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**To:** Mayor McKenzie & Members of Council  
**From:** Darcey Cook, Recreation & Facilities Manager  
**Subject:** Recreation Master Plan Update  
**Date:** December 20, 2021

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**Recommendation:**

That the Council of the Municipality of West Perth accepts the Recreation Master Plan Update, as information.

**Purpose:**

To provide West Perth Council with an update on progress and future plans of the Recreation and Facilities Department in regard to the recommendations from the 2016 Recreation Master Plan.

**Background:**

In July of 2016, the West Perth Council passed the following resolution:

*“Whereas the Municipality of West Perth commissioned the preparation of a Recreation and Leisure Master Plan for the Municipality;  
AND Whereas the Master Plan has now been completed by Monteith, Brown and Associates;  
AND Whereas the consultants and Council have conducted extensive public consultation as an integral part of the process leading up to the finalization of the plan;  
AND Whereas the Recreation and Leisure Master Plan includes a list of recommendations for future Council consideration and possible implementation:  
NOW therefore the Municipality of West Perth hereby receives the 2016 Recreation and Leisure Master Plan;  
AND Further, hereby directs Staff to consider the recommendations in light of the 2016 financial position and the 2017 Budget preparations;  
AND Further, that at a future date, Staff provide council with a priority action list for consideration complete with funding options for works to be considered for implementation in 2016 and additional works to be funded in the 2017 or future budgets.*

**Analysis:**

Staff have prepared the attached document with all 56 recommendations of the 2016 Recreation Master Plan and have documented what has been implemented and future plans for each one. The recommendations have been colour-coded as follows: Green = Completed, Yellow = Ongoing, and Red = Abandoned. We currently have 22 recommendations completed and 32 ongoing with varying levels of completion, and 2

recommendations have been abandoned. Important to note we do plan to address 11 recommendations with the park master plan in 2022.

**Financial:**

N/A

**Attachments:**

Recreation and Leisure Services Master Plan 2021 Report DC Copy

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Service Delivery Recommendations					
	Recommendation	Priority & Timing	Strategic Directions	Lead	Comments / Considerations
1	Adopt a <b>municipal service delivery role</b> that reflects the strategic directions of this Master Plan, with a primary focus on maintaining assets and supporting community-led activities through a community development approach.	High; Ongoing	B, C, E	Council; CAO	Implemented in 2018; - Recreation & Facilities Manager; - 2018 budget used for department resources and recruitment
2	Create a full-time <b>Recreation &amp; Leisure Coordinator</b> position to work with community providers and volunteers to increase access to leisure services, promote existing assets, and enhance communication and marketing of recreation, leisure and culture opportunities.	High, Short-Term	B, E, F	CAO	Implemented in 2018; - Full-time Recreation Coordinator started July 3rd, 2018 after receiving \$70,000 through the Active for Life Recreation Stream of the Ontario Sport and Recreation Communities Fund.
3	Re-evaluate <b>staffing requirements</b> over time as changes occur in the scope of municipal responsibilities, customer demand, or asset inventories. For example, consideration should be given to addressing a corporate gap in property and facility management.	High, Ongoing	B, E	Dept. Heads	Plan and implement Recreation and Facilities Staffing Plan in 2021: - Department development; - Define roles and responsibilities (disentangle recreation and leisure from operations); - Where do cemeteries fit in - Where do 'other facilities' fit in - Health and Safety
4	Continue to offer relevant <b>staff training and development</b> that builds and maintains the skills and competencies needed to deliver on key recreation and leisure objectives.	High, Ongoing	B, C	Dept. Heads	Ongoing, Department budget includes a defined training budget.
5	Facilitate an annual <b>Volunteer Fair</b> to raise awareness, promote opportunities, and recruit volunteers for West Perth's recreation, leisure, and culture services.	Medium, Short-Term	B, C, D	Rec Coord	Discussed including a volunteer fair component with fundraising event in 2020/2021 – ultimately cancelled due to COVID-19. Will discuss again for 2022.

