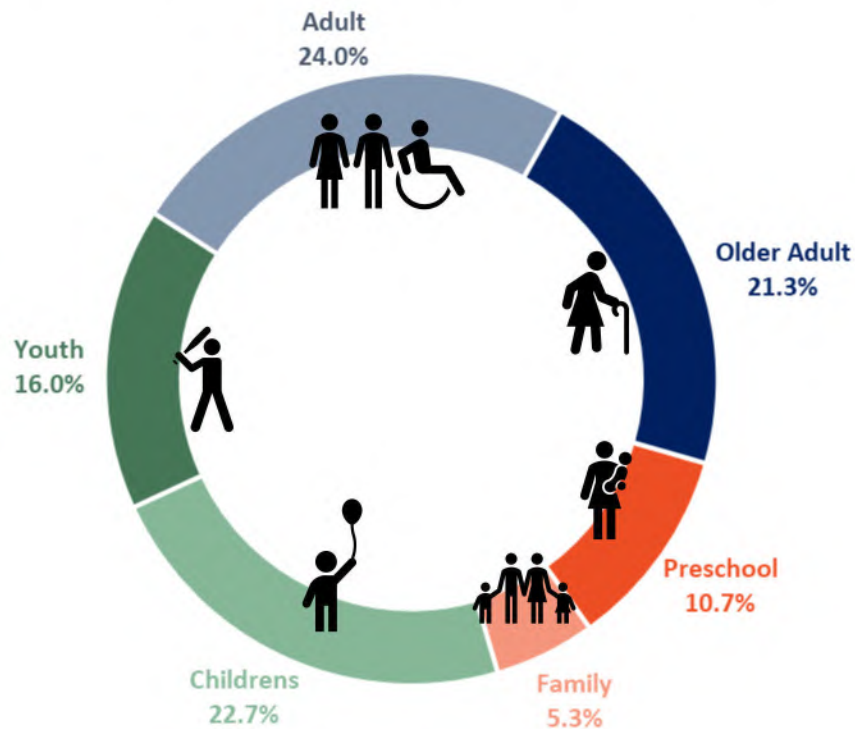
*the Township's two fitness studios are also utilized as multi-purpose programming rooms

4.4 Programming Offerings

For the purposes of this report “current” refers to the period before the onset of the COVID-19 pandemic, ranging from Spring 2019 to Winter 2020. All recreation service providers have had their offerings significantly impacted by the pandemic based on a variety of factors including the mandatory closure of facilities through public health orders and the unwillingness of participants to engage in indoor group activities at points where they were permitted due to personal safety concerns.

Over the 2019 period, the Township offered a wide range of programming for a variety of age groups. There are multiple methods to evaluate and break down the total programming offerings. Figure 4-9 illustrates the percentage of all activities in the 2019 recreation guides targeted towards specific age groups based on either the age restrictions of the activity or its content. As shown, there was a relatively equitable breakdown of programming for all age groups, with a slight bias towards younger children and families after considering the Preschool and Family programs. This is an understandable outcome as younger children typically require more structure and supervision than older youth.

Figure 4-9: Recreational Programming Breakdown, 2019



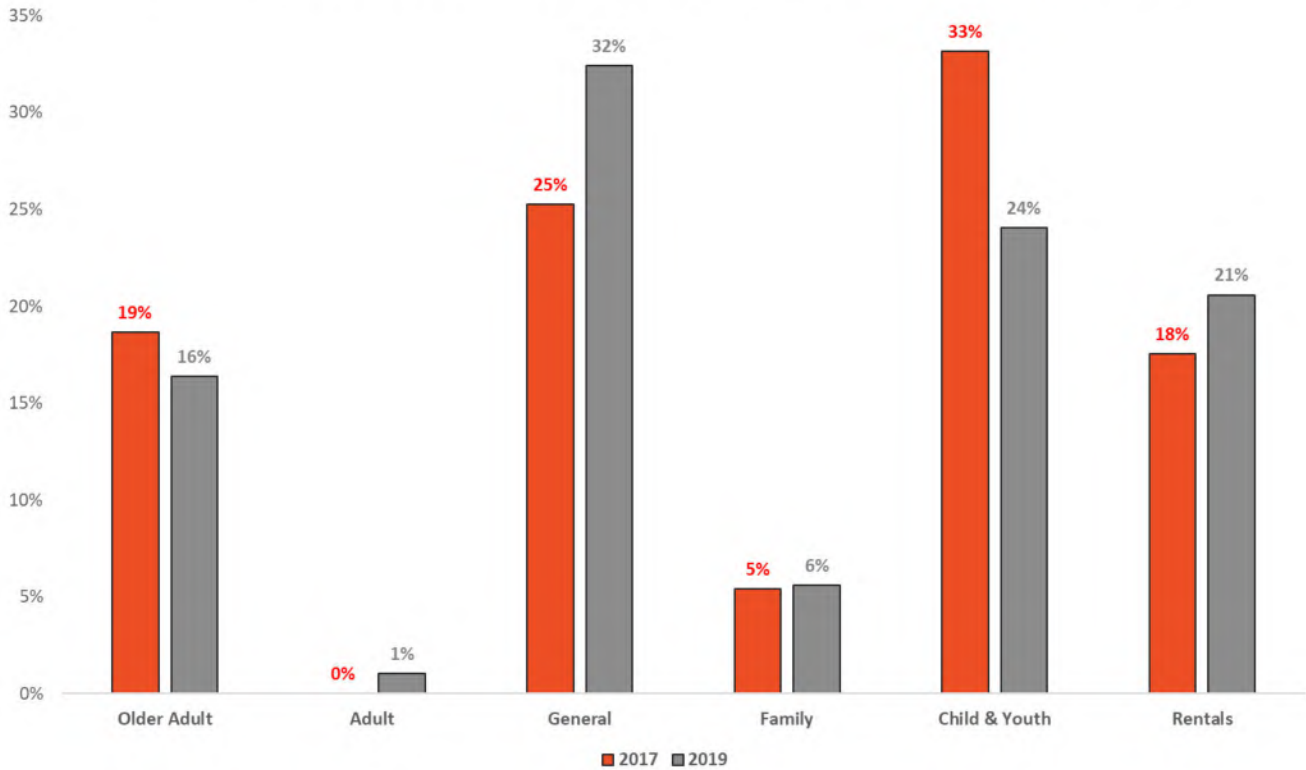
SOURCE: 2019 Recreation Guides

The same general balance with a slight prioritization of programming for Children is visible in the breakdown of total pool programming by hours of use.

Figure 4-10 was created by assigning a target age category to that activity and summing the total scheduled hours of each activity for each full year. The relative lack of Adult-specific programs is largely accounted for by the prevalence of “General” programming which includes self-guided activities such as Lane Swim, which is one of the more popular activities. There is also a relatively strong mix of programming options by time, with lane

swim time offered early in the morning, during the typical workday, and in the afternoon or late evening depending on the season. This is important as offering lane swim only during the typical workday limits the potential attendance of many adults.

Figure 4-10: 2017 vs 2019 Pool Hours by Target User Group (% of Total)



SOURCE: 2017 & 2019 Swim Attendance

One key factor to note is the decrease in Child & Youth programming and the increase in rental time between 2017 and 2019. These two categories are also related as most of the pool rental time is associated with children and youth enrolled in competitive swimming programs delivered by the Barracuda swim club. The significant amount of time the pool is rented to other users means that pool rentals should be monitored as the Township’s access policies prioritizes use by Township residents.

4.5 Programming Benchmarking

Figure 4-11 provides a somewhat subjective review of the activities advertised or available for registration by Loyalist Township and the comparison municipalities as of Spring 2022. It should be noted that the impact of COVID-19 on programming is fully evident in all four

municipalities, so while this review does not necessarily represent an *ideal* situation for any of the service providers, it is equivalent across the four for the sake of comparison. The categories represent only the *availability* of programs, as we have not audited the activities, nor do we have access to fulsome public feedback on the *quality* of any activities provided. Where one or more municipalities offer a relatively greater breadth or depth of programming in one of the key categories identified in the Framework for Recreation in Canada, we have indicated this with a green icon, and where one or more municipalities offer a narrow breadth of programming, or no programming at all, in a certain category we have indicated this with a red icon.

In general, all four municipalities offer a wide breadth of programming that relates to providing recreation and leisure options for all ages, for all household types and income levels, while at the same time fostering equitable and healthy communities. Visually, this is borne out in the number of yellow icons which indicate general comparability between the breadth and depths of services offered.

Figure 4-11: 2022 Comparative Programming Matrix

	Framework Reference	Loyalist Township	Centre Wellington	Port Hope	Township of Wilmot
Options for all ages	1.1				
Preschool		●	●	●	●
School Age Children		●	●	●	●
Families		●	●	●	●
Youth and Teens		●	●	●	●
Adults		●	●	●	●
Older Adults		●	●	●	●
Options for All Household Types & Income Levels					
Provide Low or No Cost Programming	1.3	●	●	●	●
Options for Children/Youth from low-income households	2.2	●	●	●	●
Respond to the urban and rural needs of the community	2.8	●	●	●	●
Fostering Equitable, Healthy Communities					
Incorporate physical literacy	1.2	●	●	●	●
Deepening Connection to Nature	3.3	●	●	●	●

Key Similarities

There are more similarities than differences between the range of programs and activities offered in Loyalist Township and the comparison municipalities.

This was particularly true of programming for Adults and Older Adults. Activities for Older Adults were generally well-represented across all the municipalities. However, the type of activities offered differed across the municipalities with Loyalist offering fitness-focused programming while other municipalities offered fewer fitness programs targeted at older adults but provided more passive socially-oriented programs.

Programs targeted specifically towards Adults were not particularly prevalent in any of the municipalities, with some ice time or gymnasium time dedicated to Adults or specific adult age groups available in Centre Wellington and Wilmot.

All four municipalities faced similar challenges in delivering options that were suitable for Children/Youth from low-income households, but all have programs that serve to reduce costs on a needs basis to varying degrees. In addition, the dispersed population of each municipality creates similar hurdles to responding to the urban and rural needs of the community in a limited-resource environment, with all four municipalities identifying the provision of services in various hamlets and smaller population centres as something to work towards.

In addition, all four municipalities offered programming for school-age children in the evenings but lack a formal municipal-run after-school program that includes continuous supervision from the end of school until later in the evening. In all four cases a combination of private, non-profit, and school-board related providers fill this gap.

Further similarities exist in terms of how each municipality approached the intersection of recreation, leisure, and nature. All four municipalities are located in areas that provide access to natural spaces and parks and have acknowledged the role that these locations play in the community. However, all four municipalities could benefit from increasing the formalization of the level of incorporation of these natural spaces into their recreational and leisure programming.

Key Differences

There are three key areas where obvious differences exist between the programming options in Loyalist and the comparison municipalities.

As shown, Loyalist Township offers comparably stronger programming options for preschool-aged children, with a variety of activities and more passive activities for children 5 and under. This is also true of family-oriented programming where parents and their children can participate together, something not offered in all of the comparison municipalities.

In addition, while efforts could be made to further formalize the inclusion of physical literacy in recreational programming, Loyalist Township and Port Hope both incorporate High Five© objectives and goals into the development of programs. We were unable to identify a clear mention of this framework, or a comparable physical literacy-centred framework, in Centre Wellington and the Township of Wilmot

4.6 Costs of Service Delivery

To evaluate the cost of providing recreation and leisure services we have relied upon the data gathered by Loyalist Township and reported to the Ministry of Municipal Affairs and Housing in its annual Financial Information Returns (“FIR”s). We have concentrated our review on the data points related to operating expenditures for recreational services as contained in Section 40 of the FIR, represented under “recreation and cultural services”. This category includes specific line items for libraries, museums, and cultural services, which have been excluded from any analysis in this section as the focus here is on recreational and leisure services.

