

Town of Huntsville Community Services Master Plan (March 2022)

Summary of Recommendations – Priority and Timing

Note: The following has been excerpted from Section 12.3 of the Community Services Master Plan (March 2022). For additional information, please refer to the full report.

On the pages that follow, recommendations are ordered according to the following goals:

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|---------------------------------|---|
| 1. Active Living | 5. Recreation Capacity |
| 2. Inclusion and Access | 6. Celebrating Arts, Culture and Heritage |
| 3. Connecting People and Nature | 7. Implementation and Financial Strategy |
| 4. Supportive Environments | |

The priority and timing of the recommendations are organized into the following categories:

Priority

- **High Priority:** Immediate attention is strongly suggested during the timeframe recommended.
- **Medium Priority:** Attention is required when high priority actions have been initiated or completed, or when suitable partners have been identified for funding.
- **Lower Priority:** Attention is required when high and medium priority actions have been initiated/completed.

Timing

- **Short-term:** 2022 to 2024
- **Medium-term:** 2025 to 2027
- **Longer-term:** 2028 and beyond
- **Ongoing:** Guidelines/practices to be followed on a continual basis

Considerations (implementation factors, potential cost impacts, etc.; note: all cost estimates to be confirmed through future study)

- **Minor (\$):** estimated at \$50,000 or less
- **Moderate (\$\$):** estimated to be between \$50,000 and \$500,000
- **Major (\$\$\$):** estimated at \$500,000 or more

Goal One: Active Living (Section 6)– Implementation Strategy

| Recommendation | Priority | Timing | Considerations |
|---|----------|------------|----------------|
| 1. Work with other community partners to promote the importance of physical activity and engage more residents in embracing active lifestyles. | High | Ongoing | |
| 2. Determine unique clients and approximate participation rates for each age grouping (pre-school, children, youth, adults, and older adults/seniors) in recreation, parks and cultural activities. Utilize this data as a baseline benchmark to inform stronger outreach efforts within the community. The Town should set participation targets for future years based on current participation patterns (post COVID-19 recovery). | High | Ongoing | |
| 3. Work to implement the success criteria of the Youth Friendly Communities through the Playworks Cooperative to demonstrate Huntsville's active commitment to providing a strong voice to youth. | Medium | Ongoing | |
| 4. Engage and apply the Lifesaving Society Ontario Branch Aquatic Safety Management Program in all aquatic settings (pool and beaches) to audit and address safety measures in the operation of aquatic locations. Lifeguarding services may be considered at selected beach locations, but must be supported by Aquatic Safety Standards, funding and staff resources. | High | Short-term | |
| 5. Promote safety in and around water to educate all Huntsville residents and visitors about the prevention of water incidents. | High | Ongoing | |
| 6. Continue to implement the criteria promoted through the Principles of Healthy Aging through Parks and Recreation Ontario in all programs and services for older adults and seniors. | High | Ongoing | |
| 7. Approve an additional allocation of \$5,000 per annum to enable staff to respond to in-year trends and provide new recreation, parks and cultural opportunities for residents to try out. | Medium | Short-term | Minor (\$) |

| Recommendation | Priority | Timing | Considerations |
|---|----------|------------|----------------------------------|
| 8. Develop a Special Events Policy and Event Evaluation Process to identify various event categories, frequencies, and the respective supports that the Town of Huntsville will provide. Further develop an evaluation framework for events that includes (but is not limited to) attendee satisfaction, cost per participant, impacts on the community and local businesses, etc. Review the service levels associated with special event support through the development of the Special Events Policy. | High | Short-term | Coordinate with involved parties |

