



Staff Report

Community Services

Report To: COW- Admin, Corp and Finance, SI, Comm. Services
Meeting Date: April 7, 2025
Report Number: CS.25.009
Title: Leisure Activity Plan Status Update
Prepared by: Ryan Gibbons, Director Community Services

A. Recommendations

THAT Council receive Staff Report CS.25.009, entitled "Leisure Activity Plan Status Update" for information purposes.

B. Overview

This report is coming to Council as a status update on the Leisure Activities Plan 2021 in response to a notice of motion. The attached document identifies the status of recommendations from the consultant.

C. Background

June 16, 2020, Committee of the Whole received staff report, CSOPS.20.042, Request to Single Source Leisure Activities Plan Consulting Services:

B.9.2 Request to Single Source Leisure Activities Plan Consulting Services, CSOPS.20.042

Moved by: Peter Bordignon Seconded by: Paula Hope

THAT Council receive Staff Report CSOPS.20.042, entitled "Request to Single Source Leisure Activities Plan Consulting Services";

AND THAT Council approve the 2020 Leisure Activities Plan to proceed as outlined in the 2020 Approved Budget, as required by Council as this project has a total funding request of over \$50,000;

AND THAT Council reduce the overall budget for the Leisure Activity Plan from \$290,000 to \$87,850;

AND THAT Council redirect the 2020 Taxation savings of \$137,275 to cover the additional costs and lost revenues due to the COVID-19 Pandemic;

AND THAT Council approve the single sourcing of the 2020 Leisure Activities Plan Consulting Services to Dunbar & Associates at a total price of \$47,850.00 plus taxes, as outlined in the unsolicited proposal provided by Dunbar & Associates.

Council approved the Leisure Activities Plan in June 28, 2021 through the following motion:

THAT Council receive Staff Report CSOPS.21.030, entitled "Draft Leisure Activities Plan Update";

AND THAT Council receives the Leisure Activities Plan Update 2020;

AND THAT Council approves the recommendations listed in the Leisure Activities Plan Update 2020 Executive Summary for consideration through future budget processes;

AND THAT Council directs staff to include a budget item in the 2022 budget to survey all Town owned waterfront properties that do not have current surveys;

AND THAT Council directs staff to address all encroachments on Town owned waterfront properties;

AND THAT Council directs staff to conduct a multi-use community hub facility study with funds that were approved in the 2021 budget process.

D. Analysis

This report is presented for information purposes, detailing the status of the 127 recommendations provided by the consultants. Currently, 91% of these are either complete, ongoing, or in progress with 11 outstanding items:

3 of the outstanding recommendations are scheduled for action between 2025 and 2030, focusing on:

- Indoor Tennis facilities
- Curling collaboration
- Establishment of a community-based athletic field advisory body

3 require additional staffing support, which has not yet been achieved:

- Programming staff increases
- Transportation Master Plan and Active Transportation staffing
- Development of a canopy cover policy – Urban Forestry

2 items are beyond the control of Community Services or necessitate prioritization for community benefit:

- Allocation of funds from land sales to the Community Services reserve
- Confirming public opinion on a wakeboard or cable park

This leaves 3 items (2%) that are either incomplete or not in progress, which were intended to be addressed within the current timeline, had the necessary resources, and were within the authority of the staff to execute.

Total Recommendations	Complete / Ongoing	In Process / Ongoing	Not Started
127	80 / 63%	36 / 28%	11 / 9%

E. Strategic Priorities

1. Communication and Engagement

We will enhance communications and engagement between Town Staff, Town residents and stakeholders

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

3. Community

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

4. Quality of Life

We will foster a high quality of life for full-time and part-time residents of all ages and stages, while welcoming visitors.

F. Environmental Impacts

None at this time

G. Financial Impacts

None at this time

H. In Consultation With

Terry Green, Manager of Parks and Trails

Aaron McMullen, Manager of Facilities / BVCC / Tomahawk Golf Course

Katie Love, Administrative Assistant – Community Services

I. Public Engagement

The topic of this Staff Report has not been the subject of a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to Ryan Gibbons, Director Community Services directorcs@thebluemountains.ca.

J. Attached

1. Leisure Activity Plan 2025 Progress Report

Respectfully submitted,

Ryan Gibbons
Director Community Services

For more information, please contact:
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Report Approval Details

Document Title:	CS.25.009 Leisure Activity Plan Status Update.docx
Attachments:	- Att-1-Leisure-Activity-Plan-2025-Progress-Report.pdf
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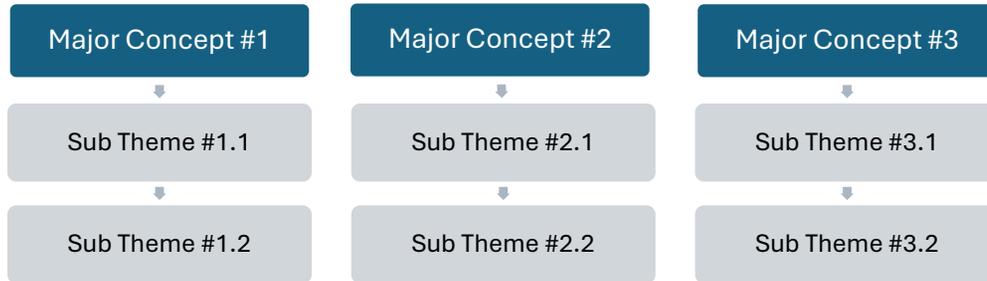
This report and all of its attachments were approved and signed as outlined below:

Ryan Gibbons - Mar 28, 2025 - 2:51 PM

Leisure Activities Plan - 2025 Progress Report

Purpose: This report provides Council and residents with a progress update on the implementation of the Leisure Activities Plan.

Strategic Plan Framework: Action items within the Leisure Activities Plan are organized within six major concepts areas and various sub themes. An example of the plan's framework is illustrated below:



Reference Information: The following reference information can be used when reviewing the progress charts.

- Level of Importance
 - o High: Actions should be implemented immediately, fully resourced and prioritized by staff
 - o Medium: Action should be implemented within the near term and resourced/prioritized sufficiently
 - o Low: Action should be implemented within the long term and resourced/prioritized sufficiently

- Responsible (R) and Accountable (A)
 - o Responsible (R): The person or role responsible for doing the work to complete the task.
 - o Accountable (A): The person or role who is ultimately answerable for the correct and thorough completion of the task.

- Status
 - o Green Circle with Check Mark: The action has been completed.
 - o Green Circle: The action is on track and is progressing well.
 - o Yellow Circle: The action is facing challenges but there is a clear path forward to completion.
 - o Red Circle: The action is facing significant challenges and requires immediate review.

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Major Concepts - Overview

Major Concepts	Overview
Major Concept #1: Parks, Waterfront, Greenspaces and Horticultural Features	The natural environment is one of the Town of The Blue Mountains greatest assets to be maintained, protected, and enhanced for residents, visitors, and future generations.
Major Concept #2: Recreation Programs	The Town of The Blue Mountains is a growing community whose residents are interested in more year-round, indoor and outdoor recreation programs and activities as diverse in nature as the residents themselves.
Major Concept #3: Recreation Facilities	The Town of The Blue Mountains has reached a point where existing recreation facilities cannot keep up with the growing demand. The way forward is a two-pronged approach: upgrade and enhance existing facilities in the short term, and consider and plan for additional needed facilities, including laying the foundation to build a new multi-use facility, in the longer term.
Major Concept #4: Trails, Cycling Routes, and Active Transportation	Trails, cycling routes, and active transportation have become increasingly essential aspects of a prosperous and healthy community. The Town of The Blue Mountains is ideally situated to plan and secure multiple opportunities for unstructured, unscheduled recreation that is accessible, affordable, and inclusive of all ages and abilities.
Major Concept #5: Athletic Fields and Courts	Athletic fields and courts require revamping and expansion to better serve growing and changing needs, including flexibility and adaptation of courts and fields for various uses, within the community as new trends influence sport, the older adult population grows, and new families move into the area.
Major Concept #6: Special Events	The Town of The Blue Mountains is in an enviable setting to host special community-focused events for its residents and high quality regional, provincial, or North American events in partnership with stakeholder groups.

