



Town of Caledon Parks & Recreation **VISIONING PLAN**



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Prepared for:

Town of Caledon

Prepared by:

MacNaughton Hermesen Britton Clarkson Planning Limited (MHBC)

Raymond Consulting

In Association with:

Tate Economic Research Inc.



MHBC
PLANNING
URBAN DESIGN
& LANDSCAPE
ARCHITECTURE

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EXECUTIVE SUMMARY

MacNaughton Hermesen Britton Clarkson (MHBC) Planning Ltd. and Raymond Consulting in association with Tate Economic Research were retained by the Town of Caledon to develop a Parks and Recreation Visioning Plan ('Visioning Plan'). The purpose of the Visioning Plan is to establish a collective community vision for the allocation of parks, facilities and recreation in the Town of Caledon.

This Visioning Plan is limited to parks, open spaces and recreational facilities and programs owned and operated by the Town of Caledon. The Visioning Plan is intended to have a five year planning timeframe (2016 to 2021). The Visioning Plan builds on the Town's existing Recreation & Parks Master Plan (2010), which still serves as an important planning tool for the provision of parks recreation services in the Town. The Visioning Plan is intended to be strategic in nature, and provides specific strategies to address current issues and opportunities for future growth not envisioned in the previous Recreation & Parks Master Plan. This Visioning Plan establishes options, opportunities and strategies to deliver services for the next five years and beyond.

The foundation of the Visioning Plan is based upon public consultation with the community, input from stakeholders, staff and Council while considering the parks, recreation and leisure trends and the Town's changing demographics and growth. In total, over 1,200 voices were heard through various public engagement platforms, which included: five public workshops, a stakeholder meeting, a public information forum, meetings with Council and Staff, a random telephone survey, an on-line survey, an on-line questionnaire, social media and written/verbal communications. A separate Compendium Document provides a summary of the information presented and received during the public consultation process.

Based on the input received the following Vision and Mission Statement were developed for parks and recreation in the Town of Caledon.

Vision:

A Caledon that provides accessible and sustainable parks, recreation and cultural services that engages everyone and fosters healthy lifestyles and environments while connecting the community and embracing its diversity.

Mission:

Creating quality of life and building a healthy community through recreation and culture.

Guiding Themes/Priorities

- Engagement and Partnerships
- Natural Assets
- Enabling Neighbourhoods
- Navigating the Business of Recreation
- Integrating Parks and Recreation with Arts & Culture

Eleven goals and fifty objectives were developed based on the above guiding themes/priorities, which emerged through the public consultation process. These objectives are summarized in **Appendix A** of this Plan. In addition,

over 50 strategies were developed for existing and future parks and recreation facilities, which are summarized in **Appendix B** of this Plan.

Some of the common 'threads' throughout the Plan include:

Building partnerships - The Town will develop a transparent protocol for dealing with potential groups, outlining roles and responsibilities and the expectation to be placed on public investment. There needs to be a standardized approach to dealing with potential partners including those that involve program and facility sponsorships.

Development Recreational Destination Hubs - The Town should adopt a destination hub model with respect to its facility planning/development to address the geographic and fiscal realities of the municipality.

Facility Naming/Renaming Policy - The Town should adopt a naming and renaming policy that covers all Town recreation and parks facilities and properties. This would include the development of procedures to deal with the assessment of names or requests from the public, not for profit agencies, community groups and the business community.

Branding and Communication Program - Caledon Parks & Recreation has its own unique vision, mission, objectives and needs. While the department has much in common with other Town departments, Caledon Parks and Recreation must employ specific communications techniques that are designed to encourage participation, communicate a variety of offerings including events, programs and facilities and generate interest and support for Parks, Recreation and cultural activities. All Caledon Parks & Recreation communications should communicate and support the vision and mission of the Town and the department. The program should apply both internally and externally and include but not limited to: System Overview and Color, visual identifiers, signage system and design, imagery and tone.

It is expected that through the implementation of this Visioning Plan that: positive change in the lives of Caledon residents will develop; programs, services, and functions provided through this Plan are relevant to citizen needs; a commitment to supporting community development efforts is made; and facilitation, partnership, and capacity building in others is valued as a way of achieving and sustaining the resources required to realize success in the recreation community.

Play for grown people is recreation – the renewal of life. For children, it is growth, the gaining of life.

Joseph Lee, the Father of the American Playground

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1.0 | Introduction

1.1 Purpose

The purpose of this Parks & Recreation Visioning Plan ('Visioning Plan') is to establish a collective community vision for the allocation of parks, facilities and recreation in the Town of Caledon and to establish a comprehensive planning framework establishing:

- Strategic directions;
- Implementation strategies
- Policy implications; and,
- Financing strategies.

The scope of this Visioning Plan is limited to Town owned parks, open spaces and recreational facilities and programs within a five year planning timeframe (2016 to 2021). The Town's existing Recreation & Parks Master Plan was approved in 2010 and has a planning horizon to 2019. Although the Master Plan is still in effect and serves as an important planning tool for the provision of parks and recreation services in the Town, this Visioning Plan is intended to be a mid-point 'check-in' to ensure the Town continues to meet its intended goals and articulate what new facilities are required when and where, and how they are to be financed. Since the completion of the 2010 Master Plan several changes to the Town's recreational facilities have occurred (e.g. construction of the second phase of the Caledon Community Centre; closure and demolition of the Caledon Village pool; construction of the community centre at Caledon Equestrian Park in Palgrave). In addition, the Town is currently experiencing a considerable rate of population growth. This trend is expected to continue as the Town is projected to almost double in population from its current population by the year 2031.

This additional growth creates increased demand and need for parks and recreation facilities and programs. Changing population demographics and ethnic diversity in the Town will also influence the type and range of activities, facilities and programs. Reacting to these changes while ensuring the Town's parks and recreational facilities and programs are adapting to the evolving trends in the recreation and leisure industry is a major challenge the Town faces. This challenge is further exacerbated by the large geographic area of the municipality and the fiscal realities of trying to ensure a balanced distribution of facilities and programs that meet the needs of the entire community.

This Visioning Plan is intended to be strategic in nature, and provides specific strategies to address current issues and opportunities for future growth not envisioned in the previous Recreation & Parks Master Plan. This Visioning Plan establishes options, opportunities and strategies to deliver services for the next five years and beyond.

The expected outcomes of this Visioning Plan are:

- To create positive change or impacts in the lives of Caledon residents and neighbourhoods;
- That staff, volunteers, and partners, understand, value, and support the long term vision of this Plan;

- To ensure that the programs, services, and functions provided through this Plan are relevant to citizen needs;
- To commit to supporting community development efforts in recognition that this contributes to the overall Plan's success; and,
- To value facilitation, partnership, and capacity building in others as a way of achieving and sustaining the resources required to achieve success in the recreation community.

1.2 Approach

In 2014, the Town of Caledon Council approved the completion of a Visioning Plan. The consulting team of MacNaughton Hermesen Britton Clarkson (MHBC) Planning Ltd., Raymond Consulting and Tate Economic Research was selected in February 2015 to undertake the Visioning Plan. The foundation of the Visioning Plan is based upon the public consultation with the community, input from stakeholders, staff and Council while considering recreation and leisure trends and the Town's changing demographics and population.

In order to establish a collective community vision, an extensive community consultation exercise was undertaken to assist in answering fundamental questions like: "how are we doing?"; "what do we need?"; "how do we pay for it?" A series of community workshops were held throughout the Town combined with interviews/meetings with stakeholders, Staff and Council. These meetings/workshops helped scope the overall community vision and identify major goals or priority areas that would direct the provision and delivery of parks and recreation in the Town.

In addition, a random statistically valid telephone survey (consisting of 400 surveys) was undertaken to obtain additional feedback regarding the community's satisfaction regarding the quality and delivery of the Town's current recreational services and programs. The telephone survey was supplemented by an on-line survey and an e-version of the workshop questionnaires available on the municipality's website. A social media campaign on Twitter and Facebook was also initiated to provide an alternative venue to solicit input and feedback on the visioning exercise. In total, over 1,200 responses were received over the four month timeframe of this project.