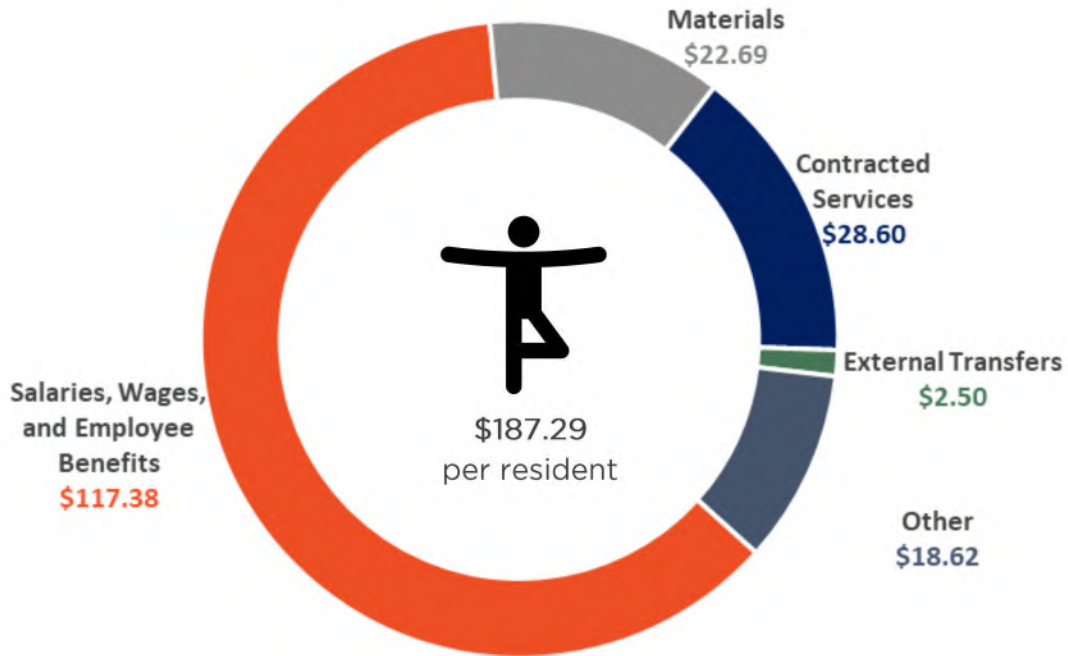
Several considerations must be acknowledged before an in-depth analysis of any FIR. First and foremost, it is important to note that the FIRs are submitted by each municipality and municipalities may classify similar costs differently depending on the organizational and local context, as well as the subjective determination of what fits in each category. This is particularly true of staffing and human resource-related matters, as many municipalities – particularly smaller jurisdictions – require staff to wear multiple hats and this may impact areas beyond those convenient for the FIR’s classification of Recreation and cultural services as is relevant here.

Between the fiscal year 2016 and fiscal year, 2020 Loyalist Township supported an average of \$3.43 million in annual recreational spending (i.e., operating expenditures). On a per-capita annual basis, the Township spends about \$187.29 per resident on recreation services. It should be noted that this per capita is based on per-resident spending, but a significant percentage of users of Loyalist’s recreation services are non-residents who are not reflected in the denominator and whose inclusion would reduce per-person expenditures.

As shown in Figure 4-12, the majority (~63%), of this annual expenditure is in Salaries, Wages, and Employee Benefits. This is indicative of a division that relies on in-person, face-to-face programming and less on expensive equipment and modern facilities to support effective, successful, and meaningful outcomes. In addition, a restructuring of the recreational services division was undertaken during this time and total spending and the proportion allocated to staff-related expenditures have trended downwards in recent years. It should also be noted that this expenditure category includes seasonal, short-term, or part-time employees such as lifeguards.

The next highest category was Contracted Services, which accounted for an average of \$28.60 or 15.3% of total operational expenditures. This includes outside contractors performing repairs, providing security, installing fixtures or equipment, and the like.

Figure 4-12: Average Per Capita Recreational Operating Expenditures (2016-2020)



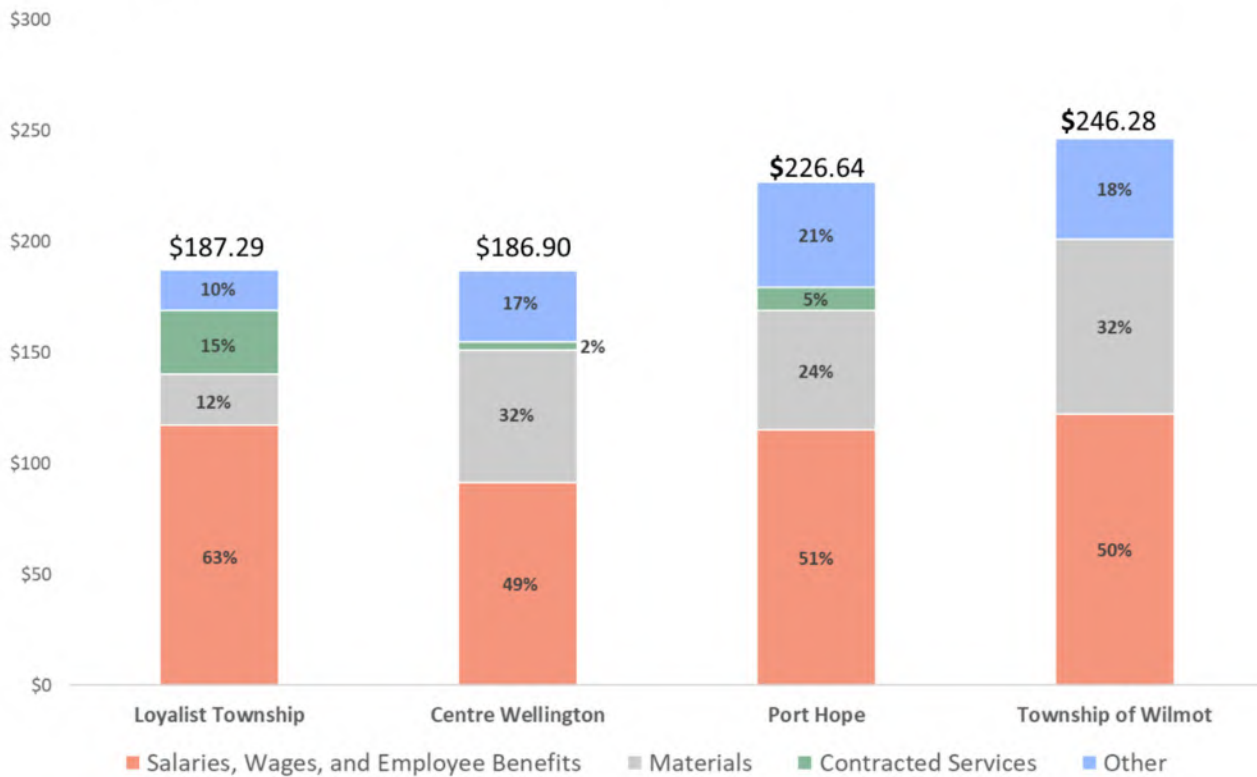
SOURCE: Financial Information Returns. Excludes Libraries, Museums, Cultural Services & others.

The remaining significant expenditure categories were Materials, which refers to any physical non-capital asset items purchased by the division including fitness equipment such as mats, weights, exercise balls, etc, and Other. These two categories accounted for averages of \$22.69 (12.1%) and \$18.62 (9.9%) respectively. Other includes Amortization, Interest, & Financial Expenses, as well as miscellaneous expenses categorized as other during the completion of the FIR.

4.7 Cost Benchmarking

To provide context to Loyalists’ recreation-related expenditures we have completed the same analysis of FIRs for each of the comparison municipalities. As shown in Figure 4-13, Loyalists averaged the second-lowest per-capita recreational operating expenditures among the four municipalities at \$187.29. On an aggregate basis, Loyalist averaged the least amount of total recreation services spending at \$3.42 million compared to \$5.79 million for Centre Wellington, \$3.94 million for Port Hope and \$5.40 million for the Township of Wilmot. At this time, we do not have access to comparable participation-based datasets for the other municipalities, but, we expect that non-residents comprise a larger proportion of total program participants in Loyalist Township than in comparable other municipalities.

Figure 4-13: Comparable Average per Capita Recreational Operating Expenditures (2016-2020)



SOURCE: Financial Information Returns. Excludes Libraries, Museums, Cultural Services & others.

Also illustrated in Figure 4-13 is the general breakdown of expenditures into the four largest categories,

- Salaries, Wages & Employee Benefits (“Staffing Costs”),

- Materials,
- Contracted Services, and
- Other (includes External Transfers, Rent and Financial Expenses such as Amortization and Interest)

Over the five-year period (2016-2020), Loyalist spent an average of 15% of its recreation budget on Contracted Services, compared to between 0% and 5% for the other municipalities. Anecdotally, having reviewed the 2019 contracted services line items, the majority of these costs are associated with speciality repairs and maintenance of existing facilities, in particular the W.J. Henderson pool.

Average per-capita expenditures on Salaries, Wages and Employee Benefits are consistent with those of the comparable municipalities, with Loyalist's average spending of \$117.38 per capita ranking behind the Township of Wilmot's average of \$122.30 and slightly ahead of Port Hope's average spending of \$114.93. It should also be noted that Loyalist Township's aggregate spending in this category is the third lowest ahead of only the Town of Port Hope at \$2.1 million compared to Port Hope's \$2.0 million. Centre Wellington and the Township of Wilmot averaged aggregate expenditures of \$2.8 and \$2.6 million over the same period.

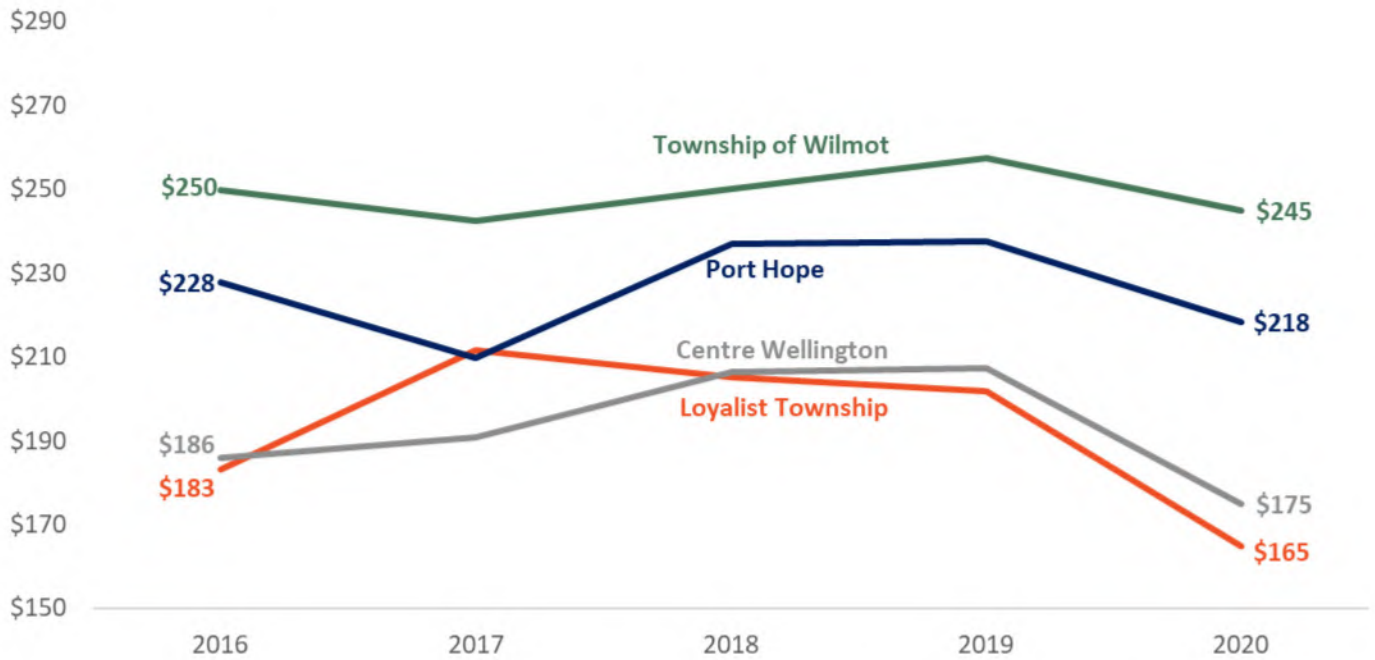
Figure 4-14: Salaries, Wages and Employee Benefits Expenditures on Recreational Services (2016-2020)



SOURCE: Financial Information Returns. Excludes Libraries, Museums, Cultural Services & others.