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10	Develop a municipal-wide <b>volunteer recognition program</b> to celebrate the achievements of local residents and encourage sustained volunteerism.	Medium, Short-Term	A, B, C, D	Rec Coord	First annual Volunteer Appreciation Night took place in April of 2019. The 2020 and 2022 events were cancelled due to COVID-19. Volunteers were recognized via Municipal website and social media. Planning for 2021 event and implementation of individual and group recognition will begin in 2022.
6	Maintain an <b>up-to-date inventory</b> of recreation, leisure, and culture opportunities within the community (including a database of community groups and their contact information) to ensure that a full range of activities are available for all ages and abilities. This database should be publicly accessible and serve to enhance awareness of local activities, programs, leagues, and events.	High; Ongoing	B, E	Rec Coord	Perfect Mind software went live in 2019. Online facility rentals, drop in and registered programs, ice pad and ball diamond schedule. Online software proved very effective during COVID-19 pandemic and moving forward. Online waivers and health questionnaires, contact tracing.
14	Maintain and update information pertaining to recreation, leisure, and culture activities and events on the West Perth <b>website</b> to enhance awareness of available opportunities.	High; Ongoing	A, D	Rec Coord; Website Lead	Ongoing.
15	Create a <b>regular newsletter or community guide</b> (monthly or quarterly, hard copy and online) to advertise and promote West Perth's recreation, leisure, trails, and culture opportunities and events; seek opportunities to coordinate with West Perth Public Library.	High; Short-Term	A, D	Rec Coord	Municipal information included in annual Mitchell Advocate Recreation Guide. Discussed possibility of monthly recreation newsletter in 2021. In 2021 we created a social media presence across two platforms, as well as supplementing MWP website with upcoming events and details of recreation and leisure opportunities.
7	Engage community partners in periodic <b>program planning</b> , with an emphasis on accessible and affordable introductory activities that promote physical activity and social inclusion, including those designed for older adults and seniors.	Medium; Ongoing	A, B, C, D	Rec Coord	2021, acquired the Youth Centre at 89 Ontario Street, Mitchell. Began programming October 2021, partnering with United Way Perth-Huron and Youth Unlimited to do weekly programming. Partnering with West Perth Public Library on Day Camps. Partnered with the Optimist Club on Cooking with Class Program and Live Well 4 Life on Recreation leagues and

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16	Host an <b>annual forum</b> with service clubs, community organizations, and the public to collectively discuss issues and opportunities related to service delivery, community needs, marketing and promotion, and overall communication.	Medium; Ongoing	C, D		Ongoing. May engage partners in a digital survey to request feedback and comments about what these partners may want to see in 2022/2023.
17	Provide <b>public input opportunities</b> prior to undertaking large community projects.	High; Ongoing	C, D		Ongoing (ex. Keterson Park Master Plan).
8	Encourage community efforts to form a municipal-wide <b>older adult/seniors' club</b> .	Medium	A, C	Rec Coord	Ongoing. Partnership with Mitchell and Area Community Outreach to develop new programming for older adults. 2020 and 2021 caused this partnership to be put on hold as seniors found engaging in society worrisome. We will continue to offer partnerships in any capacity in 2022. We have also struck up a partnership with a shuffleboard group (Feltz, et al.) who are getting 30-40 people weekly in to play at the Mitchell Community Centre.
9	Investigate opportunities to <b>support the volunteer sector</b> through work with partners like United Way of Perth Huron.	High; Ongoing	B, C	Rec Coord	United Way Perth Huron is supporting the youth programming for 2021-2022. The McGratten Childrens Foundation is supporting our Cooking with Class, Childrens program for 2021. Volunteers from Mitchell Optimist Club attend Cooking with Class, with a total of 48 volunteer hours banked over 8 weeks.
11	To establish consistency across the Municipality (including employees, volunteers, and contractors), develop <b>maintenance standards</b> for all public parks and facilities, with a focus on delivering a high level of safety, cleanliness, and legislative compliance.	Medium; Short-Term	B, C, E	Dept. Heads	Ongoing. Inventory of all facilities and parks in progress (initiated in 2019). Parks master planning process will assist in the inventory of parks and trails, and will develop and expand existing maintenance standards to incorporate all indoor and outdoor facilities. Municipality asset management will assist in facility asset life expectancies and maintenance
12	Ensure that <b>policies and procedures</b> are in place to support and direct fundraising and partnerships, user fees and rental rates, advertising and sponsorships, parks maintenance, customer service, cancellations and refunds, etc. Review all policies every five years, at minimum.	High; Short-Term	B, E	Dept. Heads	All agreements, policies and procedures updated in 2020 due to COVID-19. Review again in 2022