A number of existing background reports and plans were also reviewed to assist in establishing strategic directions, implementation plans and financing strategies. These have included planning policy documents such as the Regional Official Plan, Town of Caledon Official Plan as well as other strategic master plans including the Recreation & Parks Master Plan, Trails Master Plan, Tourism Master Plan and the Town of Caledon Community-Based Strategic Plan. Available data on user rates, facility inventory and operating budgets made available by the Town were also relied upon. In addition, site visits of selected Town facilities were also conducted by the consultants to supplement information provided by the Town.

1.3 Visioning Plan Organization

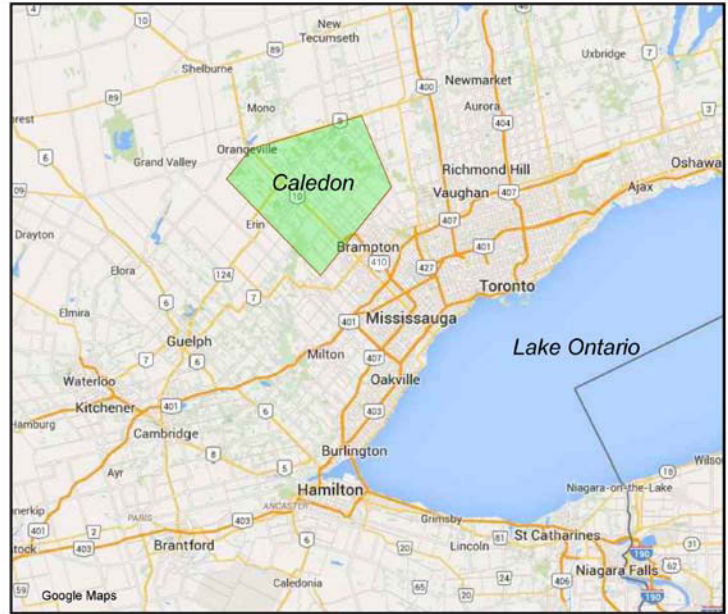
The Parks & Recreation Visioning Plan includes the following components:

- **Introduction** , summarizing the scope and purpose of the Visioning Plan
- **A Review of Background of Information**, including a review of local demographics and a summary of background studies completed by the Town, which inform and compliment the strategic directions of this Visioning Plan.
- **Summary of the Community Consultation**, highlighting the consultation process with the public, stakeholders, staff and Council as well a review some of the findings from the telephone survey and on-line survey. A separate Public Consultation Compendium Document has been prepared and compliments this Visioning Plan. This document is a compilation of: public comments; workshop/public meeting presentation materials and associated responses; and survey questions, results, etc.
- **A Review of Trends in Parks and Recreation**, which will influence the delivery and provision of parks and recreation services over the time horizon of this Plan.
- **Vision and Strategic Actions/Direction**, articulating the overall vision and priority areas identified through the process and identification of strategic actions/objectives for the provision of facilities, programs and financing of same.
- **An analysis of the Town's Existing/Current Recreational Facilities** and identification of key priorities for the planning and development of parks and recreation infrastructure and programs. The Town's Core Recreational Services are also identified.
- **A Summary of the Financial Considerations** and approaches to fund the delivery of parks and recreation services.

2.0 | Background

2.1 Locational Context and Community Profile

The Town of Caledon is a lower-tier municipality located northwest of Toronto within the Region of Peel. Predominantly rural in character, portions of the Niagara Escarpment, Oak Ridges Moraine, Ontario's Greenbelt and the headwaters of major river systems are located within the Town's borders. Urban development is concentrated near the southern boundary of Caledon in the Rural Service Centres of Bolton, Caledon East and Mayfield West, which comprise the "tri-nodal" growth strategy outlined in the Town's Official Plan. Various villages and hamlets are located throughout the Town as well. Figure 1 indicates Caledon's location within the Region of Peel and the Greater Toronto Area (GTA).



Located on the edge of the GTA, Caledon has become popular as a commuter suburb. The Town has become home to many families who value the rural nature of the Town and its proximity to major employment nodes in the GTA. This attraction is not expected to fade and the Town is projected to grow considerably into the future.

2.2 Population Forecast

Population estimates for Caledon have been completed for the Town's Official Plan and by Watson & Associates as part of the Town's 2014 Development Charge Background Study. The population estimates in the Official Plan reflect population projections in the Region of Peel Official Plan, which are based on the 2006 Census (Region of Peel Official Plan, 2014). The Town's current growth projections in the Official Plan were adopted through Official Plan Amendment 226 on June 8, 2010 by Caledon Town Council. OPA 226 was ultimately approved by the Ontario Municipal Board in October 2013.

The population forecasts published by Watson & Associates (May 5, 2014) are consistent with the forecasts in Caledon's Land Budget. Table 1 below outlines the forecasted populations for various horizons calculated in the Town's Official Plan and the 2014 Development Charge Background Study.

Table 1: Population Forecasts for the Town of Caledon from the Town's Official Plan and Watson & Associates

Year	Town of Caledon Official Plan ¹	Watson & Associates ²
2011 ³	59,460	59,460
2013	N/A	63,520
2021	87,001	N/A
2023	N/A	91,490
2031	108,000	108,000
Total Growth (2011-2031)	48,540	

Notes:

¹Town of Caledon, 2014. (2014). *Town of Caledon Official Plan*, Section 4.2.4 *Population and Employment Forecasts and Allocations*

²Watson & Associated Economists Limited. (2014). *Town of Caledon 2014 Development Charge Background Study*. Mississauga: Watson & Associated Economists Limited.

³Statistics Canada. (2012). *Caledon, Ontario (Code 3521024) and Canada (Code 01) (table)*. Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012. <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E> (accessed June 3, 2015).

The Town of Caledon Official Plan outlines a hierarchy of settlements: Rural Service Centres, Villages, Hamlets and Industrial/Commercial Centres. These have been established to implement the Town's growth management strategy by giving defined roles and functions to each settlement type, with growth allocated accordingly (Town of Caledon Official Plan, 2014). The Official Plan directs most of its growth to its Rural Service Centres (Bolton, Mayfield West and Caledon East).

Table 2 summarizes the projected population growth by settlement type for both the Caledon Official Plan and the 2014 Development Charge Background Study for 2011, 2021 and 2031.

Table 2: Population Allocation for each Settlement Type in Caledon for 2011 and forecast periods 2021 and 2031

Population Allocation		2011 ¹	2021		2031	
			Official Plan ²	Watson ³	Official Plan ²	Watson ³
Rural Service Centres	Bolton (Existing & Expansion)	28,140	28,234	28,230	39,898	39,900
	Mayfield West (Existing and Phases 1 & 2)	3,350	18,179	18,170	26,744	26,740
	Caledon East	2,670	8,412	8,410	8,412	8,410
Villages		6,070	7,428	7,430	7,428	7,430
Hamlets		1,242	1,343	1,340	1,343	1,340
Rural		19,250	23,230	23,240	24,000	24,000
Industrial/Commercial Centres		200	175	180	175	180

Notes:

¹Town of Caledon, 2014. (2014). *Town of Caledon Official Plan*, Section 4.2.4 *Population and Employment Forecasts and Allocations*

²Watson & Associated Economists Limited. (2014). *Town of Caledon 2014 Development Charge Background Study*. Mississauga: Watson & Associated Economists Limited.

³Statistics Canada. (2012). *Caledon, Ontario (Code 3521024) and Canada (Code 01) (table)*. Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012. <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E> (accessed June 3, 2015).

Mayfield West Phase 1 and Caledon East are currently designated as greenfield areas, with their populations projected to grow by 8,070 and 5,060 people, respectively, from 2013 to 2031 (Watson & Associates Economists Ltd, 2014). The future designated greenfield areas in Mayfield West Phase 2 and the Bolton Expansion area are also expected to grow considerably between 2013 and 2031. Mayfield West Phase 2 and the Bolton Expansion Area are both projected to grow by 10,350 people (Watson & Associates Economists Ltd, 2014).

The Bolton Expansion Area is currently the focus of the Bolton (2031) Residential Expansion Study (BRES), which is intended to implement OPA 226 (Town of Caledon, 2014). Additional lands for growth are needed in Bolton to accommodate population and employment growth by 2031 and the Study was initiated as part of Caledon's municipal comprehensive review, which is a requirement under the Growth Plan, Provincial Policy Statement and the Region of Peel Official Plan (Town of Caledon, 2014). BRES outlined three settlement boundary expansion options to Caledon Town Council and the preferred option was approved June 24, 2014. Currently, the Bolton Expansion Area is awaiting approval from the Region of Peel.