Strategy Recommendations for Immediate Next Steps

Strategic Plan Alignment: Organizational Excellence, Community and Quality of Life

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related Information
1	<p>Review the current Town resources available to move ahead effectively with all recommendations, including:</p> <ul style="list-style-type: none"> • staff time commitment required, • level and expertise of staff required (relevant to required strategic planning, policy and program development, project management, etc.), • financial/funding/budget planning to move ahead effectively, department structure (i.e., will require additional administrative and project manager positions), and consideration of a contract position(s) at the heavy load or front end of the strategic/policy development/implementation phase. 	High	75% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Council • SMT • Director of Community Services 	<p>The Town completed an Organizational Structure Review in 2024. Some of the recommendations from that process have been implemented in Community Services including the transition from seasonal staff contract to permanent full-time positions, transition student contracts to seasonal labourer and operator positions. The Cemetery is being transitioned from Community Services Administration to the Parks and Trails Division. The Special Events and Programming Coordinator position has been brought forward but has not been approved.</p> <p>Additional changes are being considered that would address the current facilities maintenance and harbour programs.</p>
2	<p>Update the Town's Official Plan Sections that deal with:</p> <ul style="list-style-type: none"> • public parkland and open space, • general policies applying to all public parkland, • parkland development policies, and • any other recreation components. Include section 37 and section 45 of the planning act (and develop protocol for negotiating section 37 community benefits) including policy provisions. 	High	90% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Council • Planning • Director of Community Services • Manager of Parks and Trails 	<p>Changes have been recommended but the Official Plan Update has not been approved.</p>

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related Information
3	<p>Appoint a community-based Parks Committee to support the Recreation Department in developing and managing parks. Build a strong partnership with community residents early in the park planning or re-development process. Such a group would play an invaluable role in:</p> <ul style="list-style-type: none"> • acting as a sounding board for ideas, • generating solutions for management, safety, or maintenance issues, • identifying emerging needs (e.g., fitness stations, signage, off-leash dog areas, trail connections, shaded sitting areas, playground equipment, etc.), • ensuring parks are designed for all abilities and are barrier-free, suggesting suitable programming in parks, such as yoga, tai chi, arts fair, mom and tot, pick-up basketball, special events, etc. • pro-actively engage in needed strategic and policy planning 	Low	0% 	<p>Short Term 2021-2025; Long Term 2025-2030; Beyond 2030</p>	<ul style="list-style-type: none"> • Director of Community Services 	<p>At the beginning of the 2022-2026 term of Council, the number of committees were reduced. As the Town looks to update the Leisure Activities Plan with a comprehensive Parks, Trails and Open Space Master Plan, Council may consider creating a committee, working group or task force to support this work. They may also consider a formal committee of Council to help implement the plan(s) that aligns with the term of Council. Preliminary terms of reference have been created.</p>
4	<p>Form a trails and active transportation community volunteer committee to support the Recreation Department in developing and managing trails. Build a strong partnership with community residents early in the trail planning process. Such a group would play an invaluable role in:</p> <ul style="list-style-type: none"> • acting as a sounding board for ideas, • generating solutions for management issues or conflicting uses and helping to write guidelines, • identifying emerging needs (e.g., fitness stations, trailhead parking areas, signage, cross country ski trail, bike rack locations, staging points, historical, ecological, or interpretive plaques with QR codes, etc.), 	Low	0% 	<p>Short Term 2021-2025; Long Term 2025-2030; Beyond 2030</p>	<ul style="list-style-type: none"> • Director of Community Services 	<p>At the beginning of the 2022-2026 term of Council, the number of committees were reduced. Additional detail was included in the Transportation Master Plan regarding active transportation priorities and resourcing. Recommended actions through the TMP included hiring an additional full time employee to implement and coordinate the recommendations relating to active transportation and work with a standing committee. This position has not been approved.</p>

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related Information
	<ul style="list-style-type: none"> ensuring trails are designed for all abilities and are barrier-free and making maps available that identify level of trail difficulty, and suggesting suitable programming on trails, such as cycle safety, art walks, story book walk, pole walking, fitness areas, etc. to prioritize relevant projects and initiatives, to recommend and promote implementation for enhancements to trails, cycling routes, and other active transportation programs, services, and facilities, and facilitate the Town's involvement with the related County project. 					
5	<p>Explore a Regional Approach, of recreation facilities, services, and programs, led by the Town, and in collaboration with identified and potential partners (i.e., area municipalities, School Boards, private sector, etc.) which could:</p> <ul style="list-style-type: none"> review municipal assets and life cycles for potential regional facilities. consider and explore joint-use agreements. 	Medium	25% 	Short Term 2021-2025	<ul style="list-style-type: none"> Director of Community Services 	<p>This is an ongoing conversation and has been highlighted by the Town through the Multi-Use Recreation Feasibility Assessment. Staff reached out to neighbouring municipalities, private commercial operators, school boards, library, etc. As part of the MURFA research, consideration will be given to existing assets within a reasonable distance and capacity. The Town leads this initiative through regular communication with skiing destinations, Bluewater District School Board, other private sector businesses and neighbouring municipalities. Joint-use agreements will be an important consideration following direction from Council regarding multi-use facility developments.</p>

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related Information
6	Begin the ground work for building a Multi-Use Recreation Facility (or facilities) such as: <ul style="list-style-type: none"> • forming an Advisory Committee, • tendering a Feasibility Study, • investigating regional partnership opportunities, • applying for government funding opportunities, researching best practices and processes as used by other municipalities that have completed successful like projects.	High	90% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services 	This work is nearing completion of the feasibility study and is expected to be in front of Council in the 1 st quarter of 2025. An advisory group was not recommended in the initial phase but is for subsequent phases depending on direction from Council.

Major Concept #1: Parks, Waterfront, Greenspaces and Horticultural Features

Strategic Plan Alignment: Organizational Excellence, Community and Quality of Life

Sub Theme: 1.1 - Parkland Planning and Acquisition

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
7	As part of the 5-Year Review of the Official Plan in 2021, amend or update the Municipal Official Plan to reflect the parks and trails Master Plan recommendations and other service recommendations when appropriate.	Medium	90% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Council • Director of Community Services • Manager of Parks and Trails 	There are elements of the Leisure Activities Plan being considered in the Official Plan which is pending approval.
8	Implement existing parkland developments and improvements as identified in Ten-Year Capital Plan.	Medium	90% 	Short Term 2021-2025; Long Term 2025-2030	<ul style="list-style-type: none"> • Council • Director of Community Services • Manager of Parks and Trails • Corporate and Financial Services 	This work is ongoing and is in line with the current asset management plan.
9	Collaborate with regional, local and municipal organizations to enhance park services. For example: Create a regional vision for major parkland acquisition over the next 10-15 years with neighbouring communities to provide for the growing population in an efficient and cost-effective manner.	Medium	100% 	Short Term 2021-2025; Long Term	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails 	This work has been initiated and is ongoing through regular networking with neighbouring municipalities, ministries and authorities. This work is also taking place with Planning and GIS staff through development. Examples of this include the land management agreement with the Grey Sauble Conservation Authority, communication with the

				2025-2030; Beyond 2030		provincial government to consider use of underutilized lands.
10	Develop a strategic land use assembly and future landholding strategy in conjunction with the Official Plan to be triggered by formal municipal planning processes.	Medium	25% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Council • Director of Community Services • SMT • Planning 	While strategic land use assembly and targeted future landholding strategies are not explicitly detailed in the OP. The OP supports integrated and phased development aligning with community and environmental goals, which could encompass these strategies if further specified. Exploring deeper policies on land banking and proactive land use planning may be considered following approval of the Official Plan.
11	Optimize opportunities for parkland securement, including amenities, by applying density bonusing and alternate provision standards permitted under the Planning Act and enabled by the Official Plan and Zoning By-laws (i.e., Section 37 and 45 of the Planning Act).	Medium	90% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Planning 	The proposed Official Plan addresses optimizing opportunities for parkland securement by applying density bonusing and alternate provision standards permitted under the Planning Act.
12	Accept cash-in-lieu of parkland only in the following circumstances: i) Existing parkland allocation meets the standard conveyance rates of 2% for commercial or industrial purposes and 5% for all other cases, and a larger park area is not desirable; ii) The projected growth will have adequate provision and distribution of parks and recreational facilities; iii) A proposed development or redevelopment has achieved long term capital support and provides alternative leisure opportunities to a broad base of the Municipal population;	Medium	50% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Council • Director of Community Services • Manager of Parks and Trails • Planning 	The proposed OP indicates a preference for parkland dedication over cash-in-lieu unless specific conditions justify the latter, but they do not encompass the full range of specific conditions, such as the specifics of alternative leisure opportunities, linkage requirements, or long-term capital support provisions. Additional considerations may be considered in the updated parkland dedication by-law.