There are a variety of explanations for the different operating expenditures both in terms of total expenditures and the breakdown of how that money was spent. It is also important to note that on a 5-year average, each municipality's ability to quickly scale down operations in 2020 had an impact on its overall expenditures.

Figure 4-15: 5 Year per-Capita Total Recreational Operating Expenditures (2016-2020)



SOURCE: Financial Information Returns. Excludes Libraries, Museums, Cultural Services & Other.

As shown, Loyalist Township's recreation operational spending fluctuated between a high of \$205 per capita in 2018 and a pandemic-induced low of \$165 in 2020. Aside from 2020, the lowest total was recorded in 2016 at \$183 per capita.

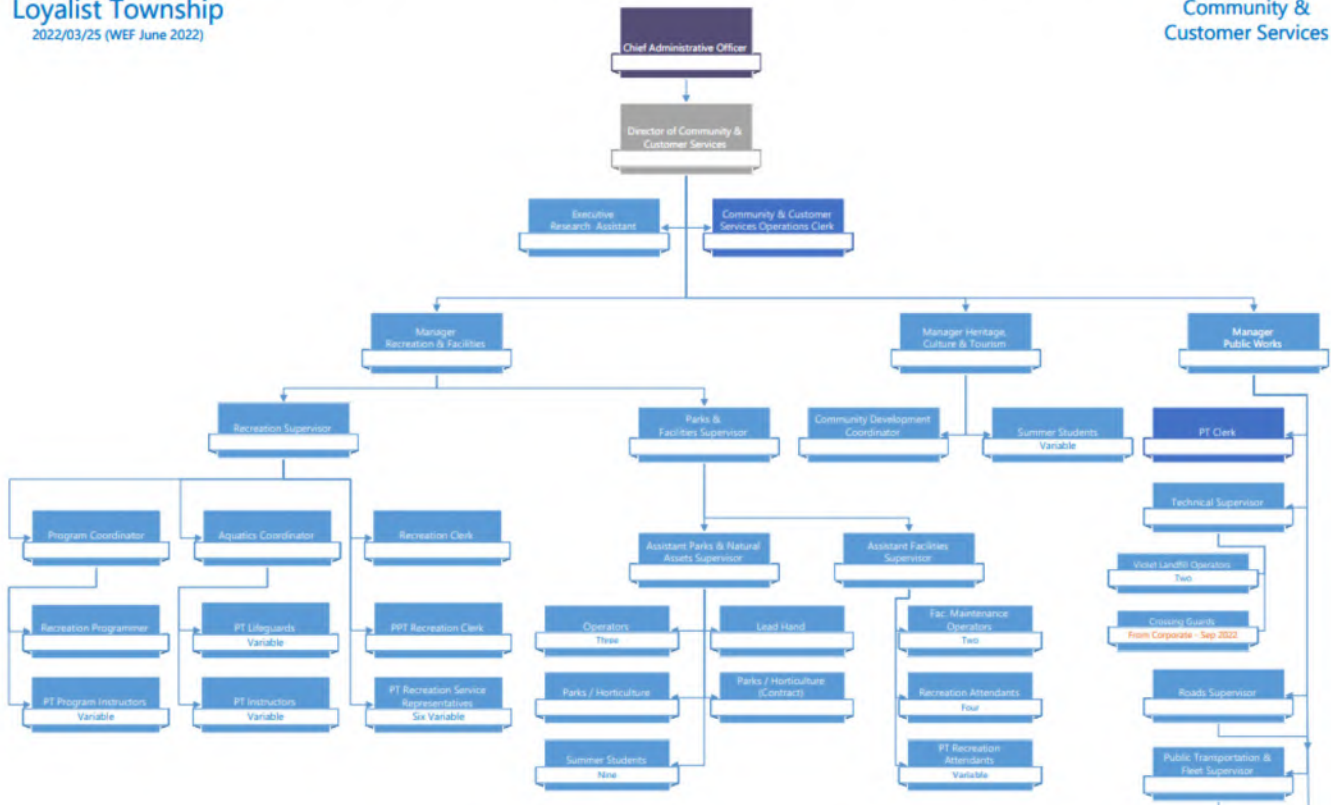
4.8 Organizational Structure

We have undertaken a brief review of the organizational structure of the recreation-related divisions of Loyalist Township and the Town of Port Hope. The Townships of Wilmot and Centre Wellington did not respond to requests for their organizational structure. In general, Loyalist and Port Hope utilize similar org structures, numbers of staff, and responsibilities.

Figure 4-16: Loyalist Township Community & Customer Services Organizational Chart

Loyalist Township
2022/03/25 (WEF June 2022)

Community & Customer Services

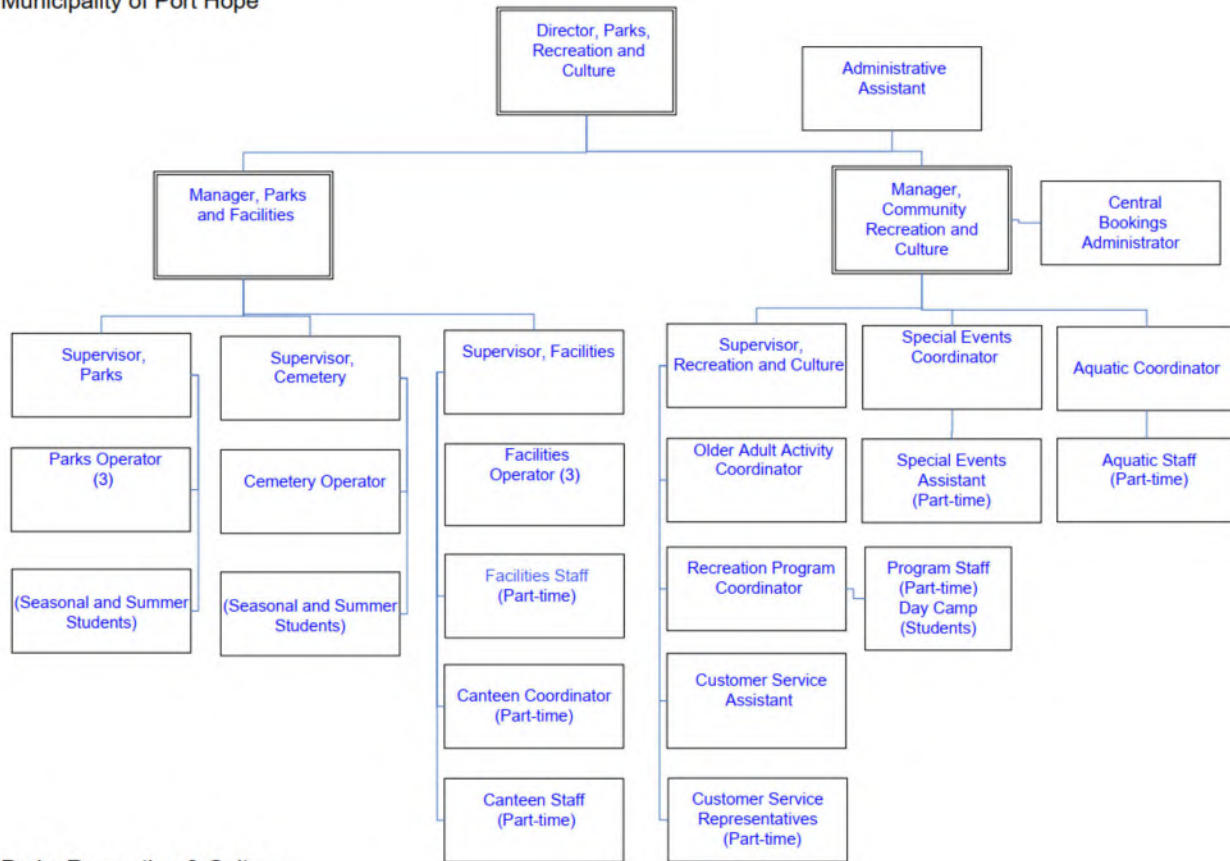


One of the most significant differences between the two organizations is in the relationship between facilities and recreation.

The Town of Port Hope integrates Parks and Facilities under one manager with Community Recreation and Culture under another. Loyalist utilizes one manager for Recreation and Facilities and another for Culture and Tourism, with Parks & Facilities and Recreation overseen by separate supervisors rather than Managers. This reduces the number of manager level staff, with a larger proportion of the organization working closer to the customer.

Figure 4-17: Town of Port Hope Parks Recreation & Culture Organizational Chart

Municipality of Port Hope



Parks Recreation & Culture

From our perspective, there are no obvious or glaring weaknesses, gaps, or inefficiencies within Loyalist Township’s recreational services-related organizational structure. That said, the day-to-day role of the Aquatics Coordinator will need to be adapted to remain in line with current and future aquatics services. That said, Loyalist can and should remain committed to the delivery of a modern, high-efficiency, best-in-class indoor aquatic facility. The design and delivery of a replacement pool will require a dedicated aquatic team member from staff to oversee and coordinate the planning, construction and opening phases on behalf of Township residents. Moreover, residents of Loyalist, in the interim, will still require access to nearby pool facilities, swim lessons and other aquatic programming. Aquatics staff will be required to ensure that partnerships and program work-arounds are executed efficiently during the construction stages.

5.0 FRC Audit

In May 2022, urbanMetrics and five key members of Township’s recreation team participated in a half-day workshop designed to evaluate the performance and resiliency of recreation-based services, programs and facilities.

The workshop was predicated on the Framework for Recreation in Canada (“FRC”), a strategic evaluation tool developed by leading Canadian professionals within the recreation planning and delivery sector.

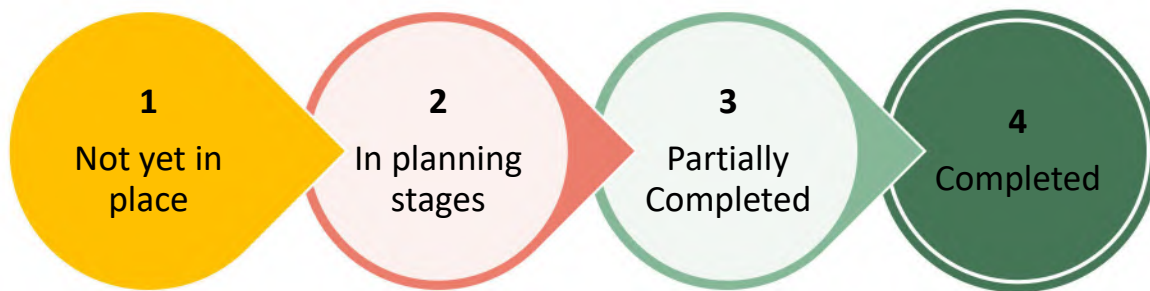
Established by the Canadian Parks and Recreation Association (“CPRA”) the FRC (“the Framework”) is designed specifically to support better local decision-making, enabling municipalities of all sizes to better position their community-based recreation assets and day-to-day service offerings as vital supports to local health, social cohesion and vibrancy.

The CPRA envisions a Canada where *every citizen is engaged in meaningful, accessible recreation experiences that foster individual, community and environmental wellbeing.* The Framework, and the Audit Tool contained in it, offer an effective roadmap to help communities of all shapes and sizes across Canada realize this vision. This FRC tool was chosen to help frame the service delivery review process for Loyalist Township.

The Framework contains an **Audit Tool** (dated May 2018) that provides an evaluation process to allow Canadian municipalities to assess their programs, services, and facilities in relation to these five goal areas.

This section contains the results of the Audit of Loyalist Township’s performance against the five goals contained in the FRC and the specific actions which support each goal.

Participants in the workshop were asked to establish a “consensus” score for each item on a scale of 1 to 4 defined as follows:



Note: The complete results of the Loyalist Township Audit are available in APPENDIX A.

5.1 Does Loyalist Support Active Living?



GOAL 1: ACTIVE LIVING

Foster active living through physical recreation.

The average score for Loyalists’ recreational and leisure services delivery as it relates to fostering active living through physical recreation is 2.5. In general, this indicates that while there is ongoing work to foster active living, there is room for improvement. The audit highlights the key areas where efforts should be concentrated (i.e. scores of 1 or 2).