Mayfield West Phase 2 Secondary Plan will determine the appropriate areas for population growth, new employment lands, commercial uses and community amenities within Mayfield West. A series of settlement boundary expansions of the Town will be required to accommodate this future growth. The Official Plan Amendment that will implement the Secondary Plan has yet to go to Town Council for adoption.

In addition to the greenfield areas of the Town, the Rural Areas will experience some minor growth as well over the 18-year period, with the population of Palgrave increasing by 1,870, the Village of Alton growing by 800 people and

other Rural Areas' populations increasing by 2,950 (Watson & Associates Economists Ltd, 2014). The balance of projected growth is expected to occur through infill/intensification of existing built-up areas.

The allocation of gross population growth in new dwelling units from 2013 to 2031, as determined by Watson & Associates, is outlined in Table 3. Watson & Associates' forecasts are consistent with those in the Official Plan, so it can be assumed that the allocation of gross population growth would be very similar to, if not the same as, Watson's analysis. Any difference between the two would be a result of rounding, which is clear in Table 2.

Table 3: Allocation of Population Growth for Settlements and Settlement Categories in the Town of Caledon. Source: Watson & Associates Economists Ltd.

Settlements/Settlement Category	Population Growth Allocation
Mayfield West	43%
Bolton	29%
Caledon East	12%
Villages/Hamlets	4%
Rural	12%

Table 4: Five Most Populous Age Cohorts in the Town of Caledon, Statistics Canada, 2011

Age Cohort	Percentage of Total Population
45 to 49 years	9.9%
40 to 44 years	8.8%
50 to 54 years	8.4%
10 to 14 years	8.0%
15 to 19 years	7.9%

Demographic Characteristics

There are a number of factors which influence the levels of participation and trends in recreation and leisure activities. Some of these, as discussed below, include: income, education, ethnicity and age.

Based on the latest Census data, the average household income in Caledon is higher than the Canadian average. The 2011 National Household Survey determined that the median household income after tax for Caledon was \$83,454, compared to \$58,717 for Ontario and \$54,089 for the rest of Canada (Statistics Canada, 2013). Similarly, the median value of a dwelling in the Town is \$474,087, which is also higher than the provincial average of \$300,862 and the national average of \$280,552 (Statistics Canada, 2013).

According to Statistics Canada, the average household size in Caledon is 3.1, which is greater than the Ontario average of 2.6 and Canadian average of 2.5. This is likely due to the popularity of the Town for families, as many call the area home. This trend is evident in the distribution of age cohorts. The five most populous cohorts are listed in Table 4, in order from greatest population to least.

Over the past 19 years the proportion of visible minorities in Caledon has also been steadily growing. The Town's proximity to larger GTA municipalities has made it increasingly popular for immigrants as a place to live. This trend is consistent in Ontario and Canada, as is evident in Table 5. As the share of visible minorities such as South Asians in Caledon increases, the demand for sports and recreational activities that are popular with these communities will increase.

The level of education also influences their likelihood of engaging in healthy physical and recreational activities. As the level of education one achieves increases, so does the probability that they will participate in physical and recreational activities (National Center for Health Statistics, 2012). Table 6 summarizes the level of education completed by residents of Caledon. Over half (54.6%) of the Town's population has a

Table 5: Share of Visible Minority and South Asian Populations in Caledon, Ontario and Canada. Source: Statistics Canada, 1996-2011.

Census Year		1996	2001	2006	2011
Caledon	South Asian Population	490	700	1,265	1,995
	Visible Minority Population	1,410	2,505	4,090	5,700
	South Asian Population as Percentage of Total	1%	1%	2%	3%
	Visible Minority Population as Percentage of Total	4%	5%	7%	10%
Ontario	South Asian Population	390,055	554,870	794,170	965,990
	Visible Minority Population	1,682,045	2,153,045	2,745,200	3,279,565
	South Asian Population as Percentage of Total	4%	5%	7%	8%
	Visible Minority Population as Percentage of Total	16%	19%	23%	26%
Canada	South Asian Population	670,585	917,075	1,262,865	1,567,400
	Visible Minority Population	3,197,480	3,983,845	5,068,095	6,264,750
	South Asian Population as Percentage of Total	2%	3%	4%	5%
	Visible Minority Population as Percentage of Total	11%	13%	16%	19%

post-secondary certificate, diploma or degree, while the balance has either attained a high school diploma, or has not completed school. Given these statistics and the links between educational attainment and physical activity levels, it can be inferred that residents of Caledon actively participate in physical and recreational pursuits.

Table 6: Level of Education Completed for the Population of Caledon ages 15 years and older. Source: Statistics Canada, 2011.

Education	Population	Percentage of Population
No certificate, diploma or degree	7,610	16.1%
High school diploma or equivalent	13,815	29.3%
Postsecondary certificate, diploma or degree	25,745	54.6%

As illustrated in Figure 1, the largest age cohorts in Caledon are Mature Adults (35 to 54 years), Older Adults (55 to 64 years) and Youth/Teens (10 to 19 years). Given the above-average household size in the Town compared to Ontario and Canada, it can be inferred that the Youth/Teens cohort are likely dependants of the Mature Adult/Older Adult cohorts.

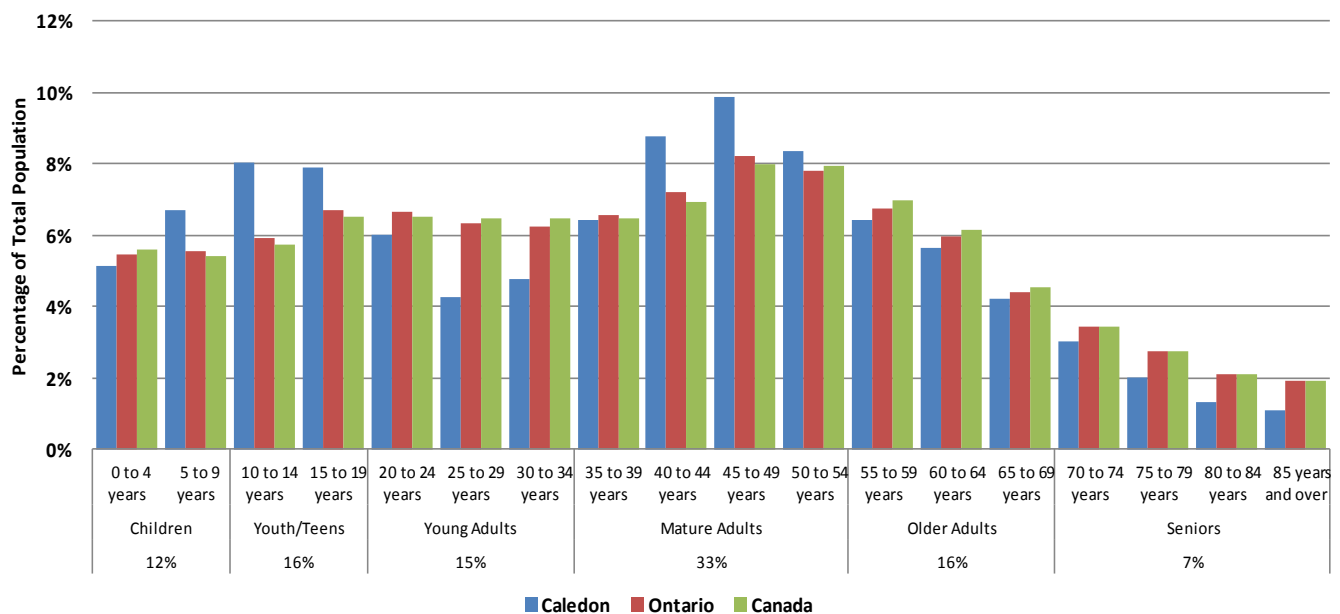


Figure 1: Age Characteristics for Caledon, Ontario and Canada and Age Cohort Distribution in Caledon (Statistics Canada, 2011).