Goal Two: Inclusion and Access (Section 7) – Implementation Strategy

| Recommendation | Priority | Timing | Considerations |
|--|----------|-------------|----------------|
| 9. Develop an Inclusion and Access Policy to identify what actions the Town of Huntsville is committed to in terms of diversity, equity, and inclusion. | High | Short-term | |
| 10. Provide staff training and professional development opportunities for staff and volunteers with respect to equity and inclusion in the delivery of service. | High | Ongoing | |
| 11. Organize and meet with a panel of diverse organizations and individuals advocating for underrepresented populations in recreation, parks and culture to determine what the Town is doing well and what could be done to be more intentionally inclusive of all residents facing barriers. | Medium | Medium-term | |
| 12. Complete visual audits of facilities and public spaces to ensure that usage reflects the full citizenry of Huntsville. Identify the people who are not regularly utilizing public spaces and engage them to understand any barriers. | Medium | Medium-term | |
| 13. Identify the percentage of the population experiencing low income who participate in recreation, parks and cultural programs. Work to include the same or greater percentage as the general population in programs as a baseline target. | Medium | Ongoing | |
| 14. Regularly meet with groups representing persons with disabilities to develop programs and approaches to include more persons with disabilities into recreation, parks and cultural programs. | High | Ongoing | |

| Recommendation | Priority | Timing | Considerations |
|--|----------|------------|----------------|
| 15. Ensure that all public spaces and facilities are safe and welcoming spaces for the LGBTQI2S+ community . | High | Ongoing | |
| 16. Continue to engage with the Indigenous community to best understand how they would like to be better included and represented in sport, recreation, parks and cultural spaces. | High | Ongoing | |
| 17. Complete an analysis of the number of females and those identifying as females participating in recreation and sport pursuits by age group. Initiate community discussions and work with other organizations supporting female participation to increase female participation in active and sport pursuits. | Medium | Short-term | |

Goal Three: Connecting People and Nature (Section 8) – Implementation Strategy

| Recommendation | Priority | Timing | Considerations |
|--|----------|-------------|---|
| 18. Support expanded year-round park and trail use through outdoor education, challenging play opportunities, municipal programming, equipment-lending, and community development activities. | High | Ongoing | |
| 19. Leverage the parks system to promote the importance of access to nature to individual and community wellbeing and healthy child development. Consider programs that use recreation to help people connect with nature and be stewards of the natural environment. | Medium | Ongoing | |
| 20. Review the Town's current commemoration program offerings to ensure that they are effective and well promoted in the community. | Lower | Medium-term | Coordinate with Operations & Protective Services Division |

| Recommendation | Priority | Timing | Considerations |
|--|----------|-------------|---|
| 21. Enhance community education and nature appreciation by providing interpretive signage that highlights the significance of natural features within Huntsville's parks and trails systems. | Medium | Medium-term | Coordinate with Operations & Protective Services Division |
| 22. Consider updating the 2005 Parks Master Plan to guide future parkland needs and policies. The scope of the plan may be expanded to include off-road trails and connectivity. | Medium | Medium-term | Moderate (\$\$) Coordinate with Operations & Protective Services Division See Recommendation 32 |
| 23. Ensure that the Community Services Division is circulated as a commenting agency on development applications involving the potential acquisition of parkland. | High | Ongoing | Coordinate with Development Services Division |
| 24. Maintain a commitment to universal accessibility, safety and comfort within the Town's parks system. This includes, but is not limited to: <ul style="list-style-type: none"> a. Regularly consulting with the Accessibility Advisory Committee and ensure compliance with the Accessibility for Ontarians with Disabilities Act (AODA), recognizing that some parks may include areas of natural terrain that are more difficult to access. b. Undertaking and incorporating accessibility audits into the Town's asset management planning to identify a multi-year strategy for addressing barrier-free compliance. c. Engaging local police services to undertake a review of all parks using Crime Prevention Through Environmental Design (CPTED) principles to identify safety concerns relative to access and sightlines (surveillance). | High | Ongoing | Coordinate with Operations & Protective Services Division |