	<p>iv) Future developments can provide necessary parklands for future growth;</p> <p>v) Land does not provide an active transportation link to other parks, facilities or trail heads.</p>					
13	<p>Continue to ensure that benchmarking, best practices and continuous improvement initiatives are specifically contained in each budget submission and work plan to Council each year.</p>	Medium	<p>100%</p> 	<p>Short Term 2021-2025;</p> <p>Long Term 2025-2030;</p> <p>Beyond 2030</p>	<ul style="list-style-type: none"> • SMT • Service Area Managers 	<p>The practice referenced in this item has continued and staff are considering additional benchmarking opportunities in future budgets.</p>
14	<p>Continually look for ways to protect and enhance parkland for future generations. Reduce the carbon footprint of parks operation and maintenance, such as naturalizing areas for reduced grass cutting, planting more trees, choosing heritage or native species, and so on.</p>	High	<p>100%</p> 	<p>Short Term 2021-2025;</p> <p>Long Term 2025-2030;</p> <p>Beyond 2030</p>	<ul style="list-style-type: none"> • Council • Director of Community Services • Manager of Parks and Trails • Manager of BVCC / Golf Course / Facilities 	<p>This work is ongoing, electrifying equipment where practical, ensuring equipment is operating efficiently, reviewing cutting frequency for lower priority properties, identifying areas for naturalizing (this has been challenged but some residents), annually planting trees in parks and along trails and only planting native or non-invasive species.</p>

Sub Theme: 1.2 - Park Standards, Upgrades and Enhancements for Enjoyment By All

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
15	Create a process for new park design and development.	Medium	75% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Planning and Development Engineering 	This process includes community consultation, concept design, detail design, project management support and in some cases developer front ending agreements to optimize mobilization costs, project management costs, contractor costs, etc. This isn't a formal process at this time but is currently being tested through the Blue Vista parkland and Moreau Park works.
16	Establish a municipal parkland classification system for existing and new parks. Within each park classification (Neighbourhood, Community, Parkette, Open Space), there should be guidelines for standard design features (e.g., form, location, and amenities) for all new or redeveloped parkland. Where possible, parks should be at least 2 hectares so care and maintenance is more efficient.	Medium	90% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Planning 	Parkland inventory and a draft classification system has been developed. Finalization of the Official Plan and a review as part of the Parks, Trails and Open Space Master Plan will provide the opportunity to formally bring this forward for Council Consideration.
17	Establish parks in new and re-developed areas by using a community-based assessment (demographics, socio-economic factors, population projections, proximity to existing parkland, desired urban type) to determine how much (4.0 ha/1000 gross and minimum 1.2 ha/1000 net) and where parkland is needed.	Medium	50% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Manager of Parks and Trails • Planning 	This work is currently underway and being supported by Planning staff to establish the density calculations considered.

18	<p>As a condition of development of land, the municipality will ensure that lands will be conveyed to the municipality for park and recreational purposes using the standard rate of 2% (proposed development or redevelopment for commercial or industrial purposes) and 5% (in all other cases) or cash in lieu in accordance with Recommendation 6 in Section 4.1.1.1. Review parks and trails assembly, linear parkland, and parkland/ trail acceptance policies in the context of an assured level of service (i.e., minor parks or playgrounds within 800 metres of each residence). Update standards to include timing of provision of parkland amenities so that such facilities are available to residents when 25% occupancy, or sooner, of a subdivision is reached. In the future, the municipality may consider undertaking the requisite consultation and study to provide for alternative parkland dedication rates for cash-in-lieu, as provided in the Planning Act.</p>	Medium	<p>75%</p> 	<p>Short Term 2021-2025</p>	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Planning 	<p>The proposed Official Plan includes policies regarding parkland dedication as a condition of land development, using standard rates of 2% for commercial or industrial purposes and 5% for all other cases. The concepts of an assured level of service, minor parks within 800 meters of each residence, and the timing of parkland provision at 25% occupancy are not detailed explicitly in the document reviewed. Staff review these opportunities through each development application and consider whether these opportunities are appropriate or not.</p>
19	<p>Upgrade existing parks. Develop policy and accompanying procedures and maintenance practices consistent with provincial best practices. For example, commit to a long-term policy in regards to replacing existing or installing new park play structures that ensures all landing areas are replaced with CSA approved composite/rubberized (or equivalent) and in addition maximizing physical accessibility should be a priority in the design. Maintain inspection reports on structures on a monthly basis.</p>	High	<p>100%</p> 	<p>Short Term 2021-2025; Long Term 2025-2030; Beyond 2030</p>	<ul style="list-style-type: none"> • Manager of Parks and Trails • Corporate and Financial Services 	<p>Prioritizing Park redevelopment will be considered within the Parks, Trails and Open Space Master Plan. Currently parkland components are replaced based on the asset management plan. Another consideration will be to collaborate with groups that come forward and request to participate in redevelopment efforts.</p>

20	Keep current and respond to new or changed provincial policy with municipal by-laws, such as the municipal by-law ensuring that all Municipal lands and public use areas are designated as tobacco free, including parks, play areas, and trails.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails 	Staff remain current on provincial policy through a variety of sources including provincial and federal associations, Canadian Parks and Recreation Association, Parks and Recreation Association of Ontario, Ontario Recreational Facilities Association, local networking groups, regular communication with Public Health, regular communication with our user groups and networking with neighbouring communities.
21	Adhere to guidelines and principles of Crime Prevention Through Environmental Design (CPTED) and Accessibility for Ontarians with Disabilities Act (AODA) legislation for park design. As well, use design features to avoid conflict between active and passive park uses.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Planning • Development Engineering 	Each of these are considered through re-development of parkland or when new parkland is received through the development process.
22	Maintain in new subdivisions an Urban Forestry Canopy Cover (UFORE) for new development of 40% for the Municipal settlement areas.	Low	0% 	Short Term 2021-2025		The Town currently does not require this. Provisions were being considered through a tree preservation bylaw but that was not enacted.

23	Develop an overall goal, specific criteria and performance measurements for park maintenance and consider creating and maintaining a GIS-based maintenance tracking database to facilitate service delivery.	Medium	75% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Manager of Parks and Trails 	Maintenance on all parks are being tracked through the Town's asset management data base. This provides data to support capital and maintenance work. Development of an overall goal has not been achieved but is going to be considered through the update to the asset management plan in 2025.
24	Develop a yearly review of activities, issues and general performance.	High	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails 	This is completed on a more frequent basis than identified. Manager meetings occur every other week, monthly meetings occur between the Director and each direct report, the performance review process occurs throughout the year with 3 formal meeting points.
25	Continue and expand Town beautification and horticultural projects. Ensure Staffing levels meet growing needs for creating and maintaining garden features; park maintenance; establishing community garden plots (which could be a suitable use for smaller, fragmented parks) if there is sufficient interest; assisting with outdoor rinks, winter trails or other recreation facility maintenance in winter.	Medium	75% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Manager of Parks and Trails 	Collaborative efforts have been established with Pollinate Blue on garden projects at Beaver Valley Community Centre (BVCC), Council Beach, and Arthur Street Parking Lot. Further partnerships with Tree Trust have targeted plantings at Heritage Park, Delphi Point Park, Moreau Park and along the Georgian Trail. Currently, ongoing maintenance and support are provided for the Georgian Trail and Tomahawk Ski Trails. Due to the significant increase in permanent residents and visitors, gardens have been a challenge to maintain. An additional seasonal staff was approved in the 2025 budget which is intended to support horticulture work. Additional horticulture features are considered through property re-development and through property acquisition.
26	Provide more shade trees and shade features in parks, near facilities, along trails, etc. for personal enjoyment, safety, and in response to climate change.	High	100% 	Short Term 2021-2025;	<ul style="list-style-type: none"> • Manager of Parks and Trails 	The Parks and Trails team plants between 250 and 500 trees annually throughout The Blue Mountains. As parks are developed and re-developed natural shade opportunities are considered.

				Long Term 2025-2030; Beyond 2030		
27	Investigate best option for off leash dog run(s) which should include shade. There should be off leash dog runs in Craigleith and Thornbury.	High	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Council • Director of Community Services • Manager of Parks and Trails 	There was an established off leash dog run in Thornbury, a new off leash dog run was created in the Craigleith area and there will be consideration for more through the updated Leisure Activities Plan / Parks, Trails and Open Space Master Plan.
28	Create and host an interactive, web-based, parks map to increase awareness of facilities.	Medium	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Community Services • Corporate and Financial Services (GIS team) 	This is current and available on the Town website.
29	Recruit and Work with volunteers or partners for initiatives such as tree planting, protecting/ enhancing natural habitats, donating benches, litter pick-up, special park projects, and so on.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails 	These projects occur on a regular basis and staff continue to engage with residents or groups that bring forward opportunities.