Although the population of Caledon is currently a mix of young and old, the future demographic makeup will be increasingly skewed towards Older Adults and seniors. As birthrates drop across Canada and as the Children, Youth/Teens, Young Adults and Mature Adults continue to age, the demand for a wider variety of active leisure and sport activities will change.

Notwithstanding these demographic changes, the way in which Canadians participate in leisure and sport activities has changed as well. For example, Statistics Canada analyzed participation in active leisure by Canadians aged 20 years and older and compared 1992 and 2005 responses. They found that active leisure participation rose during this period while activity at work declined. Active leisure is a broad category that includes walking and jogging, exercising (e.g., yoga, weight-lifting and working-out), sports, outdoor expeditions (e.g., hunting and fishing) and cycling. More Canadians in 2005 participated in walking and jogging than in other active leisure categories. Exercising also increased, while sports, outdoor expeditions and cycling saw little to no increase in participation.

If one considers sports to include both informal and organized sports, there was no significant decline in sports participation. If one separates these two categories, we see that participation in organized sports declined from 45% to 28%. While those aged 15-18 have the highest rates of participation in organized sport, this also declined significantly between 1992 (77%) and 2005 (59%).

It was suggested that the aging population is most likely the dominant contributing factor to reductions in organized sport participation, as active participation in organized sport is known to decrease as one ages. As over two-thirds of the Canadian population is currently over 35 years of age, it is likely that organized sport participation will continue to decline. However, other factors contribute to the declines such as time pressures, family responsibilities, child rearing, careers, lack of interest and participation in other leisure time activities (such as watching television, other active leisure, Internet). Research suggests that Canadians are moving away from organized sport to informal sports and other forms of active leisure.

In fact, it was found that active leisure activities that required smaller slices of time and were easier to access or 'get to' had a higher probability of participation by Canadians. This participation trend influenced by aging will be one of the dominant factors in the decision making for Caledon with respect to the development of recreation, sport and leisure facilities for the future.

2.3 Review of Policy Framework/Background Reports

A number of background reports and policy documents were reviewed relative to the planning and provision of parks and recreation. Many of the following plans and studies support complete communities, protection of open space and provision of parks and trails and encourage linkages of this "green" infrastructure. The Parks and Recreation Master Plan, Trails Master Plan and Strategic Plan all provide a solid foundation for this Visioning Plan and establish similar goals and objectives as articulated in this Plan. The following is a brief summary of these plans and reports.

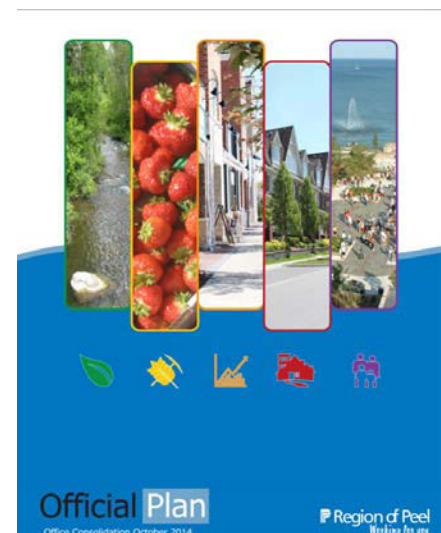


Figure 2: Region of Peel Official Plan (Region of Peel, 2014).

2.3.1 Region of Peel Official Plan

The Region of Peel Official Plan was adopted by Regional Council on July 11, 1996, and subsequently approved with modifications by the Minister of Municipal Affairs and Housing on October 22, 1996. A number of appeals and amendments were made to the Plan, and the current consolidation (October 2014) includes amendments and OMB approvals from October 2000 to September 2014. The Region of Peel Official Plan contains a variety of policies that are relevant to the Visioning Plan. Given Caledon's diverse landscape, with natural features such as the Greenbelt, Niagara Escarpment, Oak Ridges Moraine, and parkland, open spaces, and trail networks, the Official Plan attempts to preserve these natural features and provide opportunities for recreation through its policies.

The recreation policies of the Official Plan provide a broader vision for recreation opportunities within the Region. The policies recognize all of the natural features within the Region as mentioned above. The recreation policies intend to create opportunities for recreation by utilizing the already existing natural features and further enhancing them through the use of small scale structures that are in conformity with the policies of the Niagara Escarpment Parks and Open Space System, and the Greenbelt Plan.

The Official Plan includes policies that are representative and carry forward the policies of the Greenbelt Plan. These policies seek to enforce the policies of the Greenbelt Plan by protecting agricultural uses and by enhancing areas of the Greenbelt, where possible, to improve quality of life and promote recreation and tourism opportunities. The Official Plan also includes policies relative to the parkland and open space trails that are evident throughout the Town of Caledon. The parkland and open space policies of the Official Plan provide objectives for municipalities within the Region of Peel to provide parks, open spaces, and trails that respect the environmental plans and strategies already in place.

2.3.2 Town of Caledon Official Plan

The Town of Caledon Official Plan contains a number of policies that are intended to preserve the existing natural landscape in the Town including the trail network, and open space systems, while also providing a diverse range of recreational activities and facilities throughout the Town. The policies of the Official Plan recognize the importance of the existing trail networks including the Bruce Trail, Humber Valley Heritage Trail, the Caledon Trailway, and the Niagara Escarpment Parks and Open Space system, and the need to protect these features. The Official Plan also includes open space policies that are specific to the areas that generally contain the natural features mentioned above. Within these open space areas it is intended that the primary function of the lands be for different types of recreational uses. The Official Plan also highlights the use of active modes of transportation such as cycling and walking and incorporates objectives and policies into its Plan to encourage these types of infrastructure throughout the Town.

Section 5.8 of the Official Plan includes policies that explore the opportunity of a 'Greenway Strategy'. This strategy is intended to identify opportunities to establish a connective Town-wide trail system as a means to produce economic benefits and enhance tourism. This is reflected in the Trails Master Plan and Tourism Strategy, which support and identify future trail connections/linkages.

Given its geographic landscape, the Town of Caledon has several aggregate operations. The Town has included policies in its Official Plan (Section 5.11.1.7) to encourage the rehabilitation of the ten aggregate resource areas within the Town through the preparation of a Rehabilitation Master Plan for each area. In 2013, Town Council passed a motion to commence the Master Plan process. The development of the first Master Plan (consisting of aggregate areas 5 and 6) is expected to commence in the summer of 2015. It is intended that each aggregate area will have a different focus (e.g. active/passive recreation, conservation, etc.). These Master Plans and the proposed after-use of these pits represent a unique opportunity for the Town in terms of potentially meeting certain parks and recreation needs.

The Bolton Camp immediately east of Bolton represents another opportunity for the Town to partner with other organizations to help satisfy recreational and cultural needs in the community by promoting the use of existing established facilities. The 250 acre Bolton Camp property is designated as a Special Study Area within the Official Plan. The Camp was purchased by the Toronto and Region Conservation Authority (TRCA) in 2011 who are now in the process of conducting a Master Plan process to redevelop and re-purpose this site. This area contains a mixture of environmental features such as pine plantations, naturally regenerating woodlands, and is surrounded by lands that are designated Environmental Policy Area (EPA). Prior to any development on these lands, the Town has outlined specific study requirements with particular emphasis placed on environmental significance and the sites relationship with the Greenland System. The TRCA's concept currently includes developing a health and wellness centre, a social innovation centre for youth and an arts and culture component.

Within the Official Plan the Town has also identified specific locations for the development of recreational facilities. The area at the southeast corner of the intersection of Kennedy Road and 'Main Street' otherwise known as "Village Centre Area" or "Southfields" has been identified as one of these areas. According to the Official Plan, the recreation centre for this particular area may include a swimming pool, gymnasium, community meeting rooms and activity centre. Several specific policies are also included for the overall development of the Village Centre Area, which includes a continuous walkway along the Etobicoke Creek Valley.

2.3.3 Town of Caledon Parks and Recreation Master Plan

The Town of Caledon Parks and Recreation Master Plan is intended to provide recommendations to assist in improving recreation services available, improving facilities and programs, as well as operations over a ten year period



Figure 3: Town of Caledon Recreation & Parks Master Plan (Town of Caledon, 2010).

to meet the recreation needs of the Town. The Master Plan also identifies the influx of residential growth occurring in the Town of Caledon and the manner in which the population has generally scattered across the villages and areas within Caledon, including but not limited to Bolton, Mayfield West, and Caledon East.