| Recommendation | Priority | Timing | Considerations |
|--|----------|-----------------------|--|
| 25. Emphasize the provision of amenities such as benches/seating areas, bike racks, shade (structures, tree canopy, etc.), and washrooms in appropriate park types to address the needs of all age groups. | High | Ongoing | Costs tbd (site-specific) Coordinate with Operations & Protective Services Division |
| 26. Provide a variety of active and passive spaces within the parks system to support all-season usage , including recreation and sports, casual use and unstructured play, special events and cultural activities. Opportunities to provide winterized washroom facilities in high-use parks and trails – such as at Lions Lookout – should be considered in recognition of growing year-round parks use. | High | Ongoing | Coordinate with Operations & Protective Services Division See recommendation 52 |
| 27. Establish consistent and high-quality signage at all municipal parks and trails to enhance branding and wayfinding, as guided by the Town's Wayfinding Strategy. Signage should direct inquiries to the Community Services Division's Sales and Customer Service Team. | High | Ongoing | Costs tbd (site-specific) Coordinate with Operations & Protective Services Division |
| 28. Continue to build the parks system through the maximum application of parkland dedication tools . Where land dedication falls short, alternative acquisition tools may need to be considered, such as partnerships (e.g., working with area school boards and other service providers to maximize community access), land purchase or lease, reallocation of surplus municipal lands, etc. | High | Ongoing | Coordinate with Development Services Division |
| 29. Maintain an up-to-date parks and trails inventory (including park blocks to be conveyed through the development process) to inform the assessment of future parks and trails needs, use of cash-in-lieu, and capital planning. | Medium | Ongoing | Coordinate with Development Services Division |
| 30. Guided by the Town's asset management plan, identify a long-term plan for park renewal and redevelopment that address aging infrastructure and capital improvements. Candidates for consideration in the short- to medium-term include Lions Lookout and Uttersen Community Park . Residents and stakeholders should be engaged when designing new and redeveloped parks and trails. | High | Short- to Longer-term | Major (\$\$\$) Coordinate with Operations & Protective Services Division |

| Recommendation | Priority | Timing | Considerations |
|--|----------|-------------|---|
| 31. Assign high priority to the continued development of a linked recreational trails system through the use of secondary plans, the development process, landowner agreements and purchase of lands as they become available. | High | Ongoing | Costs tbd (site-specific) Coordinate with Operations & Protective Services Division |
| 32. Develop a Trails Master Plan to provide a renewed vision and detailed evaluation for trail development opportunities. This plan should identify requirements for multi-use trail design and development, including connections between residential areas and community facilities/destinations scenic lookout areas, and recreational trails in parks. The scope of the plan may also be expanded to include on-road cycling routes and infrastructure. | Medium | Medium-term | Moderate (\$\$) Coordinate with Operations & Protective Services Division See recommendation 22 |

Goal Four: Supportive Environments (Section 9) – Implementation Strategy

| Recommendation | Priority | Timing | Considerations |
|--|----------|---------------------------|-----------------------------------|
| 33. Undertake barrier-free upgrades at Centennial Pool (e.g., change rooms) to improve accessibility for all users and ensure that sufficient funding is made available for the pool's long-term capital renewal . | High | Short-term to Longer-term | Moderate (\$\$) to Major (\$\$\$) |
| 34. Monitor ice registration and rental levels to understand future trends. Continue to work with arena organizations to support “return to play” approaches and explore options for arena programming and rentals during non-peak hours. | Medium | Ongoing | |
| 35. Create performance metrics for multi-use spaces and halls and work with user groups to maintain or enhance usage. Tracking of usage levels is required to support this analysis. | High | Ongoing | |

| Recommendation | Priority | Timing | Considerations |
|--|----------|-------------|--------------------------------|
| 36. Support full public access to Pitmans Bay Lodge and Park similar to other waterfront parks. Prepare a design strategy for Pitmans Bay that solicits public input and examines potential improvements, financial and operational requirements, and environmental impacts. | High | Short-term | Costs tbd through future study |
| 37. Identify a preferred use for the Auditorium at the Canada Summit Centre . While opportunities for lease arrangements with synergistic service providers (e.g., health and wellness, etc.) should be explored, the Town should also consider converting a portion of the space into multi-use program and activity spaces for dryland training, fitness and warm-ups, Town programming (e.g., affordable entry-level programs such as fitness, youth space, etc.), events, tournament support, etc. | High | Short-term | Moderate (\$\$) |
| 38. Continue to encourage community use of school gymnasiums to accommodate demand for court sports, activities/events and municipal programming. In the longer-term, evaluate opportunities to develop a municipal gymnasium co-located with a complementary community building. | Medium | Longer-term | Major (\$\$\$) |
| 39. Through dialogue with Club 55 , explore the potential for an older adult service model that positions the Active Living Centre as an older adult hub and uses other sites for strategic outreach. The service model should seek to leverage volunteer resources, limit program duplication, ensure appropriate public access, maximize spaces, maintain quality assurance, and provide a wide range of activities for all older adult interests that are open to all. The potential to repurpose the current Club 55 space should not be considered until the operating arrangements are reframed. | High | Short-term | |
| 40. Consider opportunities to establish a youth-friendly space that offers drop-in activities and a safe hangout space within the redesigned auditorium at the Canada Summit Centre. | Medium | Short-term | |
| 41. Consider installing a splash pad through future major park development in the long-term. | Lower | Longer-term | Moderate (\$\$) |