30	Undertake determined upgrades to Skateboard facility. Consult with users.	Medium	75% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails 	All equipment is regularly inspected, and all of the ramps have been re-covered with skateboard appropriate materials. The skateboard park is being considered through the Moreau Park re-development process.
31	Investigate and consider the construction of Splash pad/water features as part of amenities planning for the various parks properties.	Medium	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails 	Splash Pads and Water features are considered in each park development and re-development project.
32	Investigate and consider the construction of an outdoor rink, using existing ice plant in Thornbury arena and build extension in most efficient manner.	Low	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Manager of BVCC, Golf Course, Facilities 	This was considered but the current layout of the property and existing refrigeration plant capacity does not provide for an efficient method to deliver this.
33	Investigate and consider the construction of a permanent, or acquire a portable outdoor amphitheatre/stage for music, theatre, performances, and movie nights.	Low	100% 	Short Term 2021-2025; Long Term 2025-2030	<ul style="list-style-type: none"> • Director of Community Services 	This has been considered and currently the community utilizes the existing parks and amenities to provide music opportunities, they also utilize the Marsh St. Centre for music and theatre performances. Movie nights were provided by the Town previously which was supported by a grant. Any additional consideration would require a significant funding source for both the purchase / installation as well as staff resources for the maintenance and programming of a venue like this to be successful. Future considerations will take place through parkland acquisition and re-development.

Sub Theme: 1.3 - Waterfront Protection, Access and Enjoyment

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
34	Establish guidelines and strategies to better manage and protect the beaches in 2021 and in the future.	Medium	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Manager of Parks and Trails 	Properties are currently managed with regular service levels for waste collection, washroom cleaning, beach grooming, etc. Through industry networking, education, etc. new practices are implemented including piloting specialized equipment to groom the beach areas, inclusion of swimming areas to separate from boating areas, addition of cigarette butt and fishing line waste receptacles and communication to reduce waste at waterfront properties.
35	Set control mechanisms, such as capacity levels for all properties and prepare a detailed response to handle overcrowding pressures on resources, such as at Northwinds, Peasemars, and other public beaches.	Medium	75% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • By-Law Services 	Waterfront capacity is controlled through the available parking at each property. Seasonal By-Law staff monitor the properties to support the paid parking program but also ensure appropriate use of the properties and appropriate parking. All properties have not been assessed for capacity but the most used properties have, i.e. Northwinds beach, Peasemars, Delphi Park, Lora Bay Park, etc. Additional capacity considerations are going to be considered through the updated LAP/PTOS Master Plan process to also consider ecological carrying capacities.

36	Work in conjunction/partnership with community partners, private business, and other stakeholders.	High	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • ALL 	This is ongoing and demonstrated regularly. Examples include partnership agreements for transit, snow making pumphouses, community gardens, Tree Trust nursery, Seniors Network, Georgian Bay Youth Roots, Rotary Club, tennis club, Lion's Club, private business offering services in Town parks, courts, facilities, etc.
37	Improve and expand trail linkages wherever possible for residents to easily access the waterfront.	High	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Planning 	This primarily happens through development, for example in a recent development in the Craighleith area, staff were able to negotiate a significant trail system through the development that provided east/west and north south connections with the focus to connect to the Georgian Trail and the controlled intersection crossing to Northwinds Beach. Additional opportunities have been mapped by the Planning team to consider when property ownership changes or development occurs.
38	Perform needed maintenance/upgrades on harbour and pier and enhancements to make it a first-rate facility (boat launch, sustainable long term surfacing of the pier, patio, food service).	High	100% 	Short Term 2021-2025; Long Term 2025-2030	<ul style="list-style-type: none"> • Director of Community Services 	The pier was re-surfaced in alignment with Federal guidelines. Temporary re-zoning was implemented to pilot food service but over the 3 years 0 interest was brought forward. Thornbury Harbour has one of the most functional boat launches in the area. Boat haulers will use the Thornbury Harbour boat launch for commercial hauling even if the boat owner doesn't keep the boat in Thornbury due to the width, length and depth of the ramp.

39	Provide ramps/beach mat system to enable wheelchair access to the waterfront. Consult accessibility regulations and community groups regarding best products to install.	High	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails 	Access mats were introduced at Little River Beach Park in the same year the washroom was re-built with enhanced accessibility.
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Major Concept #2: Recreation Programs

Strategic Plan Alignment: Organizational Excellence, Community and Quality of Life

Sub Theme: 2.1 – Program Leadership

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
40	Dedicate staff time, or hire a staff person to organize, coordinate and promote programs.	Medium	25% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Council • Director of Community Services 	This position has been included in budgets for the last 3 years but given budget pressures has not been prioritized. A business plan and job description have been created for this position including special event application coordination.
41	<p>Start discussions immediately with possible program partners, both private and public, on ways to work together to offer more equitable recreation activities and program offerings across the entire Town.</p> <p>--What existing facilities can be shared now with private/public uses, short and longer term?</p> <p>--Could there be new recreation facilities established in partnership for public/private co-operation and shared use long term?</p>	High	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Council • Director of Community Services • Manager of BVCC, Golf Course and Facilities 	These discussions are ongoing with private ski clubs, BVO, neighbouring municipalities and private entities, not-for-profit organizations that bring forward proposals to staff and Council. Currently staff are working on a subsidy policy to be considered by Council in conjunction with BVO. Through the MURFA process, staff anticipate opportunities for reciprocal agreements and fee considerations.

42	Make the decision to move ahead with the planning process for a multi-use facility, including a financial-business model.	High	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Council • Director of Community Services • Blue Mountains Library 	This process has begun.
43	Keep abreast of the implications of human rights legislation, such as gender equity, and accessibility legislation, as well as physical literacy and national and provincial standards. Implement program guidelines and policies to ensure program accessibility and inclusivity regardless of gender, race, income, age or ability and adapt programs and services accordingly for safety and quality of recreation services.	High	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Human Resources • Manager of Parks and Trails • Manager of BVCC, Golf Course and Facilities 	This is completed through annual training, participating with the Town's Inclusivity, Diversity, Equity and Accessibility committee, conferences, workshops, etc.
44	Implement a Volunteer Development Plan for recruitment, screening, orientation, training and recognition of recreation service volunteers.	Medium	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Council • Director of Community Services • Human Resources • Administrative Assistant Community Services • Communications 	This has been implemented and continues to evolve. It now includes a volunteer recognition event and fair to try and provide exposure to volunteer based organizations to try and connect with residents seeking volunteer opportunities.

Sub Theme: 2.2 – Joint Use Agreements and Building Cooperative Relationships

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
45	<p>Explore opportunities for joint-use agreements with neighbouring municipalities:</p> <p>i) The Town of Collingwood. Can access to recreation in Collingwood through joint-use agreements be more affordable than building smaller, similar facilities at the Eastern end of the Municipality and more accessible than traveling to the West side of the community?</p> <p>ii) The Town of Meaford. Examine potential ways in which The Blue Mountains could enter joint ventures with new partners to address programming and facility needs, and look at ways to work together to offer better access to recreation across the region. Discussions might include the new high school, regional curling club for south Georgian Bay, new outdoor skating area adjacent to existing Thornbury arena, swimming pool, diving area, fitness centre, climbing walls, and indoor/outdoor courts and fields.</p>	Medium	<p>100%</p> 	<p>Short Term 2021-2025;</p> <p>Long Term 2025-2030;</p> <p>Beyond 2030</p>	<ul style="list-style-type: none"> Director of Community Services 	<p>These considerations are happening and naturally occur when major facility reconstruction is being considered, or new facility construction takes place. The opportunities continue to be explored as more information is collected through the MURFA process.</p>

46	Explore potential partnerships with Marsh Street, Lemonade Collective, Plunge, Small Halls, community groups (e.g., curling, baseball, tennis, Rotary, library, arts, crafts, culture, entertainment, Events for Life), other municipalities, schools and school boards, private sector, etc., to assist in provision of equitable program offerings across the entire Town and avoid duplication.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Manager of BVCC, Golf Course and Facilities 	This is an ongoing discussion through existing relationships that have been long-established. Examples of this success include the delivery of concession services at the arena by the Events for Life group. Previously there was no interest, and the concession was empty for several years. BVO/Georgian Bay Youth Roots work with youth to provide safe space and have collaborated to use Town facilities for these events. Regular communication takes place with user groups through a series of 3 scheduled meetings per year.
47	Mobilize existing skill set and expertise of volunteers already in the community. Seek out and involve retired professionals, community champions, group leaders, parent volunteers, and those with skills to share in teaching, coaching, advising, spearheading, fundraising, governing, grounds keeping, and so forth.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Manager of BVCC, Golf Course and Facilities 	This takes place in a variety of ways both formally and informally. Town staff meet with community groups interested in accessibility of public spaces and a group providing informal feedback about specific parks and trails opportunities. This also occurs naturally through the existing service clubs in the community.

Sub Theme: 2.3 – Program Promotion

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
48	Prepare a recreation guide and community maps to market programs to the community, educate about policies and services, and so on. Offer both on-line, interactive and hard copy versions. Consider innovative ways of using apps, such as Strava.	Medium	75% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Manager of BVCC, Golf Course and Facilities • Communications 	Although a formal recreation guide hasn't been produced, maps programs, policy information and services are all available on the Town website and are highlighted through newsletters in both hard print and e-blasts as well as social media. Additional staff resources will have to be considered if a recreation guide is going to be produced and maintained.