The Master Plan outlined details of the types of facilities that were needed at the time of its completion. To identify a few, the Master Plan identified the need for both indoor facilities including a new ice rink, indoor aquatic centres to provide more aquatic programs, and more spaces that are specific to the represented ages in the Town. The Master Plan also recognizes the importance of the existing trail system as a way to connect the Town and provide residents with a means to get around Town by utilizing modes of active transportation.

In general, the Master Plan seeks to provide parkland, trails, facilities, and spaces that can provide the recreation opportunities and programs for all demographics, cultures, and needs within the Town.

2.3.4 Town of Caledon Strategic Plan

In 2010 the Town of Caledon released its Community-Based Strategic Plan to set out the vision for the Town to 2020. The process was made up of a number of community meetings, stakeholder meetings and Council workshops. The purpose of the strategic plan was to set out the vision for the Town and manage its growth responsibly. The overall vision associated with the strategic plan is:

'a safe, green community of communities; desiring a sustainable future by managing and fostering community progress while respecting its heritage.'

The strategic plan is comprised of six unique goals generally aimed to preserve the natural environment within Caledon, increase activity, promote culture and heritage and the arts, foster economic growth, and improve community engagement.

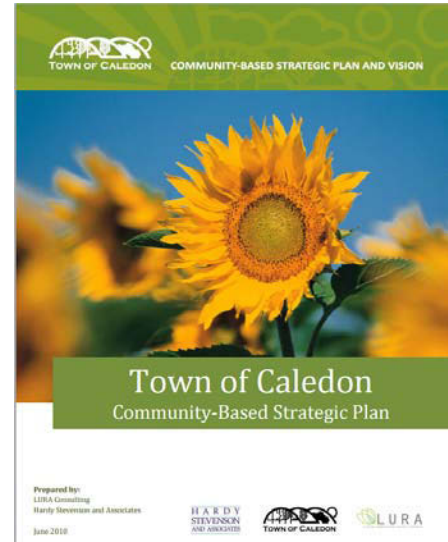


Figure 4: Town of Caledon Strategic Plan and Vision (Town of Caledon, 2010).

2.3.5 Town of Caledon Trail Master Plan

In March 2011, the Council of the Town of Caledon adopted the Trails Master Plan. The intent and objectives of the Trails Master Plan was to provide a long term vision and planning document to guide the design, maintenance, and safety of the overall trail networks in Caledon; this was further identified in the mission statement for the document, ***"to achieve a high quality and variety of trails in the Town of Caledon, accessing and connecting points of interest while protecting, preserving and enhancing community health and the environment."***

The Trails Master plan culminated with a series of short, medium, long term, and on-going recommendations that specifically identified areas of interest, policy issues to be considered in the next Official Plan review, and the type and amount of servicing to be issued with the trail network.

2.3.6 Town of Caledon Tourism Strategy

In September of 2014 the Town of Caledon in association with Sierra Planning and Management developed a Tourism Strategy. The Tourism Strategy was intended to identify legacy opportunities associated with the Pan Am/Parapan Games and the Caledon Equestrian Park, facilitate economic growth through tourism development, maximize the effectiveness of partnerships between the Town of Caledon and Hills of Headwater Tourism Association and make use of partnership funding. The Vision of the Tourism Strategy is as follows: ***“Caledon offers a unique and authentic destination which offers tourists the experience of rural lifestyle, history and heritage and an outstanding, iconic landscape for active and passive recreation and enjoyment year-round.”***



Figure 5: Town of Caledon Tourism Strategy (Town of Caledon, 2014).

3.0 | Community Consultation

A major component of developing this Visioning Plan is based on the public consultation with the community. The following sections detail the extensive consultation undertaken, which has formed the foundation of the Vision and Goals discussed in Section 5 of this report.

3.1 How we Communicated with the Public

The project team, in conjunction with the Town of Caledon, used a number of outreach tools to let the public know about the Visioning Plan exercise and opportunities to participate. A separate Public Consultation Compendium Document has been prepared summarizing all the public comments, information available at the public meetings and surveys. The public outreach included the following:

- **Posters:** High quality posters advertizing the Visioning Plan exercise and public workshops. These posters were posted at all major recreation centres across the Town.
- **Town Website:** A dedicated webpage was developed by the Town specifically for the Visioning Plan exercise (<http://www.Caledon.ca/en/live/Imagine-Plan-Play.asp>). The website offered opportunities for the public to provide their input by either emailing their thoughts on four critical questions, or taking an online survey developed by the project team, in consultation with Town staff.
- **Social Media:** In conjunction with the Town's corporate social media efforts, a dedicated social media presence was established as an additional outlet for the community to follow the progress of the Visioning Plan. A Twitter account (<https://twitter.com/CaledonParksRec>) and a Facebook page (<https://www.facebook.com/Caledonparksandrec>) were established and managed by the project team throughout the study.
- **Town Resources:** The Town of Caledon also reached out through their website and email blasts to applicable community groups, residents, key stakeholders and volunteers in their database to let them know about the open houses, stakeholder meetings and opportunities to communicate. The Town also ran an advertising campaign utilizing both the Town page ads that are regular features in the two community newspapers, and a specific ad buy to promote the final public forums.

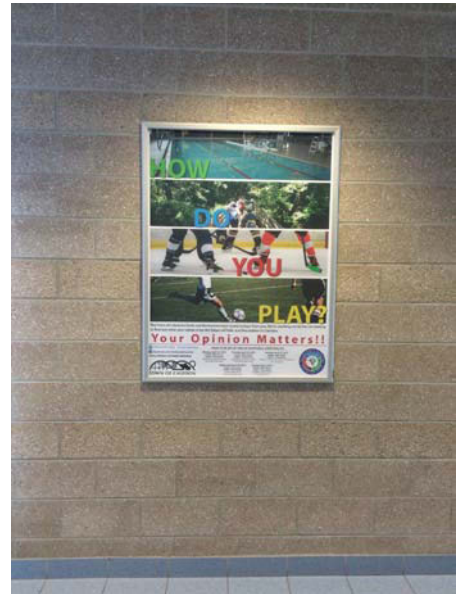


Figure 6: Consultation poster (MHBC, 2015).

A youth-friendly poster was also designed to encourage youth participation in the Visioning Plan. The intent was to have these installed in high schools across the Town, however due to labour unrest in the Peel District School Board and difficulty with obtaining permission from the School Boards to install the posters in the schools, we were not able to take advantage of this resource. However, in spite of these challenges, the Town did independent outreach to youth through Youth Forums and at the Town's Youth Centre in Bolton. As well, young families were reached through Kindergarten Welcome Sessions conducted by the Parks and Recreation department.

Senior specific input was specifically captured through the design of the telephone questionnaire, which ensured this segment of the Town's population was represented based on Census data. Advertising and targeted outreach conducted by the Town was also directed to the seniors groups to ensure their input and participation in the public workshops/forum. The Town's Accessibility, Election and Special Projects Manager, who is also the staff liaison for the Seniors Advisory Committee, conducted a specific outreach to the Older Adult demographic.



Figure 7: One of the public meetings, Caledon Centre for Recreation and Wellness, Bolton (MHBC, 2015).

3.2 Public Input: Community Workshops Meetings

Community Public Meetings and Workshops were held in five locations in Caledon from April 20th 2015 to May 5th 2015. The locations included:

- Caledon Community Complex
- Inglewood Community Centre
- Caledon Centre for Recreation and Wellness
- Caledon Village Place
- Southfields Village School

Overall, a total of 112 people participated in the meetings. They included a mix of residents, property and business owners and some representative from community groups and organizations. During the workshops, representative from the Town of Caledon Parks and Recreation Department, area councillors and/or Mayor were in attendance to answer any specific questions.

3.2.1 What Was Presented

Information panels on the Town's Visioning Plan process and



Figure 8: Consultation materials (MHBC, 2015).

current parks and recreation facilities were on display. The Project Team led the presentation of the workshop, facilitated discussions and documented the input from the public. In each of the five Public Meetings/Workshops, the project team gave an overview of the purpose of the Visioning Plan study.