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20	Document, formalize, and update the Municipality's <b>existing arrangements with community groups and service providers</b> in the delivery of recreation, leisure, and culture services.	High; Short-Term	B, C, E, F	Rec Coord (Dept. Heads)	Ongoing. Some new formal partnership agreements still to be worked in. With new partnerships made, formal partnership agreements will be made on an ongoing basis.
13	Collect <b>registration data</b> from all organizations that use Municipal parks and facilities and monitor facility utilization to assist in tracking trends, changing demands, and allocation.	Medium, Ongoing	B, E	Rec Coord	Ongoing. This recommendation continues to follow the organization of facilities and parks. We have begun taking registration information for all managed and bookable facilities. Although some of these numbers are 'ballpark', some are very specific. We will work towards ensuring the accuracy of these numbers moving forward through Perfect Mind software.
18	Establish a <b>consistent signage</b> design template and install at all parks, open spaces, trails, and community facilities.	Medium; Mid-Term	E, F		Looking into following the RTO7 Wayfinding Signage Standards and Specifications (2017) to be consistent with other jurisdictions in Perth County. The updated park master plan will outline which signage will need to be updated to adhere to modern standards.
19	Seek <b>fundraising, partnership, and sponsorship opportunities</b> that are consistent with the Municipality's vision in order to reduce reliance on tax dollars in providing quality recreation, leisure, and culture opportunities in West Perth.	High; Ongoing	C, E, F	Treasurer; Rec Coord	<u>Sponsorship &amp; Advertising Opportunities</u> document created and promoted in 2020 to consolidate opportunities.
21	Evaluate <b>partnership proposals</b> based on the criteria outlined in Section 6.7.	Medium; Ongoing	B, C		Ongoing.
22	Develop an <b>Arts and Culture Strategy</b> that identifies the Municipality's role in supporting the local arts and cultural sector. Work with community and regional partners to create a sustainable direction for arts and culture in the Municipality.	Low; Long- Term	A, B, C		May require outside consultant. In 2022, we plan to reach out to Perth County to partner on an arts and culture strategy through their discover more program. Lower priority: need to focus on other items first, for liability reasons.

**Parks and Trails Recommendations**

	Recommendation	Priority & Timing	Strategic Directions	Lead	Comments / Considerations
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23	Utilize the Master Plan's <b>parkland classification hierarchy</b> to guide the development or redevelopment of parks and open spaces according to park type, size, service level, and amenities provided.	Medium; Ongoing	B, F		Ongoing, Intending to address this recommendation in the Parks Master Planning process.
24	Continue to pursue the <b>dedication of parkland and cash-in-lieu</b> through the provisions of the local Official Plans and Planning Act.	High; Ongoing	B, F		
25	Avoid developing or accepting <b>under-sized active parkland parcels</b> of less than 0.5 hectare in size unless the Municipality has determined that there is a need to fill a gap in parkland and other options are inadequate.	High; Ongoing	B, F		
26	Accepting <b>undevelopable Open Space lands</b> (ex. storm water management ponds, woodlots, valley lands, floodplains, hazard lands, etc.) as part of the parkland dedication requirement is strongly discouraged. The Municipality may assume these lands through voluntary dedication or easement if appropriate.	High; Ongoing	B, F		
27	Where necessary, employ <b>alternative acquisition tools</b> to enhance future parkland opportunities to serve current and	Medium	B, F		
28	Adopt a <b>parkland service target</b> of 3.0 hectares per 1,000 residents, which would require an additional 1.6 hectares (4 acres) of parkland by 2039 to serve growing settlement areas.	High; Ongoing	B, F		
29	Begin planning for the <b>relocation of Kinsmen Park</b> (up to 7 hectares, depending on overall sports field needs), located within an expanding industrial area.	Medium; Long Term	E, F		The plan to relocate the Kinsmen Park has been abandoned. The park will remain where it is permanently.