Figure 5-1: FRC Goal 1 Audit Scorecard

1.1 a	3
1.1 b	3
1.1 c	1
1.1 d	3.5
1.2 a	3.5
1.3 a	3
1.4 a	3
1.4 b	1

CONSENSUS AREAS FOR TOWNSHIP IMPROVEMENT

- 1.1 c) Does your municipality have an overall strategy that seeks to increase physical activity and active living?
- 1.4 b) Do you employ best practices or evidence-based interventions to increase levels of physical activity in your community?

5.2 Does Loyalist Support Inclusion & Access?



GOAL 2: INCLUSION AND ACCESS

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

The average score for Loyalists’ recreational and leisure services delivery as it relates to increasing inclusion and access to recreation for populations facing constraints to participation is 1.5. In general, this indicates that this should be an area of priority moving forward and a concerted effort is needed to identify equity deserving populations and remove barriers to their participation in recreational and leisure activities. The results of the audit highlight the key areas where efforts should be concentrated.

Figure 5-2: FRC Goal 2 Audit Scorecard

2.1 a	1
2.1 b	1
2.1 c	1
2.1 d	1
2.2 a	3
2.3 a	1
2.3 b	1
2.3 c	1
2.4 a	N/A
2.5 a	1
2.5 b	1
2.6 a	1
2.7 a	1
2.8 a	3

CONSENSUS AREAS FOR TOWNSHIP IMPROVEMENT

- 2.1 a) An affordable access policy approved by Council.
- 2.1 b) Monitoring low-income-based demand and adjusting access policies.
- 2.1 c) and 2.3 b) Tracking of participation numbers using current Census & other official data sources and applying insights to service delivery
- 2.1 d) and 2.6 a) Creation of a policy of inclusion centred on providing a safe and welcoming environment for people of all sexual orientations and identities, that respects diversity and formally recognizes and promotes inclusion.
- 2.3 a) Connecting with local multicultural organizations or service providers to ensure the needs of minority or equity deserving groups are met.
- 2.3 c) Identification and utilization of the need for and existence of resources to assist with language barriers to ensure consultation and participation are meaningful.
- 2.5 a) and b) Specifically encouraging participation opportunities for women and girls not only as activity participants but as leaders and in the development of policies and programming.
- 2.7 a) Engage with persons with disabilities and special needs in program planning and delivery to ensure barriers to participation are removed.

5.3 Does Loyalist Support Connecting People & Nature?



GOAL 3: CONNECTING PEOPLE AND NATURE

The average score for Loyalists’ recreational and leisure services delivery as it relates to increasing the connection between people and nature is 2.5. In general, this indicates that while there is ongoing work to foster active living, there is room for improvement. The audit highlights the key areas where efforts should be concentrated.

Figure 5-3: FRC Goal 3 Audit Scorecard

3.1a	3
3.1b	2
3.1c	2
3.2a	1.5
3.2b	2.5
3.2c	3.5
3.3a	3
3.3b	3.5
3.4a	2
3.4b	3

CONSENSUS AREAS FOR TOWNSHIP IMPROVEMENT

- 3.1 a) and b) and 3.2 b) Creation of a formal Parks Masterplan that creates standards for parks provision and an integrated Trails and/or Cycling Masterplan. This Masterplan should also encourage year-round access through design, maintenance, and signage.
- 3.2 a) Ensure the parks and open space system connect to that of adjacent municipalities.
- 3.4 a) Implement operational policies that entrench the importance of fiscal, environmental, social, and cultural sustainability.

5.4 Does Loyalist Create Supportive Physical & Social Environments



GOAL 4: SUPPORTIVE ENVIRONMENTS

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

The average score for Loyalists’ recreational and leisure services delivery as it relates to ensuring the provision of supportive physical and social environments is 2.5. In general, this indicates that while there is ongoing work to encourage participation in recreation and build stronger, more caring communities, there is room for improvement. The audit highlights the key areas where efforts should be concentrated.

Figure 5-4: FRC Goal 4 Audit Scorecard

4.1a	3
4.2a	3
4.2b	1
4.3a	2.5
4.3b	2.5
4.3c	2.5
4.3d	4
4.4a	3
4.4b	3
4.4c	4
4.5a	1
4.6a	1
4.7a	1
4.8a	3

CONSENSUS AREAS FOR TOWNSHIP IMPROVEMENT

- 4.2 b) Place a greater emphasis on working with partners to increase the use of existing structures and spaces for multiple purposes. These could include schools, churches, vacant land and parking lots.
- 4.3 a) b) and c) Implement an Asset Management Plan that enables the ongoing renewal of recreational infrastructure and includes both hard infrastructure and

parks. It should also include regular assessments of the condition of the facility and park inventory and monitoring of the use of energy as part of an Energy Management Plan.

- 4.5 a) Strengthen the relationship with the regional government with a focus on providing environments that support mental and social wellbeing within recreation-related and all municipal facilities.
- 4.6 a) Integrate more active promotion of the benefits of recreation and its relationship to improved quality of life into all communication with and brand-building activities in the community.
- 4.7 a) Push for the inclusion of an assessment of overall community well-being into a Corporate Strategic Plan. Ensure the plan includes humanistic performance indicators as well as the traditional economic or fiscal.

5.5 Does Loyalist Support Recreation Capacity?



GOAL 5: RECREATION CAPACITY

Ensure the continued growth and sustainability of the recreation field.

The average score for Loyalists’ recreational and leisure services delivery as it relates to ensuring the provision of supportive physical and social environments is 2.0. In general, this indicates that while work has begun, there is significant room for improvement in addressing the Township’s existing and future recreation capacity and ensuring its continued growth and sustainability. The audit highlights the key areas where efforts should be concentrated.

Figure 5-5: FRC Goal 5 Audit Scorecard

5.1a	2.5
5.2a	1
5.2b	2
5.3a	1
5.3b	3
5.4a	1
5.4b	3
5.5a	4
5.6a	3
5.7a	3
5.7b	2
5.7c	3
5.7d	3
5.7e	3

CONSENSUS AREAS FOR TOWNSHIP IMPROVEMENT

- 5.1 a) and 5.4 a) Include information related to this framework and the five key goals in training programs for staff and volunteers. Include modules that align with the goals and priorities of the framework.

- 5.2 a) Promote the benefits of recreation and the community impact of recreation leaders in staff recruitment strategies and to the community in general.
- 5.2 b) Formalize and increase the availability of Leader-in-Training or Volunteer Development programs that specifically focus on developing potential new leaders in the recreation sector and highlight the importance and quality of life benefits of recreation.
- 5.3 a) Increase the levels of cooperation with local secondary and post-secondary institutions to benefit from both access to potential new leaders, potential future employees, and research opportunities.
- 5.7 b) Regularly conduct gap analyses that both benchmark Loyalist against other municipalities and ensure that resources are being best employed to meet the needs of the community.

6.0 Conclusions & Recommendations

6.1 Key Organizational Challenges

Re-integrating members of the community who became disengaged throughout the pandemic due to public health concerns or other factors.

This challenge takes on a variety of dynamics as some clients will have lingering public health concerns about indoor group activities, others, particularly older adults are likely to have concerns about re-starting more intense physical activity after a long period of relative inactivity, and others will now have a different perspective or preferences as to the types of activities they want to participate in.

Providing attractive alternatives to community members who previously only participated in aquatic activities.

With the closure of the pool, many program participants who only registered for aquafit, or swimming programs are likely to feel that there is now little on offer for them through Loyalist Recreation Services. Providing new programs or re-packaging existing programming so it is attractive to aquatics-focused community members will be integral to maintaining participation levels. In addition, the Township will have to creatively engage with partners who can provide access to aquatics facilities in adjacent communities.

Responding to changing leisure preferences and demographics.

The Township has experienced higher levels of growth in recent years than has been felt for a generation, and this is expected to continue as the population of Southern Ontario continues to increase and residents are attracted to ground-related housing, outdoor and natural amenities, and high quality of life. With this population growth comes changes in the composition of the community and the types of services and programs that are required and desired. In addition, general recreational preferences continue to shift, with new sports and activities increasing in popularity and a heightened appreciation for the natural environment increasing demand for educational and passive recreation programs in the outdoors.

Managing expectations within the urban/rural divide.

As a municipality with a large land area and dispersed population, township services and facilities have traditionally been located in the major population centres, with a specific focus on Amherstview. With future population growth likely to occur within or adjacent to already built-up areas the Township must continue to work to provide services and unlock facilities in the other hamlets and smaller communities within the municipalities. This is

further complicated by the geography of the Township that sees Amherst Island physically separated from the rest of the Loyalists, with the only connection via ferry. These challenges emphasize communication with the entire community, particularly community members who are geographically disconnected, and with partners who can provide access to facilities in more disparate locations or transportation from smaller population centres to existing facilities in Amherstview, Bath, or Odessa.

Engaging Youth in Life Saving and Emergency Preparedness programs

There is a growing challenge within the recreation sector – not only locally, but across Canada – around the engagement of young people in life-saving and safety certification training programs. From a practical perspective, these skills are critically important to ensure that students have basic and advanced life-saving skills to offer aquatic core programming safely and effectively. There is a growing and urgent need for individuals with National Lifeguard Service and other safety certifications. Building awareness about the importance of these programs among youth, parents and educators is a critical issue that will require close attention.

Renewing and Revitalizing Public Perception and Engagement on Recreation in Loyalist

Feedback from the public (survey) and the observations of the staff is that many factors have contributed to the erosion of public opinion of the value of the Township's recreation services. These factors began prior to the pandemic and were unfortunately magnified by the numerous closures and programming pivots necessitated by public health restrictions and uncertainty. Creating and facilitating a more positive public perception and deeper community engagement with recreational services would strengthen both the division and municipality overall while paving a path towards realizing many of the priorities identified in the FRC audit and communicated in this report.

6.2 Recommendations

Recommendation 1: Lean in and prioritize data gathering and trend-based reporting for registrations, user activity and segmentation

Focus on evidence-based decision-making based which combines demographic trends, facility utilization patterns and continuous engagement with community recreation stakeholders. As a service provider, it is pivotal to have as comprehensive an understanding of the client and constituency base as possible.

This could include the development of a dynamic community profile that equips the recreation division with a full understanding of its clients' access to technology, languages spoken, low-income prevalence, and other demographic factors. As the 2021 Census data rolls out over the next six months (Q3, Q4, 2022) it should be leveraged to align programming with the changing needs of the community. This could be augmented by avenues such as FIT pass registration, voluntary surveys, anonymized data from other municipal sources, google analytics, annual demographic estimates from Statistics Canada and the age-cohort demographic forecasts prepared by the Ontario Ministry of Finance.

Collecting and leveraging data is imperative in understanding the community and the effectiveness of any recommendations in this report and the existing Parks & Recreation Masterplan. It is important to note that as a municipality the level of responsibility in the collection and handling of client data is paramount. All data collection, management, and analysis efforts are subject to the Municipal Freedom of Information and Protection of Privacy Act (FIPPA).

Addresses Audit Priorities: 2.1 c), 2.3 b), 2.3 c), 5.7 b).



Key Action Items:

- Maximize the value of the insights gained from Xplor (previously known as PerfectMind) by structuring registration and attendance data in a replicable and dynamic form that more easily allows for the comparison of different periods, programs, and facilities.

- Integrate data from all available sources into decision-making to ensure that program delivery is aligned with the changing needs of the community.

Recommendation 2: Support inclusion and equitable access policy

Pursue, develop, and implement an inclusion and equitable access policy. This policy should centre on providing a safe and welcoming environment for people of all sexual orientations and identities, gender identities, physical capabilities, and ethnic backgrounds.

Developing this policy is an opportunity to formally recognize and promote the values of inclusion and respect for diversity and become an opportunity to engage with equity deserving groups in the community through local representative organizations. In addition, it should include the identification of potential barriers to participation based on language, cultural understanding, and physical ability. Attention should also be paid to how the policy can incentivize and specifically encourage participation by these identified groups, beyond simply acknowledging them. One foundational aspect of this is including members of equity deserving groups in the formation of the policy and the decision-making processes moving forward.

Addresses Audit Priorities: 2.1 d), 2.6 a), 2.3 a), 2.5 a) 2.5 b) and 2.7 a)



Key Action Items

- Engage with the local community with a concerted effort on outreach to ensure that all equity deserving communities are represented and can provide input to identify barriers to their community's participation in recreational programming.
- Create and Approve an Inclusion and Equitable Access Policy.
- Ensure alignment with existing Corporate Anti-Harassment Policy
- Implementation of ongoing monitoring.