The Project Team advised the public that the team was retained to help determine a focused vision for the allocation of parks, facilities and recreation in the Town. The goal was to produce a fiscally responsible plan for the changing needs of recreation and parks facilities and services in the Town. In order to do this, a number of realities had to be taken into consideration, including:

- The Town's geography
- Population growth and increased diversity
- Budget resources
- Resident needs and expectations

The public's role was to provide their input and insight on current parks, facilities and recreation needs for the Town.

The public were then taken through an interactive exercise designed to maximize input and generate discussion among attendees. Following the exercise the Project Team outlined the next steps in the study, ways in which the attendees could continue to participate and how they could follow the study's progress.

3.2.2 The Workshop Interactive Exercise

All workshops were facilitated as an interactive exercise based on "dotmocracy", a process where participants document their thoughts and vote on the most preferred responses. The following four questions were presented one at a time to the table participants:

1. If not limited by any constraints - physical, financial, human resources or any other constraint-- what is your ideal vision for the Town's parks and recreation system?
2. What are the Town's greatest arts, cultural and recreational (indoor and outdoor) assets?
3. What improvements need to be made to parks, facilities, open space amenities, arts, culture and programming to better suit the needs of the Town?
4. How do you think the Town should approach the cost to pay for parks and recreation facilities, programs and other services: (e.g. higher program rates, increased taxes, private/public partnership)?



Figure 9: A workshop in progress (MHBC, 2015).

This exercise provided a ranked perspective of the top issues, priorities or recommendations from the various communities in Caledon.

3.2.3 Findings

The responses from the various Public Meeting/Workshops reflect the diverse geography of Caledon and the unique attributes and needs of each. Despite this, there was a consistent message from Caledon residents that there are a lot of great attributes, but a number of improvements can be pursued to better serve residents. The following is a summary of the top responses from each question (in no particular order of importance).

If not limited by any constraints - physical, financial, human resources or any other constraint-- what is your ideal vision for the Town's parks and recreation system?

- Natural and physical/built environment/facilities
- Increased bicycle racks at facilities and trail heads
- Greater pedestrian connectivity
- Greater engagement of the youth
- Outdoor fitness
- A greater need for community-driven initiatives
- A desire for the Town to remove restrictions and barriers on programs
- Increased affordability of programs and facilities
- The need to connect trails to all villages
- More indoor hockey rinks
- Having a Town square or gathering place
- A new multi-purpose sports complex with a library and space for public use
- More tables, benches and washrooms in parks,
- A central park

What are the Town's greatest arts, cultural and recreational (indoor and outdoor) assets?

- Alton Mills
- Albion Hills Community Farm
- The Trans-Canada Trail, Bruce Trail and Trailways
- Abandoned railways
- Conservation areas
- Inglewood Arena/Community Centre
- Associations with the farming community
- Heritage/historical areas such as the downtown core
- Belfountain
- Badlands
- Caledon Day and community events
- Park spaces/green spaces

What improvements need to be made to parks, facilities, open space amenities, arts, culture and programming to better suit the needs of the Town?

- Better coordination of trails in the Town
- Encouraging more outdoor activities

- Developing infrastructure to support tourism
- More multi-use spaces
- Improved wayfinding signage, particularly on trailways
- Increased energy efficiency
- Ongoing maintenance of facilities
- More accessible washrooms, picnic tables and open spaces
- Better communication on local assets and youth programs
- Providing a caboose and history centre at the train junction in Inglewood
- Increased amount and size of pools in Town
- More fitness centres and larger multi-purpose rooms
- The need for Brampton Transit to loop through areas of the Town more frequently
- An indoor gathering place accessible to the public
- Programs available for all ages at all facilities.

How do you think the Town should approach the cost to pay for parks and recreation facilities, programs and other services: (e.g. higher program rates, increased taxes, private/public partnership)?

- Attract cultural events and festivals
- Promote multi-use passes across multiple agencies
- Use social media more to reduce advertising costs
- More partnerships including public/private partnerships
- Reduce using fees while maximizing efficiencies in programs
- Naming sponsorship rights and sponsorships
- Make developers pay and/or build projects
- Do not increase taxes
- Increase corporate sponsorships
- Apply/increase development charges/cash-in-lieu
- Apply for more federal and provincial grants

A summary of all public responses is provided in the Compendium Document.

3.3 Public Input: Stakeholder Workshop Meeting

In addition to the five Public Meetings and Workshops, an additional meeting and workshop was held with key community stakeholders. During the workshop, representatives from the Town of Caledon Parks and Recreation Department were also in attendance to answer any specific questions.

3.3.1 What was Presented and the Interactive Workshp

This format of the meeting was similar to the five Public Meetings and Workshops. The only difference to the previous Public Meetings/Workshops



Figure 10: The Post-It note exercise (MHBC, 2015).

was that the open house component was not included, given the focused group of attendees and the modified interactive exercise.

An interactive exercise was facilitated based on “post-it notes”, a process where participants document and share their thoughts through the posting of individual post-it notes.

Four questions were presented to the group as follows:

1. What are the Town's greatest arts, cultural and recreational (indoor and outdoor) assets?
2. What improvements need to be made to parks, facilities, open space amenities, arts, culture and programming to better suit the needs of the Town?
3. How do you think the Town should approach the cost to pay for parks and recreation facilities, programs and other services: (e.g. higher program rates, increased taxes, sports alliances, private/public partnership, etc)?
4. Give us three or four words that you would want to see to describe the overall vision for the Town's Parks and Recreation Vision Plan.

At the end of the night, the Project Team reflected on everyone's top responses to the questions. This exercise provided a ranked perspective of the top issues, priorities or recommendations from the stakeholders.

3.3.2 Findings

The stakeholders' responses showed similarities with the responses received through the five previous workshops. The following is a summary of the top responses.

What are the Town's greatest arts, cultural and recreational (indoor and outdoor) assets?

- Natural space and trails
- Outdoor activities and conservation areas
- Sports such as soccer, tennis and baseball
- Caledon Day and other festivals

What improvements need to be made to parks, facilities, open space amenities, arts, culture and programming to better suit the needs of the Town?

- Accessibility, including physical, financial and age-related
- Maintenance issues with existing facilities
- Offering consistent access to facilities across the Town
- More sport facilities such as tennis courts, baseball diamonds and indoor/outdoor soccer facilities
- Safer multi-modal transportation options

How do you think the Town should approach the cost to pay for parks and recreation facilities, programs and other services: (e.g. higher program rates, increased taxes, sports alliances, private/public partnership, etc)?

- Leveraging partnerships

- Alliances with businesses, organizations, and other groups
- The use of membership/access cards across organizations

Give us three or four words that you would want to see to describe the overall vision for the Town's Parks and Recreation Vision Plan.

- Accessible,
- Inclusive/inclusionary
- Sustainable

A summary of all Stakeholder responses is provided in the Compendium Document.

3.4 Department and Councillor Input

Individual interviews were also held with each of the Area and Regional Councillors to get their perspective on their constituents' needs and desires as well as their perspectives on parks, recreation and culture in the Town. Some of the broad consistent themes we received from the Councillors included providing more flexible facilities and multi-use facilities, maintaining and expanding the trails and establishing partnerships to support existing and expanded services and offerings.

The Project Team also met with Town Staff to get their input and insight into the current parks, recreational and cultural services provided by the Town. Representatives from aquatics, arenas, general programs, camps, public libraries, support services and supervisors were in attendance. Town staff, having had the experience of being on the ground with services and implementing them to residents of Caledon, has a unique perspective on the project. The Project Team asked staff to respond to questions about the vision, Town assets, the role of trails, what needs improvements, impact of the Pan Am Games, opportunities not being realized and how to improve communication.

Staff was also asked to provide a sentence that would reflect their vision statement for the Town. The following is a summary of their recommendations:

I would like to see the Town of Caledon as a whole work better as a team and be inclusive of everyone so that everyone in the future will benefit. We need to be sustainable.

High quality innovative culture/rec/sport opportunities for all ages and abilities while operating within a fiscally responsible model.

An all inclusive department that includes community members of all ages, background and skill level. Providing opportunities to learn, play and grow.

Encourage and inspire the community to connect, experience and share in a safe and affordable way.