Sub Theme: 2.4 – Enhance Unstructured/Unprogrammed Opportunities

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
49	Work with organized clubs, groups, and associations (e.g., cycling, hiking, trails, water sports, skiing, snowshoeing groups) to offer more unstructured activities and programs.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Manager of BVCC, Golf Course and Facilities 	This communication happens regularly and is both brought forward by clubs and groups and is pursued by the Town, i.e. grooming Georgian Trail.
50	Consult with youth regarding desired program opportunities.	High	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Administrative Assistant Community Services • Library 	This happens regularly through the Town's collaboration with the Library as well as through the Town's participation with the Georgian Bay Youth Roots. Although youth engagement is challenging, unique and creative activities have been used to try and create additional engagement.
51	Improve maintenance, enhancements and upgrades to parks and trails, to service growing demands for unstructured recreation. See Parks	High	100% 	Short Term	<ul style="list-style-type: none"> • Manager of Parks and Trails 	Staff monitor the number of Georgian Trail users through counters, monitor the volume of waste removed from parks and beaches and assess the

	<p>and Trails sections for specific recommendations.</p>			<p>2021-2025; Long Term 2025-2030; Beyond 2030</p>		<p>needs to maintain the level of service and or increase it in areas that are identified through networking, training, or legislation changes. Considerations to increase these levels of service are brought forward during the appropriate budgeting processes.</p>
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Major Concept #3: Recreation Facilities

Strategic Plan Alignment: Organizational Excellence, Community and Quality of Life

Sub Theme: 3.1 – Multi-Use Recreation Facility

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
52	Research best practices and processes as used by other municipalities that have completed successful like projects (i.e., Georgina process). A major consideration is confirming the population base that may be appropriate depending on scale and proposed components.	High	90% 	Short Term 2021-2025	<ul style="list-style-type: none"> Director of Community Services 	A feasibility study is nearing completion and will include recommendations from a consultant and a staff recommendation.
53	Begin the groundwork for building a multi-use facility, such as forming an advisory committee, tendering a Feasibility Study, investigating regional partnership opportunities, applying for government funding opportunities, and so on.	High	90% 	Short Term 2021-2025	<ul style="list-style-type: none"> Director of Community Services 	A feasibility study is nearing completion and will include recommendations from a consultant and a staff recommendation.

Sub Theme: 3.2 – Regional Approach to Facility Provision

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
54	Explore a regional approach, of recreation facilities, services, and programs, led by the Town and in collaboration with a diverse group of strong, committed partners, including other municipalities, corporations and the private sector, developers, sponsors, and relevant groups and organizations. The list of potential partners includes, but is not limited to: Meaford, Grey Highlands, Collingwood, Clearview, Grey County, schools and school boards, Canadian Forces, developers, private sector, the Y (e.g., for their expertise in operating pools) Blue Mountain Resorts, Blue Mountain Village Association, private and public ski operations, and the federal government (grants and initiatives, infrastructure funding programs, economic recovery initiatives, COVID-19 Resilience Infrastructure Stream funding, etc.)	High	100% 	Short Term 2021-2025; Long Term 2025-2030	<ul style="list-style-type: none"> Director of Community Services 	This is part of the feasibility study that is nearing completion. Staff also have long-established relationships with neighbouring municipalities and communicate regularly with other potential partners.
55	In particular, lay the groundwork for a potential partnership with Meaford by: <ol style="list-style-type: none"> i) Reviewing in detail, Meaford’s Report No. COR 2020-37 as received, referencing the LAP project. ii) Doing a regional review of all current facilities, infrastructure and open spaces. iii) Evaluating the state of local infrastructure and understanding current lifecycles. 	High	100% 		<ul style="list-style-type: none"> Director of Community Services 	Prior to formally initiating the feasibility study, staff communicated with staff in neighbouring municipalities to consider participating in the study. The Town of Collingwood identified that they were in alignment strategically and had budget to move forward in partnership with The Blue Mountains. Other neighbouring municipalities weren’t aligned strategically and or didn’t have budget.

	<p>iv) Developing levels of service, related to service areas (existing and possible future) for local municipalities.</p> <p>v) Considering other partnerships and potential partners.</p>					
56	<p>Consider 'Joint-Use Agreements,' being a successful process and potential opportunity between municipalities and other potential partners.</p>	Medium	<p>100%</p> 	<p>Short Term 2021-2025;</p> <p>Long Term 2025-2030;</p> <p>Beyond 2030</p>	<ul style="list-style-type: none"> • Director of Community Services 	<p>These considerations are happening and naturally occur when major facility reconstruction is being considered, or new facility construction takes place. The opportunities continue to be explored as more information is collected through the MURFA process.</p>

Sub Theme: 3.3 – Facility Upgrades and Standards

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
57	Identify and prioritize short-term initiatives to upgrade, refurbish, or enhance existing facilities (e.g., Crossan Court tennis courts, curling facility, arena, Tomahawk golf course, Community Centre, baseball diamond, playgrounds, pier and harbour, cycling lanes, and others)	High	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Manager of BVCC, Golf Course and Facilities 	Boyer tennis courts were re-constructed, curling ice is available approx. 15 Fridays per season, arena improvements occur regularly including scheduled capital improvements, cleaning and painting. Golf course improvements include removal of dead or dying trees, community centre improvements include removal of stage to provide opportunities for more access to pickleball. Baseball diamonds have been re-surfaced, Northwinds playground equipment was replaced, Bayview equipment is budgeted to be replaced in 2025, the pier has been re-surfaced, and the harbour replaced the fuel system. Cycling lanes are considered as roads are reconstructed.
58	Prioritize geographical areas in need of service.	High	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Manager of BVCC, Golf Course and Facilities • SMT 	This has been considered as the Craigleith area has seen significant growth. Actions that have been prioritized include the re-development of the Boyer tennis courts, Hwy 26 crossing and ramp construction, playground equipment replacement at Northwinds beach, Craigleith Park development, trail connections through developments including Parkbridge, Windfall, etc., Heritage Park off-leash dog park.
59	Increase number of tennis and pickleball opportunities.	High	100% 	Short Term	<ul style="list-style-type: none"> • Director of Community Services 	The Town has entered into an agreement with the Nipissing Ridge Tennis Club that allows the club to utilize tennis courts during committed periods of

				2021-2025	<ul style="list-style-type: none"> • Manager of Parks and Trails • Manager of BVCC, Golf Course and Facilities 	<p>time for a fee. The Club organizes and promotes these opportunities and creates more access to tennis.</p> <p>The Town constructed 4 outdoor pickleball courts, opened 4 courts on the arena floor during the non-ice season and is renovating the large hall in the BVCC to create an additional year-round indoor court. Staff have also communicated with privately owned facilities have capacity and have communicated that to individuals or groups that are seeking court time.</p>
60	Secure a reliable indoor tennis facility in appropriate location.	Medium	0% 	Long Term 2025-2030	<ul style="list-style-type: none"> • Council • Director of Community Services 	<p>Although an indoor facility has not been secured, it could be considered as an amenity in a multi-use facility.</p> <p>There has also been a recent proposal provided to Council to construct a facility that would allow for year-round play. This proposal is still being considered.</p>
61	Investigate the possibility of Thornbury and Meaford Curling Clubs working together to fundraise and develop a new curling centre by repurposing the Thornbury arena into a curling club and outdoor skating rink for the region. This recommendation is dependent on an arena being part of a new multi- purpose facility. The existing arena ice plant would require upgrades for outdoor skating, and it would be an efficient repurposing of the ice plant and arena.	Medium	0% 	Long Term 2025-2030	<ul style="list-style-type: none"> • Council • Director of Community Services 	<p>This will have to be considered pending the next steps of the Multi-Use Facility research.</p>

62	Confirm/develop standards for regular maintenance.	High	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Manager of Parks and Trails • Manager of BVCC, Golf Course and Facilities 	These are in place and are regularly reviewed and updated when required. Staff have developed preventative maintenance plans in alignment with industry standards, equipment manuals and experience.
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Major Concept #4: Trails, Cycling Routes, and Active Transportation

Strategic Plan Alignment: Organizational Excellence, Community and Quality of Life