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30	Maintain a commitment to <b>accessibility, safety, and comfort within the Municipality's parks system</b> through compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and Crime Prevention Through Environmental Design (CPTED) principles. In recognition of the Municipality's aging population, attention should be paid to the development of amenities such as washrooms, shade, and benches/seating areas in parks and along trails.	High; Ongoing	A, E, F		Consultant RFP for <u>Parks Master Plan</u> .
31	Prepare a <b>Greening Strategy</b> to guide the efforts of the Municipality, partners, and volunteers in the beautification, naturalization, and preservation of key sites throughout West Perth. The Strategy should address items such as tree planting, remediation, maintenance, resourcing, education programs and stewardship initiatives, etc.	Medium	C, D, F		
32	Use the guiding principles and Conceptual Trails Network within this Master Plan as a guide to inform <b>future trail and walking route projects</b> . All future trails and walking routes should be properly signed to clearly delineate the network and enhance wayfinding for users. Additional extensions to the network should consider unopened road allowances and river corridors (with the latter being achieved through coordination with the Conservation Authority).	High			Ongoing, Intending to address this recommendation in the Parks Master Planning process.
33	Consider adding a policy within the Official Plan to allow the Municipality to require the <b>dedication of land for the development of pedestrian and bicycle infrastructure</b> as a condition of plan of subdivision approval as permitted by Section 51(25) of the Planning Act.	Low; Short-Term	B, F		

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34	Continue to emphasize the proper design, construction, and <b>maintenance of the West Perth trails network</b> . For example, motorized all-terrain vehicles should be prohibited from all designated walking and hiking trails and Municipal By-laws to this effect should be enforced to the greatest degree possible. In some cases, physical interventions and repairs may be required.	High; Ongoing	E, F		
35	Establish a <b>walking tour route, education program, and improved signage</b> to promote the West Perth trails and open space system.	Medium; Short-Term	A, D, F		
Facility Recommendations					
	Recommendation	Priority & Timing	Strategic Directions	Lead	Comments / Considerations
36	Prepare an updated <b>Needs Assessment/Feasibility Study for Mitchell Arena &amp; Community Centre</b> in five to ten years' time in order to assess the demand for a second ice pad, other community spaces, and renewal or redevelopment options.	High; Mid-Term	E	Facility Manager	To be moved into <u>Capital Budget Process</u> in 2023.
37	Continue to invest in the <b>Mitchell Arena &amp; Community Centre</b> through ongoing capital maintenance, with a short-term focus on addressing barrier-free accessibility projects.	High; Short-Term	E	Facility Manager	Ongoing. Roof replaced, wall sheeting replaced, new fibre-optic internet service, and interior painting accomplished and completed in 2021.
38	Undertake a topic-specific study and public engagement process to explore options for the creation and management of a <b>hub for older adults and seniors</b> through the re-purposing or expansion of an existing space / facility to help meet the recreational and social needs of this population.	Medium; Mid-Term	A, C, E		Due to a Fire Safety Order the Friendship Centre is currently closed to the public. Additional space will be met through the new community room at the new municipal office which will accomplish the recommendation for a hub for older adults and seniors programming and meeting space.
39	Evaluate options (ex. leasing, divestiture, etc.) for declaring Mitchell Friendship Centre and Fullarton Hall as <b>surplus municipal facilities</b> .	High; Short-Term	E		Fullarton Hall sold in 2018. Due to a Fire Safety Order the Friendship Centre is currently closed to the public. Options to be considered in 2021 with a property survey initiated in 2020.