| Recommendation | Priority | Timing | Considerations |
|---|----------|------------------------|---|
| 42. Provide playgrounds in new subdivisions (e.g., Eagle Ridge, Huntsville Highlands, etc.) based on a measure of one playground within 400-metres of residential areas . The service area should account for major pedestrian barriers such as highways, railways, and watercourses. | High | Ongoing | Costs tbd (site-specific) |
| 43. Consider adding a playground to McCulley Robertson Recreation Park to complement the sports fields and other park amenities. | Lower | Medium-term | Moderate (\$\$) |
| 44. Through implementation of the Waterfront Strategy Design Brief, install playgrounds at strategic sites along the urban waterfront , including Avery Beach Park, Camp Kitchen Park, Mountview Water Treatment Site (future park), and Orchard Park. | Medium | Short- to Medium-term | Moderate (\$\$) |
| 45. Consider installing outdoor fitness equipment through future major park development, possibly at the Infra Pipe Solutions property (Uponor) or Mountview Water Treatment Site. | Lower | Medium- to Longer-term | Moderate (\$\$) |
| 46. Work with key stakeholders to establish a capital improvement strategy for Conroy Park , including the identification of high priority projects and a cost-sharing agreement. | High | Medium-term | Moderate (\$\$) Potential for cost-sharing |
| 47. Work with user groups to address priority diamond improvements at McCulley Robertson Recreation Park, including replacement lighting on Diamond F . | Medium | Medium-term | Moderate (\$\$) |
| 48. Evaluate the potential of removing the pickleball lines from the tennis courts at Conroy Park when the new courts are available at McCulley Robertson Recreation Park. | Lower | Short-term | |
| 49. Implement planned improvements to outdoor tennis, pickleball and multi-use courts at McCulley Robertson Recreation Park, Clarke Crescent Park, and Huntsville Haven. | High | Short-term | Moderate (\$\$) |

| Recommendation | Priority | Timing | Considerations |
|--|----------|-------------|--|
| 50. Consider development of additional outdoor basketball courts in future park development within Huntsville's urban area (e.g., Huntsville Haven, etc.), with consideration to multi-use designs. | Medium | Ongoing | Minor (\$) to Moderate (\$\$) |
| 51. To better serve local youth and outdoor enthusiasts, evaluate the potential need and suitable locations for BMX pump track in partnership with local groups that can assist with fundraising, site evaluation, construction and operations. | Lower | Medium-term | Costs tbd |
| 52. Evaluate the viability of creating a permanent outdoor ice rink (natural ice) at Lions Lookout Field following the 2021/22 season. Identify costs for permanent infrastructure (e.g., water service, year-round washroom, pavilion/support building, etc.) and an appropriate management model (e.g., staff, volunteers, etc.). | High | Short-term | Moderate (\$\$) See Recommendation 26 |
| 53. Ensure that community-operated ice rinks on municipal property are guided by memorandums of understanding with clear responsibilities of all parties. | High | Ongoing | |
| 54. Coordinate the implementation of this Community Services Master Plan with the Waterfront Strategy Design Brief as it relates to recreational activities along the shoreline in the Huntsville urban area. | High | Ongoing | |
| 55. Undertake a comprehensive review of the Port Sydney Beach and Boat Launch to consider improvements to safety, infrastructure, user comfort, environmental management, and the potential for an expanded beach. | Medium | Short-term | Costs tbd through future study |
| 56. Examine options for establishing a permanent seasonal washroom at Hutcheson Beach . | Medium | Short-term | Moderate (\$\$) |
| 57. Use this Master Plan as a resource when evaluating unsolicited requests for facilities that are not part of the Town's core mandate. Proponent-led business plans should be developed to determine demand, alignment with Master Plan goals, the net benefit to Huntsville and its residents, and the degree of municipal involvement (if any). | High | Ongoing | |