Recommendation 3: Support an Affordable Access Policy

Pursue, develop, and implement an affordable access policy. This policy should address barriers to participation by low-income households, individuals, and families and should incorporate ongoing monitoring of low-income-based demand and allow flexibility to respond to changes in demand. To successfully implement this policy consideration should be given to how services are funded. Currently, participants from other municipalities pay the same registration fees as Loyalist residents, who contribute to the municipal tax base and indirectly to the operating budget of the Recreation Services division in addition to any user fees.

The work to develop this policy should include consultation with the community and could be undertaken as part of or in parallel with the development of a Township (corporate-wide) Inclusion and Equitable Access Policy.

Addresses Audit Priorities: 2.1 a), 2.1 b), 2.1 c), and 2.3 b)



Key Action Items

- Engage with the local community with a concerted effort to connect with households and community organizations/agencies which support low-income, single-parent, newcomer and/or other high-need households
- Conduct a baseline evaluation of low-income-based needs in the community.
- Conduct a baseline evaluation of sources of program funding and user fees.
- Create and Approve an affordable access policy
- Implementation of ongoing monitoring.

Recommendation 4: Integrate Physical Activity and Active Living Into the Township’s Guiding Policies

Introduce and formalize a holistic strategy that introduces the lens of physical activity and active living to all policy areas of the Township. This strategy should serve to link together the various planning policies and documents that impact recreational services, including the existing Corporate Strategic Plan, Parks and Recreation Masterplan, Asset Management Plan, Infrastructure Masterplan, the Township’s Official Plan, any Secondary Plans, and a future Parks and Trails Masterplan. In addition, the Corporate Strategic Plan should incorporate a humanistic assessment of community well-being as a key indicator.

This is an opportunity to evaluate the alignment between strategic documents and policies so they can be addressed in future updates. This process should pay particular attention to implementing operational policies that entrench the pillars of fiscal, environmental, social, and cultural sustainability.

A key aspect of this strategy will be creating an environment where its progress and impact can be evaluated and demonstrated. The Township will need to be able to quantify whether participation has increased, what the utilization rate of physical assets is, and develop a survey that attempts to quantify community wellbeing to see how this key indicator of organizational success changes over time.

Addresses Audit Priorities: 1.1c), 1.4b), 3.1 a) and b), 3.2 a) and b), 3.4 a), 4.3 a) b) and c)



Key Action Items

- Create an outdoor-focused Parks and Trails Masterplan in tandem with the implementation of the Infrastructure Masterplan
- Update Parks and Recreation Masterplan with an emphasis on facilities that aligns with a Parks and Trails Masterplan.
- Implement the Asset Management Plan and Infrastructure Masterplan that are currently in development and ensure they reflect the capital and operational needs of the existing and future recreational infrastructure including active transportation.

- Implement ongoing assessments and monitoring of the conditions of the facility, park, and trail inventory and ensure that targets are updated to reflect changes in population and demographics while maintaining or improving service levels.

Recommendation 5: Emphasize & Leverage Partnerships

Place a greater emphasis on working with partners in all aspects of service delivery. This includes the sharing of facilities, the outsourcing of program delivery where applicable, the maximizing of community resources, leveraging connections to secondary and post-secondary institutions in the local area, and alignment with the government of Lennox Addington.

Loyalist Township, Lennox and Addington, and the nearby City of Kingston benefit from hosting a wide range of community and cultural groups, faith groups, non-profit service providers, for-profit service providers, post-secondary institutions, and other potential partners. All of these partners bring something to the table, and Loyalist Township has much to contribute. To get the most out of municipal resources the Township has a role to play in fostering a recreational ecosystem of greater breadth and depth than exists today. This could take the basic form of better leveraging the physical assets of local school boards, to service provision agreements with other service providers such as the arrangement that saw BGC Southeast assume responsibility for organizing a summer camp for children and youth. Partnerships are particularly relevant in providing access to aquatic programming in the absence of a pool under the sole control of the Township.

Addresses Audit Priorities: 4.2 b), 4.5 a), 5.3) a),



Key Action Items:

- Identification of partners that can play a role in addressing key needs
- Internal identification of municipal strengths that can provide value to partners
- Evaluation of decisions and policies through a partnership lens. Develop an understanding of how any decision might affect current partners and potential future partners.

Recommendation 6: Integrate Recreation & the Environment

Enhance community connections to nature through providing programming and linear assets that leverage the natural features of the area and encourage active transportation.

One of the key drivers of quality of life in many Southern Ontario communities is proximity and access to natural areas. The pandemic heightened awareness of these natural spaces while the lack of indoor activities drove record sales of outdoor recreation items such as bicycles. The current programming offerings in the Township are generally oriented toward traditional concepts of fitness and physical activity, and there is an opportunity to introduce programming that combines outdoor education with physical activity.

Low-impact activities such as walking/hiking, and cycling may also be attractive to aquafit participants who are hesitant to participate in certain traditional land-based fitness programs. In addition, while there are both capital and operational costs associated with metres of trails and providing guided outdoor activities, these costs are generally less than those associated with providing new indoor facilities. Leveraging existing natural assets is an opportunity to expand the breadth of programs offered at minimal cost in the absence of Loyalists' aquatics program.

To do so the Township should create a Trails Masterplan that utilizes any existing formal or informal trails and connects the open space network to other municipalities. In addition, when the Parks and Recreation Facilities Masterplan is updated, additional attention should be paid to Parks, Open Spaces, and Trails.

Addresses Audit Priorities: 3.1 a) and b) and 3.2 b), 3.2 a), 3.4 a)



Key Action Items:

- Implement Parks & Recreation Masterplan asset classification and standards recommendation and considers the environmental impact and sustainability
- Ensure that all opportunities to retrofit existing facilities, any renovations or new facilities that align with the Corporate Climate Action Plan incorporate environmental impact mitigation solutions and pursue environmental construction certifications (LEED, NetZero, ZeroCarbon, etc.) where possible and applicable.

- Creation and approval of a Parks and Trails Masterplan that integrates classification and standards approach and allows for year-round use of certain assets.
- Identification of partnership opportunities to provide outdoor education and related programs at a low cost

Recommendation 7: Support Training, Education, & Professional Development

Formalize the principles and best practices of industry leaders in the training and professional development of staff and volunteers, as well as in promotion and communications to the public.

During the completion of the audit tool provided by the FRC, the topics of physical literacy, industry-leading best practices, and formally encouraging physical activity were concepts that staff were aware of and utilized but were not formally represented. Formalizing and codifying the best practices of organizations such as the CPRA, Parks and Recreation Ontario, and the WHO will push Loyalist's programming toward the associated beneficial outcomes and improve alignment with provincial or federal grant requirements.

In addition, while a physical activity strategy would benefit overall community health, a more formal effort to emphasize all the benefits of physical activity in all communications would reinforce these intrinsic benefits and position the Loyalist Recreation Services brand as positive and community-oriented.

These aspects extend to Leader-in-Training or Volunteer Development programs. These programs provide an opportunity to improve service delivery through educating volunteers, connecting with potential future staff, and strengthening the mandate for municipal recreation services in the community.

Addresses Audit Priorities: 4.6a), 5.2 a) and b)



Key Action Items:

- Identify, introduce and formalize High Five™, CPRA, and WHO best practices in the creation of activities and programs, including staff and volunteer training and professional development

- Explore partnership opportunities with organizations educating future and current community leaders.
- Integrate information on the physical, mental, and community benefits of physical activity into all marketing, promotion, and communications with the public.

6.3 Conclusion

The recreation components of Loyalist Township’s Community & Customer Services division deliver vital services and programs that support the needs of local residents and neighbouring communities that require access to indoor pools and arenas.

Service offerings in Loyalist Township are comparable to - and in some cases exceed – those available in other similar sized Ontario municipalities while at the same time delivering good value-for-money on a per-capita and total aggregate spending basis. Efficiencies are being achieved through a reliance on dedicated, well-trained staff who provide high-quality in-person guided activities and strategic, well-coordinated programming that compensates for a comparative lack of modern infrastructure.

The closure and required redevelopment of the W.J. Henderson Recreation Centre pool presents a significant challenge to the Township as it was home to a popular array of programs which were a key driver – and strong community anchor for physical participation. However, this challenge also presents an opportunity to grow and fine-tune Loyalist’s other recreational offerings as well as address gaps in the current programming. In particular, the Township can look to provide more activities for adults as well as passive more social activities for older adults and seniors. This can be accomplished through leveraging partnership opportunities to access other facilities as well as by further integrating the environment through trail walking, nature tours, and opportunities for active transportation.

There are several key areas with room for improvement. Most notably, the Township can continue to improve its collection and utilization of data to ensure that its services adapt with and are responsive to changes in population and demographics, as well as identifying

and taking advantage of any efficiency gains. In addition, the Township does not have an inclusion and equitable access policy that ensures that all members of the community feel welcomed and represented in Loyalist's recreation and cultural activities. Both of these areas of improvement are related to engaging with the public, and this will be a key area of focus for the Township moving forward.

Further, the Township is reliant on ageing infrastructure and physical assets that are approaching the end of their useful life. This is a challenging situation but not one that is unique to Loyalist Township and concerted efforts will be required to direct limited resources towards the appropriate facilities that have the largest impact on the community.

Appendix A Completed FRC Audit



Staff Workshop Loyalist Township Recreation Service Delivery Review

May 10, 2022



The sign features the Loyalist Township logo at the top, which includes a red maple leaf. Below the logo, the text reads "REGISTRATION Spring Recreation Programs". It then lists two registration dates: "Begins March 7 at 12 PM for Township residents" and "Begins March 10 at 12 PM for non-residents". To the right of this text is a photograph of three children in a swimming pool. At the bottom of the sign, the website "LOYALIST.CA/RECREATION" is displayed in white text on a dark blue background.