Sub Theme: 4.1 - Trail Planning and Acquisition

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
63	<p>Be aggressive in trail planning and development over the next five years and build momentum for trail planning with these initiatives:</p> <ul style="list-style-type: none"> i) Develop a five and ten year plan for trail linkage and amenities and trail historic signage and incorporate waterways for canoeing and kayaking. ii) Create an Active Transportation Plan for The Town of Blue Mountains (which includes 1. Walking; 2. Biking; 3. Mass transportation; 4. Car traffic) in that order of priority. iii) Promote a Town and Grey County Trails Strategy that links with the Simcoe County trails plan and marketing opportunities. iv) Create a wayfinding plan for the Municipality (Note: it would be easy to adopt the current system in Collingwood.) v) Promote “Share the Road” and other safe-cycling policies and procedures. 	Medium	<p>50%</p> 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Communications and Economic Development 	<p>The Town currently has a plan that identifies current trail inventory, trail connections to be received through development, trail connections on roadways and missing links or opportunities to try and acquire or implement. Many of these require opportunity. For example; road reconstruction, land ownership change, land acquisition, etc. Waterways have not been specifically identified for canoeing and kayaking but amenities have been created to support these activities.</p> <p>The active transportation plan was an action item from the Transportation Master Plan which required additional staffing resources. These resources have not been realized.</p> <p>The Town participated in the development of the Grey County Cycling and Trails master plan. New trail maps are anticipated in 2025.</p> <p>The Town is currently developing and implementing a new signage and wayfinding strategy.</p> <p>The Town supports share the road and promotes the initiative.</p>

64	Immediately upgrade the trail planning process with coordination of transportation planning and recreation management. The Georgian Trail is a significant travel corridor or “highway” and should be connected to all residential developments (minimum 10 foot, off road linkages) and be accessible to all residents in the Municipality. Therefore, desirable corridors of safe connection must be incorporated into all future planning.	Medium	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Manager of Parks and Trails • Planning 	Trail Development now considers connections to the Georgian Trail as well as opportunities to connect to the waterfront from the Georgian Trail.
65	Adopt Active Transportation Municipal Policies, strategies, and standards, to convey Municipal intent to staff and community members.	Low	0% 	Short Term 2021 - 2025	<ul style="list-style-type: none"> • Council • Community Services • Operations 	Recommended actions through the TMP included hiring an additional full-time employee to implement and coordinate the recommendations relating to active transportation and work with a standing committee. This position has not been approved.
66	Broaden the definition of trails to include The Town of Blue Mountains waterways, or “blue trails” (and identify opportunities for kayak, canoe and paddle board travel or in combination with hiking or biking trails.	Low	0% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Manager of Parks and Trails 	This item has not been actioned.
67	Earmark Waterfront Rehabilitation funds for trail and waterfront improvements.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Council • Director of Community Services • Manager of Parks and Trails • Corporate and Financial Services 	The Town has a plan for annual trail maintenance as well as major rehabilitation through both operating and capital plans. The Town has a waterfront acquisition and development fund which allows for waterfront improvements.

68	Review existing subdivisions, making improvements to trail accessibility and safety where possible.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Manager of Parks and Trails 	This occurs on a regular basis through seasonal, monthly trail inspections, feedback from residents implementation from industry workshops, best practices, etc.
69	Require all new subdivisions, commercial and public areas to connect their on-site pedestrian routes to offsite sidewalks and trail access points as part of the Official Plan Review. Design pedestrian routes to allow clear and unobstructed passage, with a minimum width of 1.5 metres with no abrupt side slopes, and a minimum overhead clearance of 2.5 metres. All street furniture should be off the pedestrian route of travel and storm sewers should be placed where they won't interfere with active transportation.	High	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Manager of Parks and Trails • Planning 	All development are reviewed internally to identify these opportunities where appropriate. Recent examples include the Parkbridge development is set to feature trail connections to the Georgian Trail, with Lora Bay Phase 4 also integrating its trails into the Georgian Trail system. Additionally, the trail connection from Arlberg Crescent to Settlers Way is scheduled for completion by the second quarter of 2025.
70	Upgrade and develop the Municipal trail and active transportation system using a three-phase strategy: i) Join the waterfront to the downtown core with asphalt surface. ii) Connect the trail system to schools and parks. Connect all trails to the Georgian Trail; and/or establish other major parallel routes for cycling and other uses.	Medium	25% 	Short Term 2021-2025; Long Term 2025-2030;	<ul style="list-style-type: none"> • Manager of Parks and Trails • Operations 	As previously noted, staff to implement the Active Transportation Plan have not been approved in budgets. Staff actively recommend connection to the Georgian Trail from new developments as the Georgian Trail is the primary link from the East end of the municipality to the West end and visa versa.

				Beyond 2030		
71	Prepare short, medium and long-term forecasts for trail development, then budget, seek grants, encourage the private sector to donate, etc., to meet objectives. Consider that additional staff may be needed as trail network expands, including possible winter maintenance for year round trail use.	High	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Manager of Parks and Trails • Corporate and Financial Services 	This work is completed through the Town's asset management plan and system which is then incorporated into operating and capital budgets.
72	Include policy in Official Plan during review to support implementation of trails and active transportation; and include a conceptual trails plan in the Official Plan update. In addition, review current planning procedures and add language that requires all new site development agreements to make trails, cycle routes, and active transportation provisions essential.	High	90% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Council • Manager of Parks and Trails • Planning 	Pending approval, the Official Plan supports a comprehensive approach to incorporating trails and active transportation within its framework, with planning procedures emphasizing connectivity and integration with new developments.
73	Allocate funds from sale of any town properties to the appropriate Parks/Trails reserves.	Low	0% 	Short Term 2021-2025; Long Term 2025-2030;	<ul style="list-style-type: none"> • Council • SMT 	Current pressures require sale of Town properties to be used for other applications, but this can be considered again as pressures change.

				Beyond 2030		
74	Create a budget line for both capital expenditures for making new trails and a trails maintenance account. Review the capital forecast and determine the need for financial repositioning of some projects to allow trail work to commence and start the active transportation plan as soon as possible.	Medium	50% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Council • Manager of Parks and Trails • Corporate and Financial Services 	<p>Budget for maintaining and developing new trails are considered through operating, capital budget planning which foundation comes from the asset management plan.</p> <p>Active Transportation implementation will have to be considered through staff resourcing and future budgets.</p>

Sub Theme: 4.2 – Trail Safety, Standards and Quality of Experience

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
75	Recruit and train a volunteer group of trail users who can be trail ambassadors to promote the trail, monitor trail surfaces, note dangerous conditions, falling trees, garbage problems, signage maintenance, etc. and notify staff for a quick response.	Low	0% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Manager of Parks and Trails 	Although this group wasn't created there was an informal group that monitored the Georgian Trail that dissolved. Staff resources will need to be considered if a group like this is to be pursued. Current satisfaction with the Town's trail systems may identify that these groups and the resources to support them are not needed at this time.
76	Inventory all existing trails and prepare a detailed report on each. There needs to be a formal trails map that indicates the permitted uses and the conditions of all trails that enter the Municipality. The staff must develop a current maintenance report card on all trails.	Medium	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails 	The LAP included the current condition, permitted uses of the Town's trail system. The Town website maintains the current inventory. Condition reports for all trails are maintained on an annual and monthly basis through the Town's asset management software.
77	Set minimum levels of acceptable trail maintenance standards and develop trail maintenance schedules. Spring inspections are recommended, as well as periodic inspections throughout the year to identify such maintenance issues as eroding trail surfacing, missing signs, encroaching vegetation, dumping, vandalism or garbage.	High	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Manager of Parks and Trails 	This is established and practiced. Maintenance standards and condition is monitored through the Town's asset management software.

78	Evaluate current trailheads and identify choke points that restrict traffic flow, provide inadequate parking or staging room, or otherwise inhibit access to the trail (based on inventory completed). Upgrade construction details of parking areas at trailheads to include more signage that recognizes the need for AODA compliance. There should be a minimum of three parking spaces (two regular spaces and one accessible) per parking area. Parking areas are provided preferably for trails that provide at least a 20-minute walking experience.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Manager of Parks and Trails 	Recently, parking for five vehicles has been established at Gamble Park on Bruce Street, with signage for accessible parking scheduled to be installed at these sites in the second quarter. New trailheads are also included in projects on the East and West ends of Thornbury. Parking areas are constructed meeting AODA compliance. Additional parking areas have been created in the rural areas of Town as well.
79	Based on Engineering Standards and inventory, upgrade existing trails and build all new trails to meet the following standards: i) Hard surface (either stone dust, asphalt or concrete) ii) 10 feet/3 metres wide iii) 2 feet/1.5 metres clear cut zones on each side	High	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Manager of Parks and Trails 	This has been incorporated into all new trails and is implemented when existing trails are re-constructed.
80	Identify sidewalks and trails that require additional benches, shade, and resting areas for barrier-free and inclusive access.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Manager of Parks and Trails 	This process takes place as parks and trails are re-constructed and appropriate amenities are included.