Goal Five: Recreation Capacity (Section 10) – Implementation Strategy

| Recommendation | Priority | Timing | Considerations |
|---|----------|-------------|-------------------------------|
| 58. Confirm that the mandate of the Community Service Division is to ensure a wide range of services for all age groups, either directly or indirectly. It is inherent to the delivery model to look first to the community to provide related programs and services, with the Town providing services where there is a gap or where the cost or complexity of the service requires municipal staff expertise. | High | Short-term | |
| 59. Implement seamless inter-departmental Customer Service standards and processes to ensure timely and appropriate service to residents, organizations and visitors. | High | Short-term | |
| 60. Complete an audit of current legislation affecting the delivery of Community Services and ensure that Huntsville is compliant with these requirements. | High | Short-term | |
| 61. Develop a Partnership and Sponsorship Policy to seek out alternate revenue sources to offset the cost to provide Community Services. | High | Short-term | See recommendations 68 and 83 |
| 62. Periodically review the Facility Allocation Policy to ensure equity in the allocation of space and the ability to accommodate emerging sports and uses. | Medium | Medium-term | |
| 63. Work with community stakeholder groups to understand their challenges in obtaining and retaining volunteers. Develop a Volunteer Plan as a collective and utilize the resources and standards as provided by Volunteer Canada. | Medium | Medium-term | |
| 64. Adopt a standard online program to recruit, train, supervise, retain, and recognize volunteers supporting Community Services. | Medium | Medium-term | |
| 65. Apply a consistent methodology to better understand the costs to provide the various services and determine current cost recovery levels . Develop a fair-minded and transparent Pricing Policy to ensure that fees are equitable and respect the value that they provide to the community. | High | Short-term | |

| Recommendation | Priority | Timing | Considerations |
|--|----------|-------------|--|
| 66. Continue to identify the annual marketing and communication resources needed for Community Services including promotional messaging, identifying the audience, frequency of communications and appropriate communication mechanisms. Quantify the human resources and funding needed to implement effective marketing strategies for the Community Services Division for Council consideration. Establish protocols for communicating consistently across all channels. | High | Short-term | Resources tbd See Recommendation 67 |
| 67. Re-imagine the Leisure Guide using alternative means of marketing and promotion (e.g., online newsletters with links, brochures, push marketing, etc.) to identify aligned and available services and programs. This approach will lessen our environmental impact, reduce costs, and allow for more targeted communication to customers in a timely manner. Supports must still be provided for those who require information through multiple channels. | High | Short-term | See Recommendation 66 |
| 68. Develop a standardized partnership and/or sponsorship agreement to apply to various partnership types and to standardize municipal and partner expectations. | Medium | Medium-term | See Recommendation 61 |
| 69. Review the Small Community Grant Program and consider extending funding levels to allow community organizations to undertake more significant multi-year projects. | High | Short-term | Minor (\$) – annual cost |
| 70. Work as a staff team to define the organizational culture and respective values and behaviours. Develop a Charter of Engagement whereby staff commit to these values and behaviours. | High | Short-term | |
| 71. Develop a Training and Succession Plan in collaboration with Human Resources to ensure that staff are well trained and positioned to apply for higher level positions as they become available. The Plan should also support the continued and seamless operation of unique assets (e.g., steam/diesel train, etc.) through some degree of cross-training across all positions. | High | Short-term | |

| Recommendation | Priority | Timing | Considerations |
|--|----------|------------|----------------|
| 72. Develop a meaningful set of performance measures in Community Services that describe the inputs, outputs, efficiencies, and effectiveness measures employed in each discipline. | High | Short-term | |