Loyalist
TOWNSHIP

REGISTRATION
Spring Recreation Programs

Begins March 7 at 12 PM
for Township residents

Begins March 10 at 12 PM
for non-residents

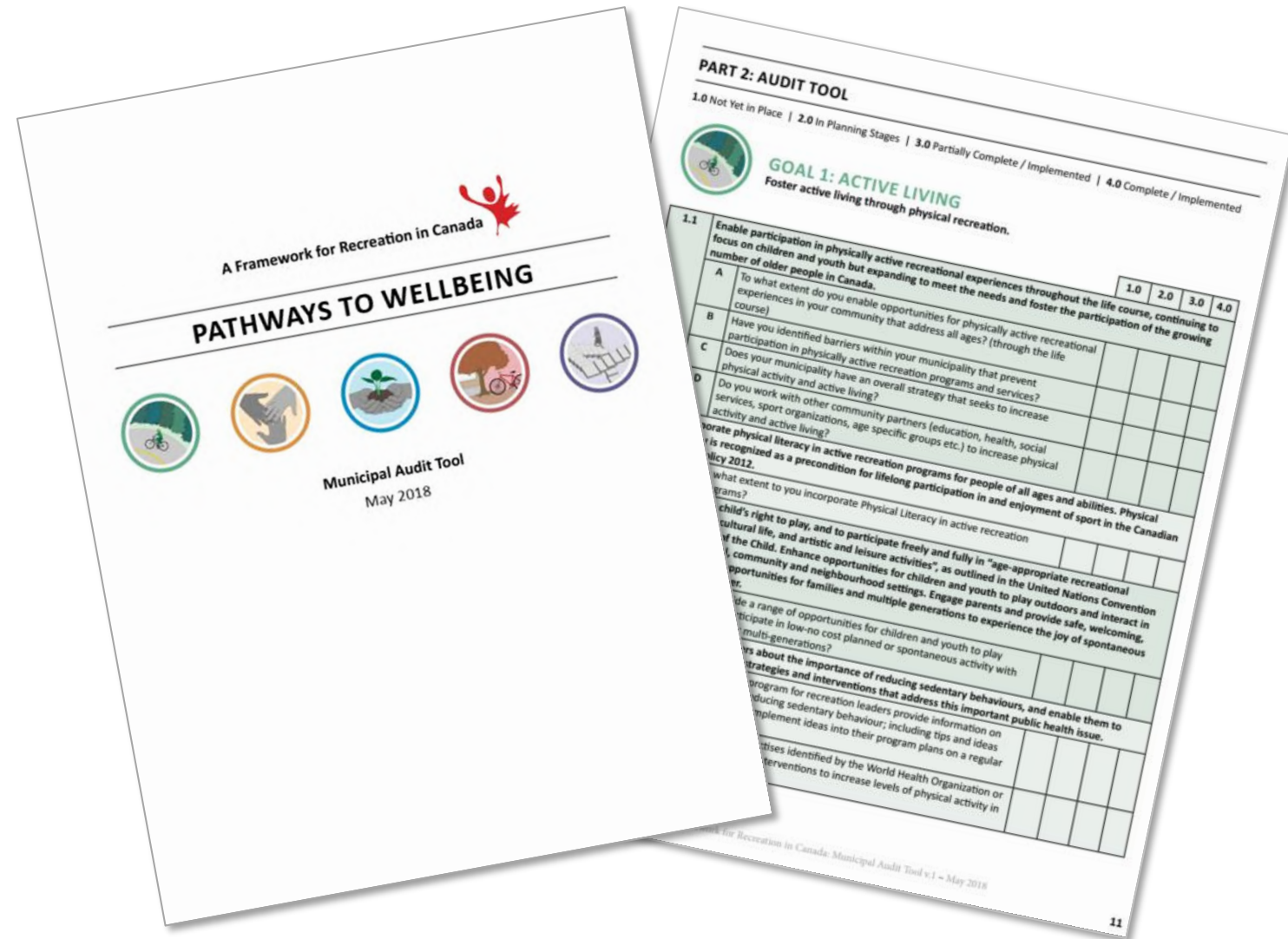
LOYALIST.CA/RECREATION

Agenda

The Consulting team (urbanMetrics) and the Client Project team (Loyalist Township Recreation Staff) are meeting today to evaluate existing Township recreation policy alignment in accordance with the national best practices, specifically the **Framework for Recreation in Canada (Municipal Audit Tool, 2018)**, which forms part of the ***Pathways to Well-being (2015)*** initiative developed by Canadian Parks and Recreation Association (CPRA).

Links to the framework:

<https://cpa.ca/framework/what-is-the-framework/>



Part II

A Framework for Recreation in Canada 2015

Vision

Everyone engaged in meaningful, accessible recreation experiences, that foster:

Individual Wellbeing | Wellbeing of Natural & Built Environments | Community Wellbeing

Values

Public Good | Inclusion & Equity | Sustainability | Lifelong Participation

Principles of Operation

Outcome-Driven | Quality & Relevance | Evidence-Based | Partnerships | Innovation

Goals



Priorities

- | Active Living | Inclusion & Access | Connecting People & Nature | Supportive Environments | Recreation Capacity |
|---|--|---|---|---|
| <ul style="list-style-type: none"> - Participation throughout the lifecourse - Physical literacy - Play - Reduce sedentary behaviours | <ul style="list-style-type: none"> - Equitable participation for all, regardless of socioeconomic status, age, culture, race, Aboriginal status, gender, ability, sexual orientation or geographic location | <ul style="list-style-type: none"> - Natural spaces and places - Comprehensive system of parks - Public awareness and education - Minimize negative impacts | <ul style="list-style-type: none"> - Provide essential spaces and places - Use existing structures and spaces for multiple purposes - Renew infrastructure - Active transportation - Partnerships in social environment - Recreation education - Assessment tools - Align community initiatives | <ul style="list-style-type: none"> - Collaborative system - Career development - Advanced education - Capacity development - Community leadership - Volunteers - Knowledge development |

The Framework describes five goals and priorities for action under each goal. The goals are:



Goal 1: Active Living
Foster active living through physical recreation.



Goal 2: Inclusion and Access
Increase inclusion and access to recreation for populations that face constraints to participation.



Goal 3: Connecting People and Nature
Help people connect to nature through recreation.



Goal 4: Supportive Environments
Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.



Goal 5: Recreation Capacity
Ensure the continued growth and sustainability of the recreation field.



Quantified Engagement

(Live Audience Polling)

INTERACTIVE

- all participants are actively engaged

INSTANTANEOUS

- results are tabulated on the spot

TRANSPARENT

- the answers are out in the open

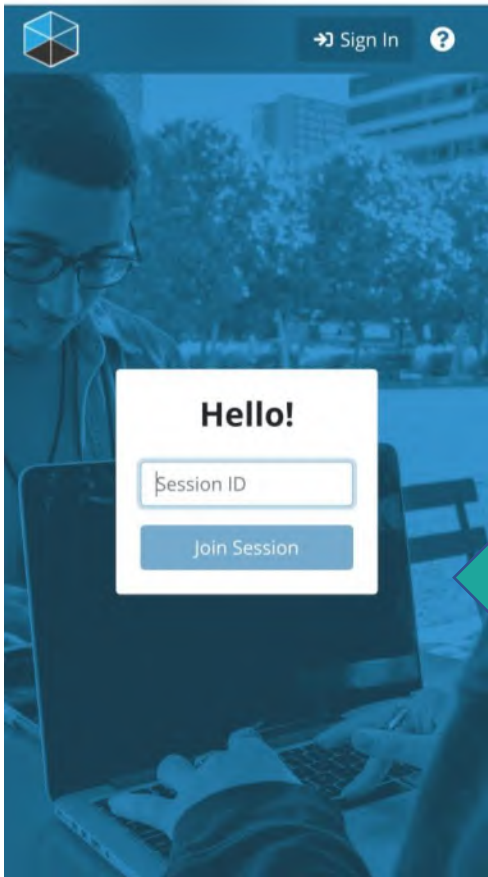
EMPOWERING

-no voice left behind



You will need your smartphone ...

1.  Go to www.rwpoll.com

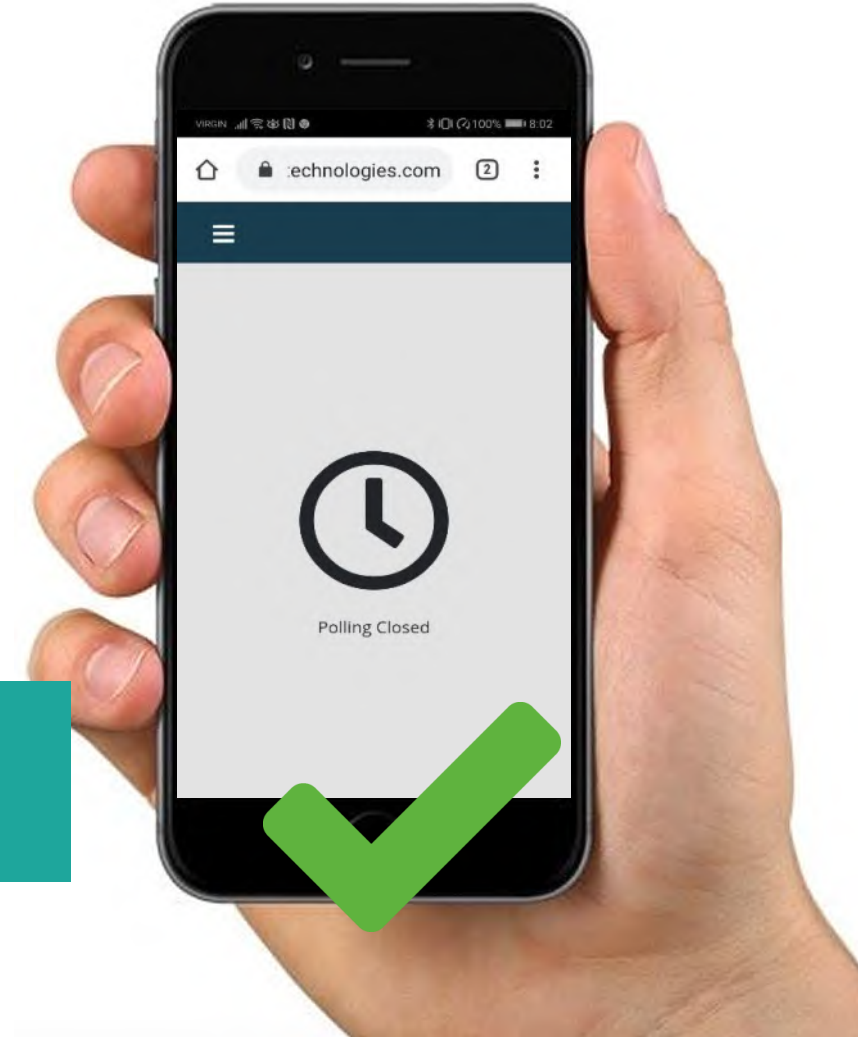


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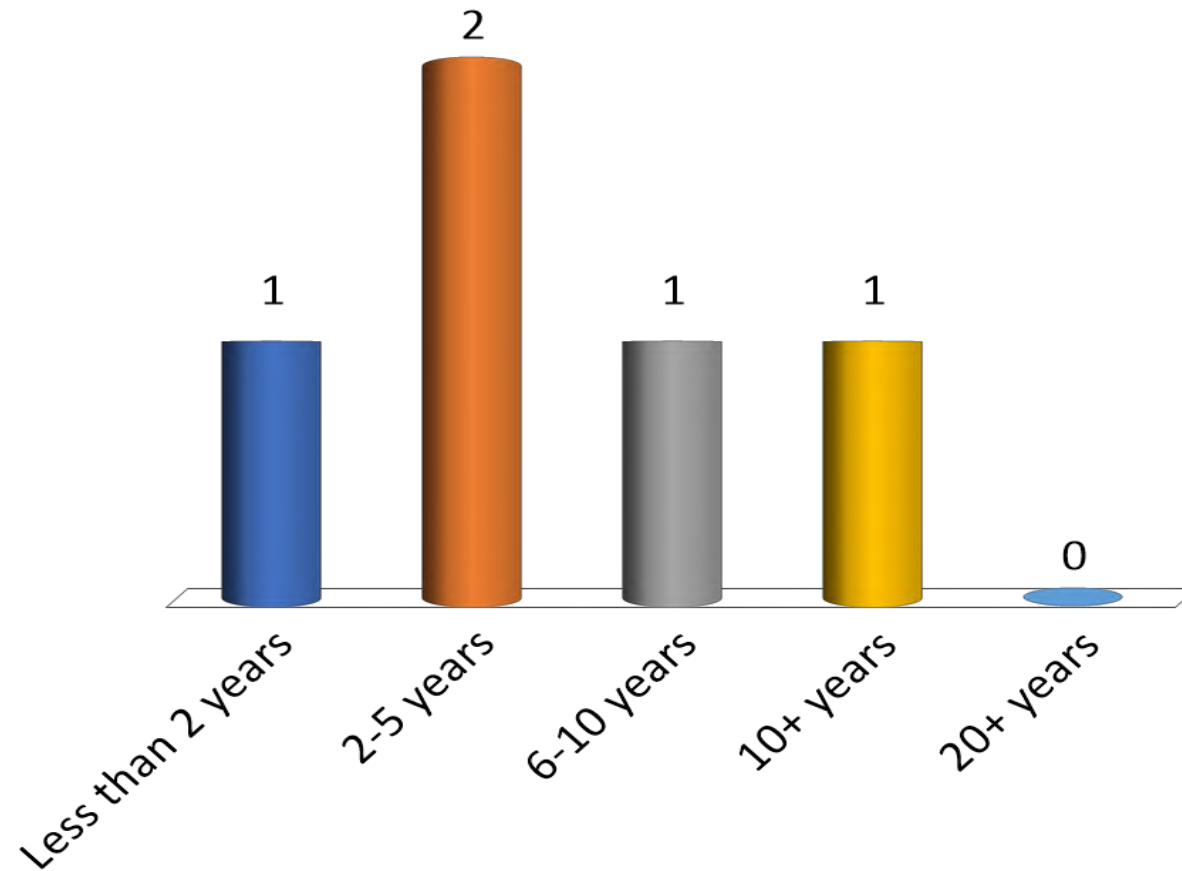
Enter Your
Details



Test:

How long have you worked in Loyalist Twp?