81	<p>Provide the following conditions on all pedestrian routes (as part of the Official Plan review process) to promote and enable walking:</p> <p>i) All residential areas need connection throughout the development and the distance a pedestrian must walk to reach a connecting pathway should be no further than 150 meters.</p> <p>ii) Cul-de-sacs and other types of dead ends need to provide connection of a minimum of 3 meters wide, which should be hard surface (compacted gravel as a minimum).</p>	Medium	<p>50%</p> 	Short Term 2021-2025	<ul style="list-style-type: none"> • Manager of Parks and Trails • Planning • Operations 	<p>The Town is considering the integration of policies to support pedestrian connectivity and the development of trails and active transportation networks as part of its Official Plan process moving forward but may not speak to these specific elements. These considerations are made on a case-by-case basis. This was actioned in the Beaver St. reconstruction and addition of the parkette.</p>
82	<p>Connect all trails and sidewalks to safe road crossings where possible. When this is not prudent, the Municipality should:</p> <p>i) Provide signage warning of upcoming traffic/road crossing.</p> <p>ii) Use stop bars, fences, boulders, curvature options on incoming trails/walkways to warn users of change or upcoming traffic.</p> <p>iii) Install curb extensions and refuge islands if crossing distance is greater than 3 lanes.</p> <p>iv) Install pedestrian activated crossing lights.</p> <p>v) Install countdown lights to assist walker/rider in road crossing; audible crossing signals are beneficial.</p>	High	<p>100%</p> 	Short Term 2021-2025	<ul style="list-style-type: none"> • Manager of Parks and Trails • Operations 	<p>Recent examples include the formalized crossing to Northwinds beach including the ramp from Hwy 26 to the beachfront, planned work to move the Georgian Trail crossing to the Grey Road 2 intersection improvement works.</p> <p>All trail crossings have been addressed, either by formal controlled crossings or the alternatives described in this action item.</p> <p>Signs for etiquette will be installed in Q2 of 2025 on the Georgian Trail and Stop ahead signs have been posted on all crossing on the Georgian Trail.</p>

83	Place standard-style Municipal bike racks at visible locations at public facilities, trail heads, play areas and public spaces. All commercial developments should be encouraged to provide covered and safe bike racks for employees.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Manager of Parks and Trails 	Bike racks are located at many visible locations throughout the municipality and are always considered in new parks and through redevelopment.
84	Improve Municipal trail signage and wayfinding, that is appropriate for all physical abilities, and that has a consistent format which includes information about distance, direction, destination and difficulty. Consider the use of new technologies, such as QR codes, apps and downloadable maps that may enhance the trail user's experience.	Medium	75% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Manager of Parks and Trails • Communications 	A corporate Sign and Wayfinding strategy is currently underway. Staff have only replaced signs that had deteriorated and required replacement but have implemented the use of QR codes to.
85	Use QR code technology on some signs to give directions, location, and emergency information, as well as interpretive text, such as local history, culture, geology or ecology.	Medium	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Manager of Parks and Trails • Communications 	Staff have implemented QR codes in appropriate locations and will continue to consider them as the Sign and Wayfinding strategy is implemented.
86	Develop a trail guide (Note: see Collingwood trail map as an example; advertisers on map pay for the production of the map; map boxes create a revenue flow for trail maintenance) that could complement Collingwood trails and maps so there is a regional connection, promotion and consistency.	Medium	75% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Manager of Parks and Trails • Communications 	This is in progress, and we expect to release it in 2025.

87	Celebrate active transportation in the Municipality with a special community event, for example, walk or bike to work and school day. The event will demonstrate the will of the community to celebrate a healthier lifestyle choice and a new way of thinking about transportation in Municipality.	Low	10% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Communications 	This is promoted to Town staff and Town staff participate but is not formally promoted to the entire community. Additional staff resources need to be considered to move this event forward.
88	Initiate the practice of seeking trail donations at Municipal offices as well as selected businesses. Make cards available at funeral homes so donations can be made to The Blue Mountains Trails in memoriam.	Low	25% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Manager of Parks and Trails 	This has not been formally initiated but the Town has received donations in response to collaboration with groups.
89	As roads are being repaved, extend the pavement surface by an extra 1.25 metre (MTO Book 18/or other standard to be established) for paved shoulder riding.	Medium	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Council • Operations 	This is being considered on a case-by-case basis as roads are considered for reconstruction.
90	Identify popular and preferred cycling routes in consultation with user groups, and place in a priority list for shoulder paving as road upgrades are being done. Two priorities for improved signage and paved shoulder upgrades are Concession #10 as a major north/south travel corridor, and Sideroad 33 for an east/west travel corridor.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Operations 	This is ongoing and considered when both Town and County roads are reconstructed. The Grey County Cycling and Trails Master Plan identifies preferred cycling and trail networks throughout the County including The Blue Mountains.

91	Separate recreational trail cycling from road cycling by a minimum 10 feet (3 metres) and where possible by a physical barrier (to be coordinated with standards being developed within Transportation Master Planning).	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Council • Manager of Parks and Trails • Operations 	This is currently in practice.
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Sub Theme: 4.3 – Regional Trail Connections

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
92	Refer to the Grey County Cycling and Trails Master Plan and the Simcoe County Trails Master Plan (Dunbar et al, 2006) to plan trail linkages to the greater regional trail network and create consistent maps, signage, and maintenance standards.	Medium	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Planning 	This work has been reviewed and requires opportunity for land ownership changes, road reconstruction, etc. The Town has a plan with documented strategic linkages that need to be acquired and act on them when opportunities are available.
93	Continue representation on County Active Transportation Committee and work to implement the Active Transportation Plan. Advance Municipal active transportation initiatives by looking worldwide at towns with similar characteristics as The Blue Mountains to establish a desired course of action on operating and capital budget decisions.	Medium	50% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Council • Director of Community Services • Manager of Parks and Trails • Operations 	<p>The Active Transportation group that the Town previously lead, no longer exists. It paused during the pandemic and did not restart when active transportation staffing resources were not available.</p> <p>Active transportation opportunities are considered when new development occurs or road reconstruction takes place.</p>
94	Promote the Municipality as a destination point for cyclists. Recreational cyclists from the GTA and neighbouring Counties will ride to the region to enjoy the downtown, waterfront, countryside, etc.	Medium	100% 	Short Term 2021-2025; Long Term	<ul style="list-style-type: none"> • Director of Community Services • Economic Development 	Staff promote the area as a destination for cycling through the Town website. Additional consideration for this type of promotion will be considered through the Tourism Strategy.

				2025-2030; Beyond 2030		
95	Work with neighbouring municipalities and Active Transportation Plan to improve the experience for road cyclists (for example, paved shoulders).	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Operations 	This work is ongoing but limited to the ability of staff resources. The Town advocates to Grey County to implement paved shoulders when road reconstruction takes place.
96	Research, review and plan a formal off roads trail to connect to the Collingwood trails system. This would extend trail use for visitors and residents to cycle to Midland, Tiny Township, Penetanguishene, Wasaga Beach and all throughout the Simcoe County trail network. Over the long term, create a joint County committee to market and promote a cycle experience between Simcoe and Grey Counties which would have positive economic benefit for the tourism sector while providing affordable, local recreation for family and all ages.	Medium	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services 	This work is ongoing, the Georgian Trail connects to Collingwood but staff are working with Collingwood to create an alternative connection. There is a land opportunity challenge in Collingwood that currently doesn't allow this to move forward.

Major Concept #5: Athletic Fields and Courts

Strategic Plan Alignment: Organizational Excellence, Community and Quality of Life

Sub Theme: 5.1 – Improve Court and Field Availability

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
97	Research potential partnerships or joint-use agreements with private clubs.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> Director of Community Services 	This communication takes place on a regular basis and will be further considered depending on action arising from the MURFA project.
98	Examine ways to extend the seasonal use of courts, or develop multi-use courts (e.g., tennis in the summer; outdoor skating in the winter)	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> Director of Community Services Manager or Parks and Trails 	This work is most effectively considered when courts are constructed or require major re-construction. There is currently a proposal the Town is considering creating year-round tennis opportunities.

99	Form a community-based athletic fields and court advisory body for input and planning to address needs and trends.	Low	0% 	Long Term 2025-2030	<ul style="list-style-type: none"> • Director of Community Services 	This can be considered through the LAP update.
100	Refurbish existing tennis courts, subsequent to detailed inspections and seek input from users.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Manager of Parks and Trails 	All Town owned courts have been refurbished and have a regular schedule for continued works through the Town's asset management plan and software.
101	Add new tennis courts and establish tennis programs for youth.	Medium	25% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails 	Additional tennis courts are currently being considered. Additional programming will require additional staff resources.
102	Expand opportunities for indoor and outdoor pickleball, with input from users.	High	100% 	Short Term 2021-2025	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Manager of BVCC, Golf Course and Facilities 	4 Outdoor pickleball courts have been constructed, 4 additional indoor courts have been made available during the non-ice season on the arena floor and there will be an additional indoor year-round court added to the BVCC in 2025. Additional consideration for pickleball courts should be made through the MURFA process.