To provide quality, meaningful parks, trails and recreation services and programs for all residents while recognizing Caledon's unique history, heritage and culture.

To be a leader in the recreation industry that works collaboratively with the community.

Parks and recreation provides all residents in Caledon with open and accessible opportunities to enjoy a healthy lifestyle in their community.

Accessible recreation that provides equal opportunities across the Town of Caledon.

Providing the opportunity to play and participate in the community regardless of age or background and ensure positive experiences and memories made in our facilities.

We provide safe accessible opportunities for a variety of park, trail and recreational experiences throughout Caledon.

3.5 Telephone Survey

The Project Team undertook a telephone survey of 400 residents within the Town of Caledon. This telephone survey asked 25 questions to assist with the vision for Parks and Recreation and represents a statistically valid survey of public opinion. The 400 respondents were randomly selected and were representative of the population distribution of the Town and age cohorts, based on the latest Census data. A copy of the complete telephone survey questions is provided in the Compendium Document. The questions were developed by the Project Team in consultation with Town Staff and were based on a series of questions regarding the quality of programs, facilities (indoor and outdoor), trails, participation outside of Caledon, funding and a number of personal opinions on these matters. The following is a brief summary of some of the key findings. Please note, many of the survey questions had multiple statements/answers and the following graphs represent a percentage of the total number of respondents who have responded positively or in the affirmative towards a particular statement/answer (therefore, not all graphs equal 100%).

3.5.1 Programs

- From the following list of perceived barriers to participation in Town programs as illustrated in Figure 11, 34% of respondents indicated that the location of program not being convenient. Fees being too high, lack of knowledge of programs being offered, distance and limited programs were also frequently identified as major barriers to participation in Town programs. Based on further analysis of those who noted that the location of the program is not convenient, it was observed that 60% of these respondents generally resided west of Airport Road.
- Swimming, skating and fitness classes/cardio training were identified as the most important programs to respondents. Outdoor fitness and outdoor adventure were also ranked high (see Figure 12).

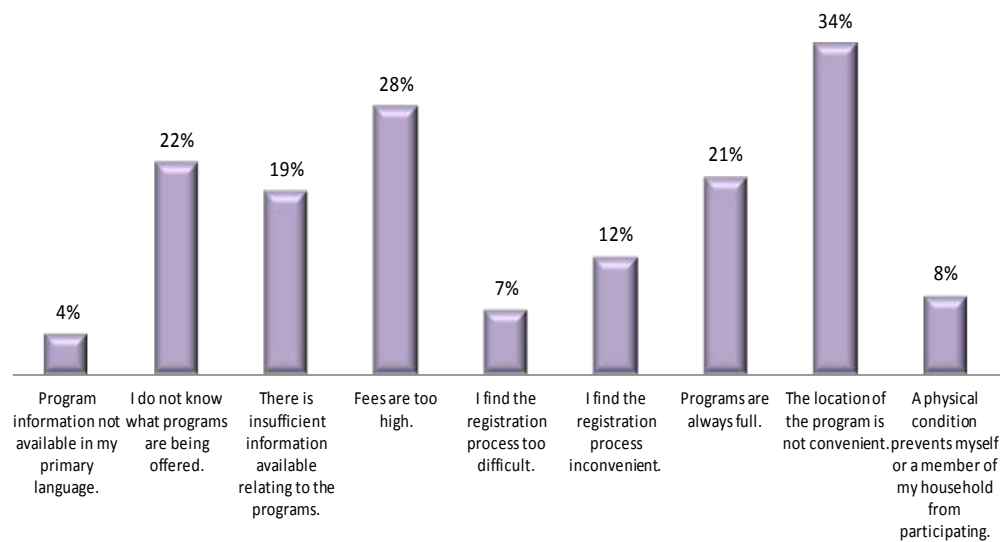


Figure 11: Perceived barriers to household participation in Town programs (n=400).

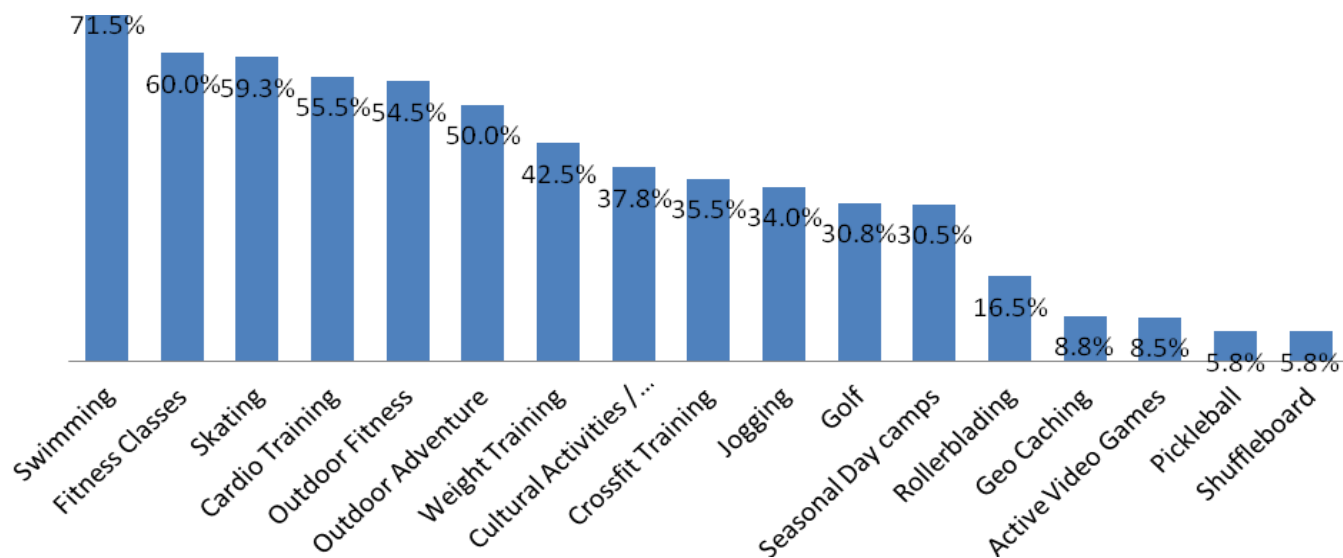


Figure 12: Importance of programs in households based on 'most' and 'very important' responses (n=400).

3.5.2 Indoor Facilities

- Most indoor facilities are well used and frequented. In the past 12 months 67% of respondents have attended, observed as a spectator, or participated in an activity at an indoor facility owned and operated by the Town.
- In the past five years, Caledon Center for Recreation and Wellness, Caledon Community Complex and Albion Bolton Community Centre are used most frequently (see Figure 13) with the majority of the respondents frequenting these facilities on a seasonal basis on average 1-6 times per year. The Caledon Community Complex, Caledon Centre for Recreation and Wellness, Albion Bolton Community Centre and Mayfield Recreation Complex also had the highest usage rates of 25 times or more per year.
- Cleanliness of facilities and hours of operation were identified as the most important factors influencing the usage of indoor facilities operated by the Town. Other factors identified include the availability of programs and sports, and fees being too high (see Figure 14).
- Although cleanliness and hours of operation were identified as important factors influencing usage, the respondents generally agreed that indoor facilities operated by the Town were considered to be well maintained and clean, with an average of 94% approval rating (see Figure 15). Most respondents also agreed that the Town facilities' hours of operation are suitable to their household schedules.