- A. Less than 2 years
- B. 2-5 years
- C. 6-10 years
- D. 10+ years
- E. 20+ years



Staff
Participants (5):
Kari Lambe
Lorie McFarland
Susan McNeill
Andreas Switzer
Mike Parry



GOAL 1: ACTIVE LIVING

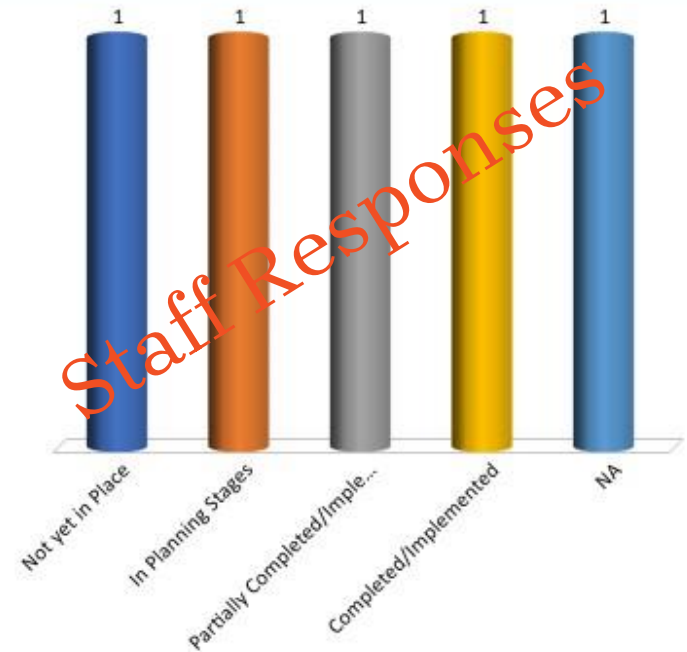
Foster active living through physical recreation.

1.1

Enable participation in physically active recreational experiences throughout the life course, continuing to focus on children and youth but expanding to meet the needs and foster the participation of the growing number of older people in Canada.

[a] To what extent do you enable opportunities for physical active recreation experiences in your community that address all ages? (thru the life course)

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA



FRC Goals (x5)

FRC Priorities

FRC Performance
Measures

Status/Progress



Let's Go!



GOAL 1: ACTIVE LIVING

Foster active living through physical recreation.

1.1

Enable participation in physically active recreational experiences throughout the life course, continuing to focus on children and youth but expanding to meet the needs and foster the participation of the growing number of older people in Canada.

[a] To what extent do you **enable opportunities for physical active recreation experiences** in your community that address **all ages?** (thru the life course)

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3

1.1

Enable participation in physically active recreational experiences throughout the life course, continuing to focus on children and youth but expanding to meet the needs and foster the participation of the growing number of older people in Canada.

[b] Have you identified **barriers** within your community that prevent participation in physical active recreation programs and services?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3

1.1

Enable participation in physically active recreational experiences throughout the life course, continuing to focus on children and youth but expanding to meet the needs and foster the participation of the growing number of older people in Canada.

[c] Does your municipality have an **overall strategy** that seeks to increase physical activity and active living?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA



1.1

Enable participation in physically active recreational experiences throughout the life course, continuing to focus on children and youth but expanding to meet the needs and foster the participation of the growing number of older people in Canada.

[d] Do you work with other **community partners** (education, health, social services, sports organizations, age specific groups etc.) to increase physical activity and active living?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3.5

1.2

Incorporate physical literacy in active recreation programs for people of all ages and abilities. Physical literacy is recognized as a precondition for lifelong participation in and enjoyment of sport in the Canadian Sport Policy 2012.

[a] To what extent do you incorporate **physical literacy** in active recreation programs ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3.5

1.3

Support the child’s right to play, and to participate freely and fully in “age-appropriate recreational experiences, cultural life, and artistic and leisure activities”, as outlined in the United Nations Convention on the Rights of the Child. Enhance opportunities for children and youth to play outdoors and interact in nature in school, community and neighbourhood settings. Engage parents and provide safe, welcoming, low- or no-cost opportunities for families and multiple generations to experience the joy of spontaneous active play together.

[a] Do you provide a range of opportunities for **children and youth** to play outside or participate in low/ no cost planned or spontaneous activity with families and slash or multi-generations ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3

1.4

Inform recreation leaders about the importance of reducing sedentary behaviours, and enable them to explore and implement strategies and interventions that address this important public health issue.

[a] Does your training program for **recreation leaders** provide information on the importance of reducing sedentary behavior; Including tips and ideas that enable them to implement ideas into their program plans on a regular basis ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

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1.4

Inform recreation leaders about the importance of reducing sedentary behaviours, and enable them to explore and implement strategies and interventions that address this important public health issue.

[b] Do you employ **best practices** identified by the World Health Organization or other evidence-based interventions to increase levels of physical activity in your community ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA





GOAL 2: INCLUSION AND ACCESS

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



2.1

Develop and implement strategies and policies, which ensure that no families or individuals in Canada are denied access to public recreation opportunities as a result of economic disadvantage.

[a] Do you have an **affordable access policy** approved by Council?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

1

2.1

Develop and implement strategies and policies, which ensure that no families or individuals in Canada are denied access to public recreation opportunities as a result of economic disadvantage.

[b] Do you **monitor the demand**, evaluate the policy and adjust these policies accordingly ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

1

2.1

Develop and implement strategies and policies, which ensure that no families or individuals in Canada are denied access to public recreation opportunities as a result of economic disadvantage.

[c] Do you track **participation numbers** to understand the need in your community using current census data ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

1

2.1

Develop and implement strategies and policies, which ensure that no families or individuals in Canada are denied access to public recreation opportunities as a result of economic disadvantage.

[d] Do you have a policy of **inclusion** that provides a safe and welcoming environment for people with all sexual orientations and sexual identities ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

1

2.2

Enable people of all ages to participate in recreation. Address constraints to participation faced by children and youth from disadvantaged families and older adults who are frail and/or isolated.

[a] Do your programs provide opportunities to participate for: **children and youth from low-income families older adults who are frail and/or isolated?**

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3

2.3

Build trust and participation through the provision of recreational opportunities and experiences that are respectful and appropriate for various ethnocultural groups. Actively engage persons of diverse and racialized backgrounds in developing, leading and evaluating recreation and park activities.

[a] Have you made connection with local multicultural council contacts or organizations that provide service within your municipality to meet local needs for various ethnic cultural groups?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

1

2.3

Build trust and participation through the provision of recreational opportunities and experiences that are respectful and appropriate for various ethnocultural groups. Actively engage persons of diverse and racialized backgrounds in developing, leading and evaluating recreation and park activities.

[b] Do you have **current Census Canada data (2021)** that provides current profile information that can assist your organization in understanding program and service needs?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

1

2.3

Build trust and participation through the provision of recreational opportunities and experiences that are respectful and appropriate for various ethnocultural groups. Actively engage persons of diverse and racialized backgrounds in developing, leading and evaluating recreation and park activities.

[c] Do you have access to **resources that assist with language barriers** that may exist can you reach out to community members to make connections with various ethnic cultural groups to more fully engage in discussion on tailoring services ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

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2.4

Recognize and enable the experience of Aboriginal peoples in recreation with a holistic approach drawn from traditional values and culture. Work with Aboriginal communities in pursuit of all five goals outlined in the Framework for Recreation in Canada 2015.

[a] Do you provide opportunities with **First Nation** communities based upon the composition within your community?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

N A

2.5

Enable and encourage women and girls of all backgrounds and circumstances to achieve their potential and participate fully in all types of recreation. Address the historical, cultural and social barriers to participation experienced by girls and women, and apply a gender equity lens when developing and monitoring policies, programs and practices.

[a] Do your programs encourage **women** and **girls** of all backgrounds to participate?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

1

Note: Female registrations generally outpace male registrations in most programs.

2.5

Enable and encourage women and girls of all backgrounds and circumstances to achieve their potential and participate fully in all types of recreation. Address the historical, cultural and social barriers to participation experienced by girls and women, and apply a gender equity lens when developing and monitoring policies, programs and practices.

[b] Do you specifically encourage participation opportunities to women and girls to participate on planning **committees**, advisory **councils** and other mechanisms to assist in planning **programs, services and policies** ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

A large, bold, orange number '1' is positioned on the right side of the page, likely indicating the first item in a list or a specific section.

2.6

Enact policies of non-discrimination on the basis of gender identity and gender expression. Provide a welcoming and safe environment for people with all sexual orientations and sexual identities.

[a] Do you have **policy(s)** that support a **welcoming and safe environment** for all people, that respects diversity and promotes inclusion ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

1

2.7

Provide leadership, support, encouragement, information, policies and programs that facilitate full participation in recreation by people of all abilities across all settings. Work with persons with disabilities and special needs to create inclusive opportunities and build leadership capacity. Ensure that recreation environments are accessible, and remove physical and emotional barriers to participation.

[a] Do you engage persons with disabilities and special needs in program planning and delivery and policy development to ensure that your recreation environments remove barriers to participation ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA



2.8

Address the unique challenges and capacities in rural and remote communities. Seek community leadership in decision-making regarding the provision of and access to appropriate spaces and places, opportunities and experiences in recreation.

[a] Do your services respond to the urban and rural needs of the community? Is there access to appropriate spaces and opportunities to experience recreation?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3



GOAL 3: CONNECTING PEOPLE AND NATURE

3.1

Work in partnership with community and provincial/territorial planners and Aboriginal communities to provide natural spaces and places in neighborhoods, communities and regions through the retention and addition of natural areas, forests, parks, trails and recreational waters (rivers, lakes, canals and beaches).

[a] Do your staff work with planners in the municipality and related regional authorities (e.g. conservation authority, provincial parks) to ensure that there are **natural spaces** and places in neighborhoods through the provision of **parks trails and naturalized areas** ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

A large, bold, orange number '3' is positioned on the right side of the slide, serving as a visual indicator for the third question in the list.

3.1

Work in partnership with community and provincial/territorial planners and Aboriginal communities to provide natural spaces and places in neighborhoods, communities and regions through the retention and addition of natural areas, forests, parks, trails and recreational waters (rivers, lakes, canals and beaches).

[b] Do you have a **Parks Master Plan** that provides standards for the provision of parks?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

2

Note: standards provided in other municipal plans (i.e. infrastructure master plan).

3.1

Work in partnership with community and provincial/territorial planners and Aboriginal communities to provide natural spaces and places in neighborhoods, communities and regions through the retention and addition of natural areas, forests, parks, trails and recreational waters (rivers, lakes, canals and beaches).

[c] Do you have a **Trails and/or Cycling Master Plan** ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

2

3.2

Work collaboratively at all orders and levels of government (local, regional, provincial/territorial, federal and with Aboriginal governing bodies) to create and maintain a coordinated, comprehensive system of parks and protected areas across Canada that allows year-round access to nature. Share best practices and findings in planning, design, management, ecosystem monitoring and public information.

[a] Does your parks and open space system **connect to adjacent municipalities?**

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

1.5

3.2

Work collaboratively at all orders and levels of government (local, regional, provincial/territorial, federal and with Aboriginal governing bodies) to create and maintain a coordinated, comprehensive system of parks and protected areas across Canada that allows year-round access to nature. Share best practices and findings in planning, design, management, ecosystem monitoring and public information.

[b] Do you encourage **year-round access** to nature through design, signage and maintenance of parks year-round ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

2.5

3.2

Work collaboratively at all orders and levels of government (local, regional, provincial/territorial, federal and with Aboriginal governing bodies) to create and maintain a coordinated, comprehensive system of parks and protected areas across Canada that allows year-round access to nature. Share best practices and findings in planning, design, management, ecosystem monitoring and public information.

[c] Does your organization **share best practices and communicate regularly** with other groups (e.g. not-for-profits, community groups and other municipalities or jurisdictions)?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3.5

3.3

Develop public awareness and education initiatives to increase understanding of the importance of nature to wellbeing and child development, the role of recreation in helping people connect to nature and the importance of sustainability in parks and recreation.

[a] Does your **promotional and communication program** promote the importance of access to nature and the role of recreation in helping people connect to nature?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

A large, bold, orange number '3' is positioned on the right side of the slide.

3.3

Develop public awareness and education initiatives to increase understanding of the importance of nature to wellbeing and child development, the role of recreation in helping people connect to nature and the importance of sustainability in parks and recreation.