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40	Upgrade the infield at the <b>Cromarty Ball Park</b> in cooperation with the South Hibbert Athletic Association.	Low; Short-Term	E	Facility Manager	Completed in 2020-2021.
41	Remove the <b>Brodhagen and Dublin diamonds</b> from the active inventory. Continue to maintain these diamonds to a standard that is consistent with casual play, but remove the lighting, fencing, and/or bleachers when they become unsafe. A commitment to usage and substantial fundraising would be required to improve these diamonds.	Low; Med- Term	E	Facility Manager	We have decided not to move forward with these changes at this time.
42	Install a <b>playground</b> at a future park site in <b>southwest Mitchell</b> .	Medium; Long-Term	A, E		Ongoing, Intending to address this recommendation in the Parks Master Planning process.
43	Consider the installation of a playground and/or tree plantings within <b>Sunset Park</b> in northwest Mitchell, should there be	Low; Med- Term	A, E		
44	Develop and implement a program for regular <b>playground replacement, upgrades, and installation</b> , with continued consideration of accessible features (such as ramps, swings, pathways, etc.).	High; Ongoing	B, E		
45	Maintain the <b>Lions Pool</b> until such point as major capital replacement (e.g., to the tanks, bathhouse, mechanical systems, etc.) can no longer be deferred. Consult with the public as to future options at that time.	High; Ongoing	D, E	Facility Manager	Capital assessment was completed in 2021. Improvements to accessibility have been made with a pool entrance device, and an adult change table/room installed, along with barrier-free doors. Mechanical systems and tanks will receive upgrades in 2022.
46	Provide two courts for tennis and/or pickleball in Mitchell. This may be achieved by improving the existing courts (and making them available for public use) or developing new courts at another location.	Medium; Mid-Term	B, E		New tennis (2) / pickleball (4) courts being installed at Veteran's Park for use in spring of 2021. Year-round indoor/outdoor pickleball leagues established in partnership with Live Well 4 Life. An average of 20 teams per season participate in pickleball. Tennis camps in high demand and courts used daily in summer months.
47	Encourage the Dublin Lions to proceed with the installation of an <b>outdoor pad at Dublin Lions Park</b> . Municipal support should be considered in the context of the proposed Fundraising & Partnership Policy (not yet developed).	Low; Short- Term	B, E		Completed in 2019.

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48	Work with local service clubs, stakeholders, and the community to install a <b>permanent skate park</b> within Keterson Park in Mitchell.	Medium; Mid-Term	C, E		In Progress. Permanent All Wheels Park location and infrastructure planned into 2022.
49	Work with the Agricultural Society to plan for the replacement of the four <b>Fair barns</b> currently located at the centre of Keterson Park, with the goal of developing new structures that will be appropriately designed and located to meet the long-term needs of the Fair and community.	Medium; Mid-Term	C, E, F		Keterson Park Master Plan completed in 2019. Short Term projects initiated: new multi-use pavilion, accessible path around diamonds, updates to All Wheels Park, Crystal Palace access improvements. Fair barns removed in 2021. The agricultural society were consulted in the design of the new Keterson Park Pavilion to incorporate the use of the 4 barns for the annual fair.
50	Undertake a review of the long-term capital and operational requirements of the <b>Lions Park petting zoo</b> .	Medium; Mid-Term	C, E		Ongoing. Started in Winter of 2020
Implementation Recommendations					
	Recommendation	Priority & Timing	Strategic Directions	Lead	Comments / Considerations
51	Use the Recreation & Leisure Services Master Plan as a resource in developing West Perth's <b>long-term capital forecast</b> .	High; Ongoing	B, D		Yes.
52	Ensure that Municipal Council is fully aware of the <b>operating cost implications</b> when deciding on the approval of capital projects.	High; Ongoing	B, D		Yes.
53	Continue to seek <b>alternative funding sources</b> (e.g., fundraising, sponsorships, grants, etc.) to supplement existing resources and to enable full implementation of the Master Plan.	High; Ongoing	B, C		Yes. Reference considerations for recommendation 19.
54	Establish a <b>reserve fund</b> specific to major recreation and parks infrastructure projects with consistent annual contributions through the Municipal budget process, using a 2% facility replacement target as a benchmark.	Medium; Short-Term	B, E, F		Money contributed to reserves in 2021. Municipal asset management will assist in financial planning for future years.

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55	Implement a system for the regular <b>implementation, monitoring, and review</b> of the Recreation & Leisure Services Master Plan, including the creation of an annual work plan.	High; Short-Term	B		Consider developing RFP for updated Master Plan in 2023. Create and present annual report for council. Include annual 'Recreation Report' for community in Recreation and Leisure Community Guide.
56	Reconfirm the direction, priorities, and accomplishments of the Master Plan in 2021. Undertake a complete review and <b>update</b> of the Master Plan in the year 2026.	High; Short/ Med-Term	B, D		