103	A major parameter for the overall and ongoing recreation planning is to ensure that there is/will be opportunities for 'fields and courts' facilities across the geographic areas of the Town.	High	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails 	This is considered as properties are proposed through development and the location of these parkland acquisitions.
104	Advance programs for use of courts. Pickleball seems to have a well-organized group that deals with club membership, scheduling, etc. The Nippissing tennis facility has an established membership public-use model that could be established for other facilities.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Manager of BVCC, Golf Course and Facilities 	A formal agreement has been created and executed with the Nippissing Ridge Tennis Club. Steps have been made to organize the pickleball groups and form fewer larger or 1 large club. Additional programming considerations will require additional resources.
105	Make connections, wherever possible, of courts and playing fields to active transportation, cycling routes, and trails. Refer to Trails Section Recommendations.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030;	<ul style="list-style-type: none"> • Manager of Parks and Trails 	These take place as development opportunities take place and when parks are re-developed. A 2025 project will be connecting Arlberg to Settlers Way in Q2 of 2025. Additional trails are being considered as part of the Moreau Park re-development project as well.

				Beyond 2030		
106	Consider including indoor and outdoor courts in a multi-use facility.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services 	This has been identified in the feasibility assessment stage of the project and will be considered further when functional programming is considered.

Sub Theme: 5.2 – Improve Offering for Families and Youth

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
107	Continue ongoing collaboration with the Beaver Valley Athletic Association (BVAA) which has provided much support and resources over the years.	High	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Manager of BVCC, Golf Course and Facilities 	This is a long-standing relationship that continues through formal and informal communication. Formal meetings are held a minimum of 3 times per year.
108	Seek partnerships, joint-use agreements and other strategies to expand the number of year-round, indoor and outdoor program offerings in the community.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services 	Regular networking with local facility and property owners takes place through established relationships and communication to new organizations. Joint-use agreements are currently in place with the Town of Collingwood, Grey Sauble Conservation Authority as well as other less formal agreements or collaborations with local service clubs and groups.
109	Form athletic fields and court youth advisory body for input and planning to address needs and trends specific to youth and families. Consult youth for their ideas on more relevant	Medium	100% 	Short Term 2021-2025;	<ul style="list-style-type: none"> • Director of Community Services 	The Town participates with the Georgian Bay Youth Roots organization that advocates for youth in Thornbury and Meaford.

	recreation activities for today, such as skate park, bmx park, skiing, snowboarding, roller blading , biking , hiking, swimming, walking , kayaking , paddling, clubs and interest groups, arts programs, girls-only, co-ed, etc.			Long Term 2025-2030;	<ul style="list-style-type: none"> Administrative Assistant Community Services 	
110	Upgrade and repair baseball diamonds as needed.	High	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> Manager of Parks and Trails 	As recently as 2024 the baseball diamonds were upgraded to include clay infields as requested by the BVAA. Regular fence, drainage and turf maintenance occurs annually.
111	Upgrade soccer fields as needed.	High	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> Manager of Parks and Trails 	Due to the growth of soccer additional fields were required in 2024 and were created at Bayview Park. An additional field will be available at the 10 th line recreation complex in 2025.
112	Look for regional arena facility partnerships (i.e., soccer and hockey activities have evolved with a regional structure and other recreation	High	100% 	Short Term 2021-2025;	<ul style="list-style-type: none"> Director of Community Services 	This conversation has been elevated through the MURFA process and will continue as the next stages of the process take place.

	activities can as well with collaborative planning).			Long Term 2025-2030; Beyond 2030		
113	Upgrade Skateboard Park and consider building bmx bike park.	Medium	100% 	Short Term 2021-2025;	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails 	The skateboard park has been updated to resurface all rideable components and consideration for bike amenities are taking place through the Moreau Park project.
114	Build outdoor basketball courts.	Medium	25% 	Short Term 2021-2025;	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Manager of BVCC, Golf Course and Facilities 	Portable nets were purchased and installed at the BVCC but were vandalized and destroyed in a short period of time. Basketball courts are being considered as part of the Moreau Park project and can be considered during the next phase of the MURFA project.
115	Ensure facilities are spread across Town.	High	100% 	Short Term 2021-2025; Long Term 2025-2030;	<ul style="list-style-type: none"> • Director of Community Services • Manager of Parks and Trails • Manager of BVCC, Golf Course and Facilities 	This is being reviewed and considered on a regular basis as the Craigleith area continues to grow. A community park is being established in Craigleith, an off-leash dog park was developed and additional recreational opportunities are being considered as development occurs. This will continue to be assessed.

				Beyond 2030		
116	Set standards and schedules for basic field and court maintenance for consistent and regular upkeep.	High	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Manager of Parks and Trails 	This is established and will continue.
117	Connect all fields and courts, where possible, to trails, cycle routes, and active transportation or public transit.	High	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Manager of Parks and Trails 	This takes place where possible and is considered as development occurs, road reconstruction occurs or when new amenities are created/assumed.
118	Encourage local and house league play which could offer well-trained coaches, skill development training, affordability, less travel and less impact on family time. Support local coaches in meeting training requirements by hosting clinics, referee certification workshops, etc.	Medium	100% 	Short Term 2021-2025; Long Term	<ul style="list-style-type: none"> • Manager of BVCC, Golf Course and Facilities 	Collaboration with the local minor hockey organization and the creation of a stick and puck program has supported this work. The facilities are made available for any training opportunities that are brought forward by our sports organizations.

				2025-2030; Beyond 2030		
119	For the long term, plan for indoor and outdoor fields and courts, integrated with a multi-use facility offering programs that are multigenerational, intergenerational, and family-oriented.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services 	These considerations are and will be made through the evolution of the MURFA process.

Major Concept #6: Special Events

Strategic Plan Alignment: Organizational Excellence, Community and Quality of Life

Sub Theme: 6.1 – Family and Youth Community-Based Events

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
120	Ensure tracking, measuring and reporting on the economic benefit of special events in community.	Medium	25% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Economic Development 	Although a formal tracking, measuring and reporting program isn't in place, this has been reviewed, and event debriefs take place to consider logistics but also to receive feedback from organizers to assess the success of major events. Additional resources will need to be considered to formalize a tracking, measuring and reporting program to assess special events economic impact.
121	Encourage event organizers, within the planning and permitting process, to include components for local participants, especially youth, and with local promotions. Establish a set of criteria for evaluating whether or not certain special events are congruent with the Town's image and are desirable to host.	Medium	75% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Administrative Assistant Community Services 	These discussions take place with event organizers / applicants and are encouraged to work with local groups to supplement resource, consider charitable organizations, etc. Formally creating criteria to consider alignment with Town strategy and goals will require additional resources.

122	Set standards or benchmarks to determine if an event is accessible to all abilities, and inclusive.	Medium	50% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services 	Specific benchmarks and standards are not available at this time but all Town organized events include accessibility considerations including specialized transportation if required. Creating and implementing a formal benchmarking program will require additional resources.
123	Form partnerships with stakeholders to ensure efficient and effective logistics in terms of traffic, parking, etc.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030; Beyond 2030	<ul style="list-style-type: none"> • Director of Community Services • Administrative Assistant 	This is considered through each special event application. Some events require additional parking and partnerships are made to deliver parking.
124	Explore options for special events away from Town centres, such as trail events or fair grounds, to lessen congestion issues and offer variety.	Medium	100% 	Short Term 2021-2025; Long Term 2025-2030;	<ul style="list-style-type: none"> • Director of Community Services • Administrative Assistant 	This is considered when special event applications are submitted. Considerations also need to be made in the rural areas to ensure there is limited conflict with agricultural practices.

				Beyond 2030		
125	Construct a permanent or acquire a portable outdoor amphitheatre/stage for music, theatre, performances, and movie nights. This may be phased into overall upgrades to existing parks or be part of a multi-purpose facility, or be moved to various special event locations.	Medium	100% 	Long Term 2025-2030;	<ul style="list-style-type: none"> • Director of Community Services 	This has been considered and currently the community utilizes the existing parks and amenities to provide music opportunities, they also utilize the Marsh St. Centre for music and theatre performances. Movie nights were provided by the Town previously which was supported by a grant. Any additional consideration would require a significant funding source for both the purchase / installation as well as staff resources for the maintenance and programming of a venue like this to be successful. Future considerations will take place through parkland acquisition and re-development.

Sub Theme: 6.2 – Sporting and Competitive Events

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Accountable & Responsible	Related information
126	Consider/Investigate the potential for a multi-use regional sport and recreation centre as part of the Multi-Use Recreation Centre Feasibility Study process.	High	100% 	Short Term 2021-2025;	<ul style="list-style-type: none"> • Director of Community Services 	This is being considered through the MURFA review.
127	Confirm public opinion regarding a wakeboard/cable park through the planning process.	Low	0% 		<ul style="list-style-type: none"> • Director of Community Services • Planning 	This has been part of a public planning process and is currently an inactive file.