Goal Six: Celebrating Arts, Culture and Heritage (Section 11) – Implementation Strategy

| Recommendation | Priority | Timing | Considerations |
|--|----------|-------------|------------------------------|
| 73. Update the 2011 Cultural Strategy to establish tactical goals to achieve the vision for local arts, culture and heritage services and resources. Opportunities for enhanced marketing and communications should be considered as part of the Strategy. | Medium | Medium-term | Moderate (\$\$) |
| 74. Continue to encourage community partnerships that support arts and cultural programs and events offering inclusive opportunities for participants of all ages, interests and abilities. | High | Ongoing | |
| 75. Work with stakeholders to estimate the economic impact and influence of arts and culture on Huntsville's social and economic viability (post-pandemic). | Lower | Medium-term | |
| 76. Continue to seek and apply for external funding to support investment in arts, culture and heritage through higher levels of government, private funds, or non-profit and charitable organizations. | High | Ongoing | |
| 77. Continue to explore and support opportunities to create additional activities and events at Muskoka Heritage Place that are consistent with its mission statement. This includes (but is not limited to) pursuit of the greenhouse initiative, community gardens, community arts hub, revitalization of existing assets (train station, buildings, etc.), etc. The ongoing development of a long-term strategy for MHP should assist in providing direction on service levels and long-term financial requirements. | High | Ongoing | Costs tbd (project-specific) |

| Recommendation | Priority | Timing | Considerations |
|--|----------|------------|----------------|
| 78. Explore opportunities to work as a collective with other theatres and entertainment venues in the area (e.g., Deerhurst, Bracebridge, etc.) to strengthen the region's performing arts attractions and creative industries. | Medium | Short-term | |
| 79. Create a multi-year business plan for Algonquin Theatre , with the goal of defining its market, strategic advantages, and opportunities for increased use by the local community, including financial targets and performance measures. This business plan is supported by the Town's 2019-2023 Strategic Plan. | High | Short-term | Minor (\$) |

Implementation and Financial Strategy (Section 12) – Implementation Strategy

| Recommendation | Priority | Timing | Considerations |
|--|----------|-------------|-------------------------------------|
| 80. Use this Master Plan as a resource in developing the Town's annual budget documents, Development Charges, secondary plans and related studies. | High | Ongoing | |
| 81. Consider removing the residential rate discount within future Development Charges By-laws to improve the ability of growth to pay for growth and reduce the financial burden on the Town and its tax base. | Medium | Short-term | Coordinate with Finance Division |
| 82. Undertake research and market-sounding to assess the revenue potential for naming rights and sponsorships within community services. This may require the use of consultants or other corporate resources. | Medium | Medium-term | Minor (\$) See recommendation 61 |
| 83. Where appropriate and consistent with municipal policies and priorities, consider alternative funding and cost-sharing approaches such as (but not limited to) surcharges, capital reserve contributions, fundraising, grants, sponsorships, and various forms of collaboration to provide the best value to residents. | High | Ongoing | |
| 84. Assess and ensure that operating budget implications are appropriately resourced prior to approving major capital projects. | High | Ongoing | |

| Recommendation | Priority | Timing | Considerations |
|--|----------|-------------|----------------------------------|
| 85. Evaluate the Town's capital reserve to ensure that it is sufficient to fund the repair and replacement of major capital infrastructure. | High | Short-term | Coordinate with Finance Division |
| 86. Post the Master Plan on the Town's website as a resource for the community, Council and staff. | High | Short-term | |
| 87. Develop and implement a system for the regular monitoring and reporting on the progress of the Master Plan, such as the collection of participation/registration data and annual reports to Council and/or the community. | High | Short-term | |
| 88. Work with the Community Services Working Group to develop annual work plans for the Master Plan, with key priorities confirmed on a year-to-year basis. | High | Ongoing | Moderate (\$\$) |
| 89. Conduct feasibility studies and business plans (with input from the public) prior to developing or expanding major park sites and recreation facilities to ensure that projects are aligned with community needs, partnership opportunities and financial capacities. | High | Ongoing | |
| 90. Undertake a full update of the Community Services Master Plan in five to ten years (2027-2032). | High | Longer-term | |