[b] Do you **promote the value of parks** in terms of their low-cost, year-round, spontaneous access to recreational opportunities ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3.5

3.4

Ensure that operational policies and practices in parks and recreation limit the use of non-renewable resources and minimize negative impacts on the natural environment.

[a] Do you have operational policies in place that reflect the importance of sustainability (fiscal, environmental, social, cultural)?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

2

3.4

Ensure that operational policies and practices in parks and recreation limit the use of non-renewable resources and minimize negative impacts on the natural environment.

[b] Do you have **standards of development** that respect **low-impact** on the natural environment when designing and building parks and facilities?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3



GOAL 4: SUPPORTIVE ENVIRONMENTS

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



4.1

Provide recreation facilities and outdoor spaces in under-resourced communities (including on-reserve and in remote and rural areas), based on community and/or regional needs and resources.

[a] Do you have an approved **Facility Master Plan** in place that addresses the **needs of under-resourced areas** (based on community need)?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3

4.2

Work with partners to increase the use of existing structures and spaces for multiple purposes, including recreation (e.g. use of schools, churches, vacant land and lots).

[a] Do you work with **community partners** (e.g. the YMCA, school boards, churches, etc.) to maximize the use of existing structures, green spaces and facilities for multiple purposes?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

A large, bold, orange number '3' is positioned on the right side of the slide.

4.2

Work with partners to increase the use of existing structures and spaces for multiple purposes, including recreation (e.g. use of schools, churches, vacant land and lots).

[b]Do you have an **approved policy** with respect to **partnership development** and/or **alternative service delivery**?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

1

Note: Prefer to maintain a flexible approach to partnership development and alternative service delivery.

4.3

Enable communities to renew recreational infrastructure as required and to meet the need for green spaces by:

- **securing dedicated government funding at all levels, as well as partnerships with the private and not-for-profit sectors for the necessary development, renewal and rehabilitation of facilities and outdoor spaces**
- **developing assessment tools and evidence-based guidelines for investing and reinvesting in aging recreation infrastructure**
- **developing and adopting innovative renewal strategies that will endure over time, use less energy and provide affordable access for all.**

[a] Do you have an approved **Asset Management Plan** in place to enable ongoing renewal of recreational infrastructure including hard infrastructure and parks ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

2.5

4.3

Enable communities to renew recreational infrastructure as required and to meet the need for green spaces by:

- **securing dedicated government funding at all levels, as well as partnerships with the private and not-for-profit sectors for the necessary development, renewal and rehabilitation of facilities and outdoor spaces**
- **developing assessment tools and evidence-based guidelines for investing and reinvesting in aging recreation infrastructure**
- **developing and adopting innovative renewal strategies that will endure over time, use less energy and provide affordable access for all.**

[b] Do you regularly assess the condition of your facility and park inventory to ensure investments are targeted, prioritized and maximize participation ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

2.5

4.3

Enable communities to renew recreational infrastructure as required and to meet the need for green spaces by:

- **securing dedicated government funding at all levels, as well as partnerships with the private and not-for-profit sectors for the necessary development, renewal and rehabilitation of facilities and outdoor spaces**
- **developing assessment tools and evidence-based guidelines for investing and reinvesting in aging recreation infrastructure**
- **developing and adopting innovative renewal strategies that will endure over time, use less energy and provide affordable access for all.**

[c] Do you have an Energy Management Plan ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

2.5

4.3

Enable communities to renew recreational infrastructure as required and to meet the need for green spaces by:

- **securing dedicated government funding at all levels, as well as partnerships with the private and not-for-profit sectors for the necessary development, renewal and rehabilitation of facilities and outdoor spaces**
- **developing assessment tools and evidence-based guidelines for investing and reinvesting in aging recreation infrastructure**
- **developing and adopting innovative renewal strategies that will endure over time, use less energy and provide affordable access for all.**

[d] Are staff aware of your Energy Management Plan and actively participate in actions to reduce energy consumption ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

4

4.4

Lead and support community efforts and planning processes for active transportation and public transit. Participate in the planning and design of communities to encourage the placement of workplaces, schools, shops libraries, parks, and sport and recreation facilities in close proximity so that active modes of transportation are easier to use. Encourage development and maintenance of active transportation routes that connect people to the places they want to go.

[a] Do you have an **Active Transportation Plan?**

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3

4.4

Lead and support community efforts and planning processes for active transportation and public transit. Participate in the planning and design of communities to encourage the placement of workplaces, schools, shops libraries, parks, and sport and recreation facilities in close proximity so that active modes of transportation are easier to use. Encourage development and maintenance of active transportation routes that connect people to the places they want to go.

[b]If relevant, is it linked to your
Transit Plan?

3

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

4.4

Lead and support community efforts and planning processes for active transportation and public transit. Participate in the planning and design of communities to encourage the placement of workplaces, schools, shops libraries, parks, and sport and recreation facilities in close proximity so that active modes of transportation are easier to use. Encourage development and maintenance of active transportation routes that connect people to the places they want to go.

[c] Do recreation staff **participate in secondary planning** projects to ensure early identification for the placement of community assets including, schools, parks, libraries, support and recreation facilities?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA



4.5

Enhance mental and social wellbeing by creating supportive social environments in the settings where people live, learn, work and play. This requires strengthened partnerships with schools, social service groups, the arts community, law enforcement, transportation and urban planners, community organizations and the private sector.

[a] Do you have a relationship with regional/county government with respect to providing **supportive mental and social well-being environments** within recreation facilities?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

A large, bold, orange number '1' is positioned on the right side of the page, indicating the first item in a list.

4.6

Develop and implement targetted recreation education campaigns that increase knowledge about how recreation contributes to enjoyment and quality of life, and help people acquire the skills and attitudes they need to plan for making recreation a part of their lives.

[a] Do you actively promote the benefits of recreation and provide ongoing information to your community about the importance of recreation to the quality of life ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

A large, bold, orange number '1' is positioned on the right side of the slide, indicating the first item in a list.

4.7

Develop a common understanding of community wellbeing through the development and use of standardized assessment tools and indices that will help communities assess and measure their status on community wellbeing.

[a] Does your **Corporate Strategic Plan** include an assessment of community well-being?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA



4.8

Adopt a strategic approach to community building that features alignment and collaboration with other community initiatives (e.g. Age-Friendly Communities, Healthy Cities/Communities, Community Food Centres).

[a] Are you aware of -or do you **align** with - **other community building initiatives** that may exist in your community- age-friendly community, healthy cities, safe cities etc. ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

A large, bold, orange number '3' is positioned on the right side of the slide.



GOAL 5: RECREATION CAPACITY

Ensure the continued growth and sustainability of the recreation field.

5.1

Increase collaborative efforts among provincial/territorial governments, local governments, voluntary organizations, Aboriginal communities, the private sector and recreation associations to support and nurture a vibrant recreation system that serves as the primary means for achieving the vision and goals in this Framework.

[a] Do you include information related to the framework within your training programs for staff and volunteers ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

2.5

5.2

Implement career awareness, preparation and development strategies to attract and educate new leaders.

[a] New promote **staff recruitment strategies** to attract staff to work in the field parks and recreation through communication of the benefits of recreation and the impact recreation leaders make in improving quality of life in their community?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA



5.2

Implement career awareness, preparation and development strategies to attract and educate new leaders.

[b] Do you offer **Leader-in-Training** or **Volunteer Development** programs that specifically focus on developing potential new leaders for the sector?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

A large, bold, orange number '2' is positioned on the right side of the slide, likely indicating the second question or section.

5.3

Support advanced education in recreation. Use long-term market studies to inform curricula development and capture supply and demand needs in the industry.

[a] Do you work with **community colleges** and/or **universities** to benefit from research to align with priorities within your community ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA



5.3

Support advanced education in recreation. Use long-term market studies to inform curricula development and capture supply and demand needs in the industry.

[b] Do you provide **placement opportunities** for students ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3

5.4

Develop and implement high-quality training and competency-based capacity development programs for organizations and individuals (professionals and volunteers) working in recreation, particularly in under-resourced rural and remote areas.

[a] Does your **training program** include modules that align with the **five goals and priorities** within this framework?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

A large, bold, orange number '1' is positioned on the right side of the slide, indicating the first question or item in a list.

5.4

Develop and implement high-quality training and competency-based capacity development programs for organizations and individuals (professionals and volunteers) working in recreation, particularly in under-resourced rural and remote areas.

[b] Do you also ensure that operations are **compliant** with legislative and regulatory requirements in that the appropriate staff are trained to ensure compliance ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3

5.5

Develop a strategy to enhance community-based leadership in recreation.

[a] Do you have an approved
Volunteer Policy?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

4

5.6

Rejuvenate and update volunteer strategies to reflect societal changes and take advantage of community and individual capacities. Engage volunteers of all ages and from all walks of life. Make a special effort to recruit and support volunteers from a variety of ethnocultural and racialized populations and other groups that face constraints to participation. Recognize and support the role of the not-for-profit sector in developing and engaging volunteers.

[a] Does your group of volunteers engage people from all ages and walks of life?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3

5.7

Support a pan-Canadian, comprehensive knowledge development strategy that increases support for:

- **recreation research and data collection carried out by universities and colleges, the not-for-profit sector, provincial/territorial, local and Aboriginal governments, with special attention to applied research at the community level**
- **the national recreation information system so that all those planning and delivering recreation services have access to the latest evidence**
- **collaborative efforts among governments, recreation associations and colleges and universities to develop new recreation programs and services that meet the evolving and expanding needs within communities.**

[a] Do you meet regularly with colleagues from adjacent municipalities and other aligned jurisdictions to encourage collaboration in the development of new programs and services ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3

5.7

Support a pan-Canadian, comprehensive knowledge development strategy that increases support for:

- **recreation research and data collection carried out by universities and colleges, the not-for-profit sector, provincial/territorial, local and Aboriginal governments, with special attention to applied research at the community level**
- **the national recreation information system so that all those planning and delivering recreation services have access to the latest evidence**
- **collaborative efforts among governments, recreation associations and colleges and universities to develop new recreation programs and services that meet the evolving and expanding needs within communities.**

[b] Do you regularly conduct **gap analysis** to ensure that your resources are meeting the needs of your desired audience ?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA



5.7

Support a pan-Canadian, comprehensive knowledge development strategy that increases support for:

- **recreation research and data collection carried out by universities and colleges, the not-for-profit sector, provincial/territorial, local and Aboriginal governments, with special attention to applied research at the community level**
- **the national recreation information system so that all those planning and delivering recreation services have access to the latest evidence**
- **collaborative efforts among governments, recreation associations and colleges and universities to develop new recreation programs and services that meet the evolving and expanding needs within communities.**

[c] Do you have the ability to adjust plans and approaches as required to ensure that the resources are used most effectively (e.g. decisions associated with reducing barriers, encouraging participation, working with other jurisdictions and organizations)?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented

3

5.7

Support a pan-Canadian, comprehensive knowledge development strategy that increases support for:

- **recreation research and data collection carried out by universities and colleges, the not-for-profit sector, provincial/territorial, local and Aboriginal governments, with special attention to applied research at the community level**
- **the national recreation information system so that all those planning and delivering recreation services have access to the latest evidence**
- **collaborative efforts among governments, recreation associations and colleges and universities to develop new recreation programs and services that meet the evolving and expanding needs within communities.**

[d] Do you have the **quality assurance programs** in-place to ensure that all programs and services meet public expectations (HIGH FIVE, Canadian sports for life model, other non legislated quality standards)?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

A large, bold, orange number '3' is positioned on the right side of the page, likely indicating the third item in a list or a specific section.

5.7

Support a pan-Canadian, comprehensive knowledge development strategy that increases support for:

- **recreation research and data collection carried out by universities and colleges, the not-for-profit sector, provincial/territorial, local and Aboriginal governments, with special attention to applied research at the community level**
- **the national recreation information system so that all those planning and delivering recreation services have access to the latest evidence**
- **collaborative efforts among governments, recreation associations and colleges and universities to develop new recreation programs and services that meet the evolving and expanding needs within communities.**

[3] Do you measure the performance of your department including inputs (HR, budgets), outputs (utilization, capacity) efficiencies (costs) and effectiveness (user satisfaction)?

1. Not yet in Place
2. In Planning Stages
3. Partially Completed/Implemented
4. Completed/Implemented
5. NA

3



FINISH