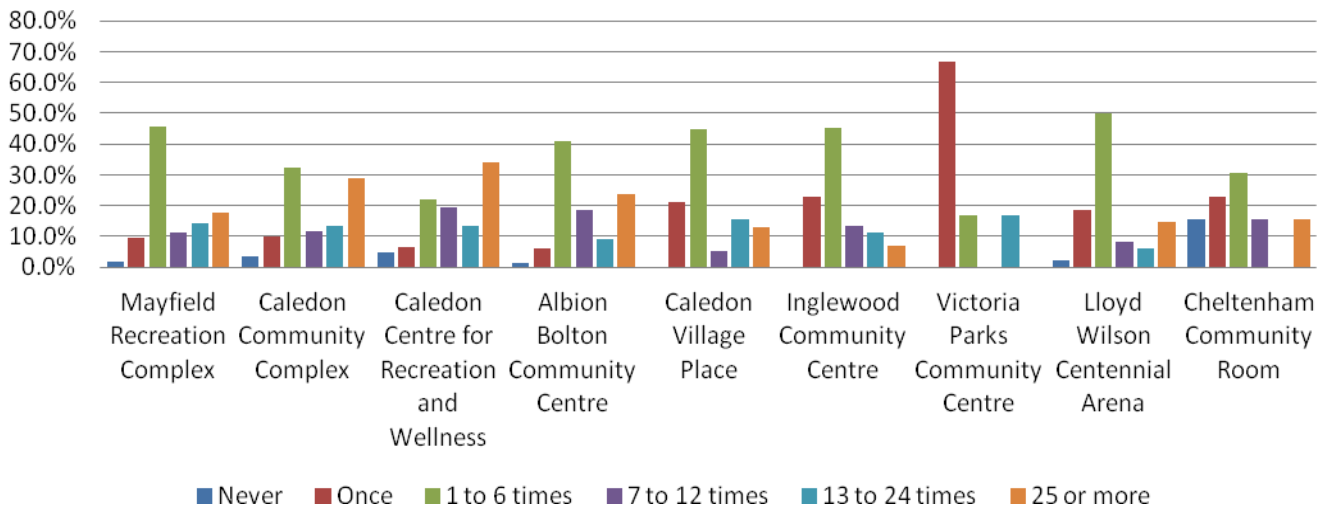


Figure 13: Frequency of use by indoor facility within the past year (n=400).

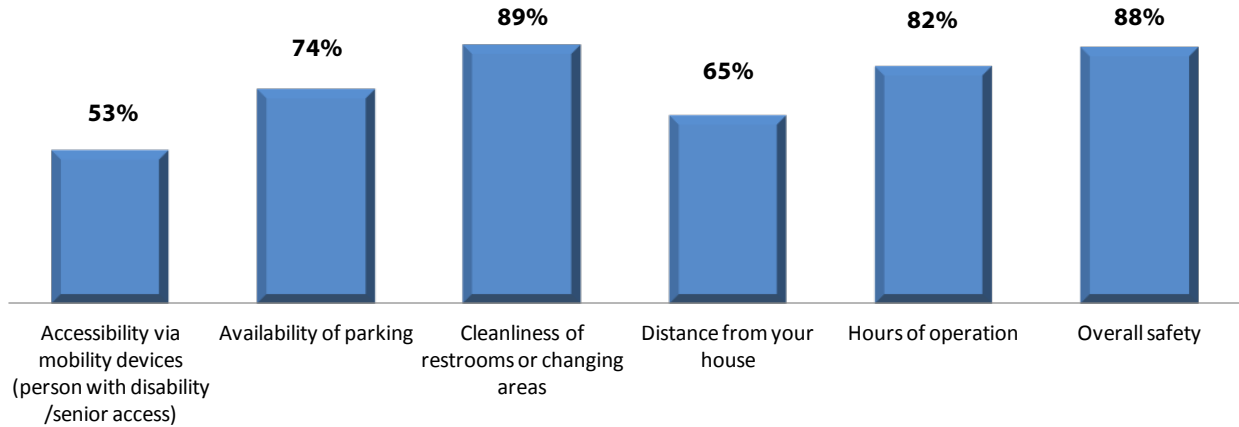


Figure 14: Factors influencing usage of indoor facilities operated by the Town based on ‘most’ and ‘very important’ responses (n=400).

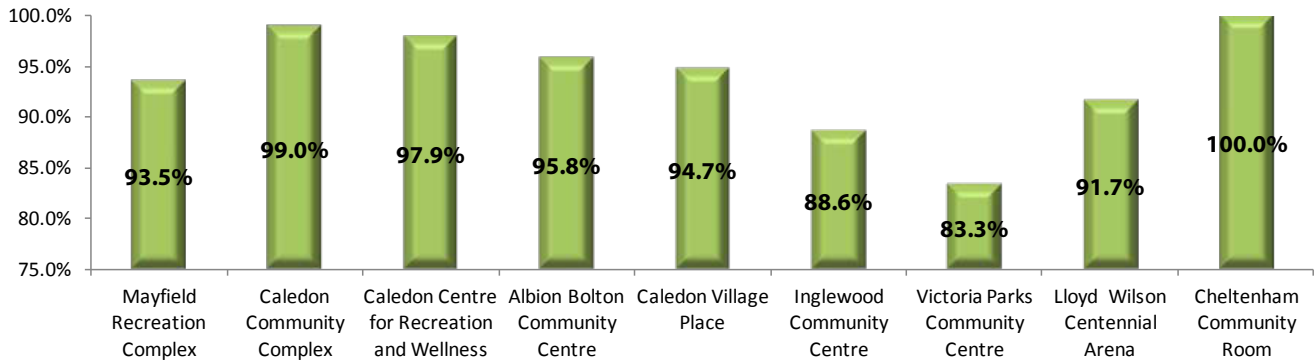


Figure 15: Respondents that consider Town facilities to be well maintained and generally clean (n=400).

3.5.3 Outdoor Facilities

- Similar to indoor facilities, outdoor facilities are well used with 66% of respondents having attended, observed or participated in an activity at one of the Town’s sports fields.
- Overall safety and cleanliness of restrooms or changing areas ranked relatively high in terms of factors influencing the use of public parks in the Town (see Figure 16).

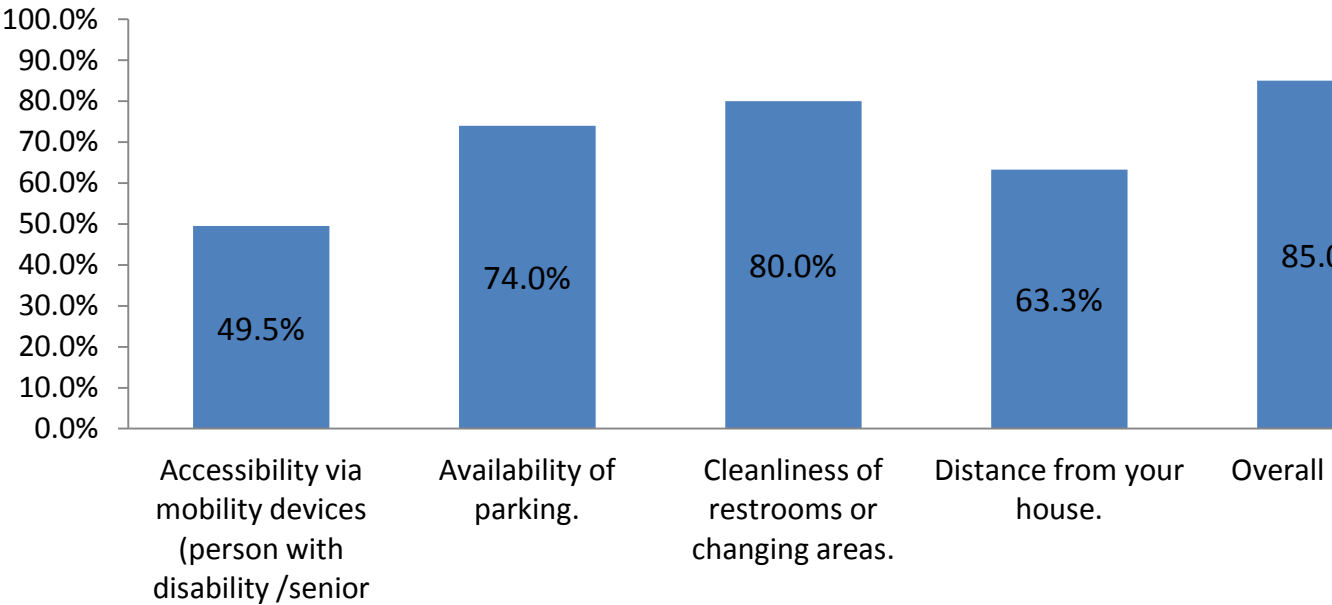


Figure 16: Factors influencing usage of public parks in Caledon based on ‘most’ and ‘very’ important responses (n=400).

- Caledon East Park/Caledon East Soccer Complex, Edelweiss Park and Palgrave/PanAm Equestrian Park were the most frequently visited parks in the past 12 month period (see Figure 17).

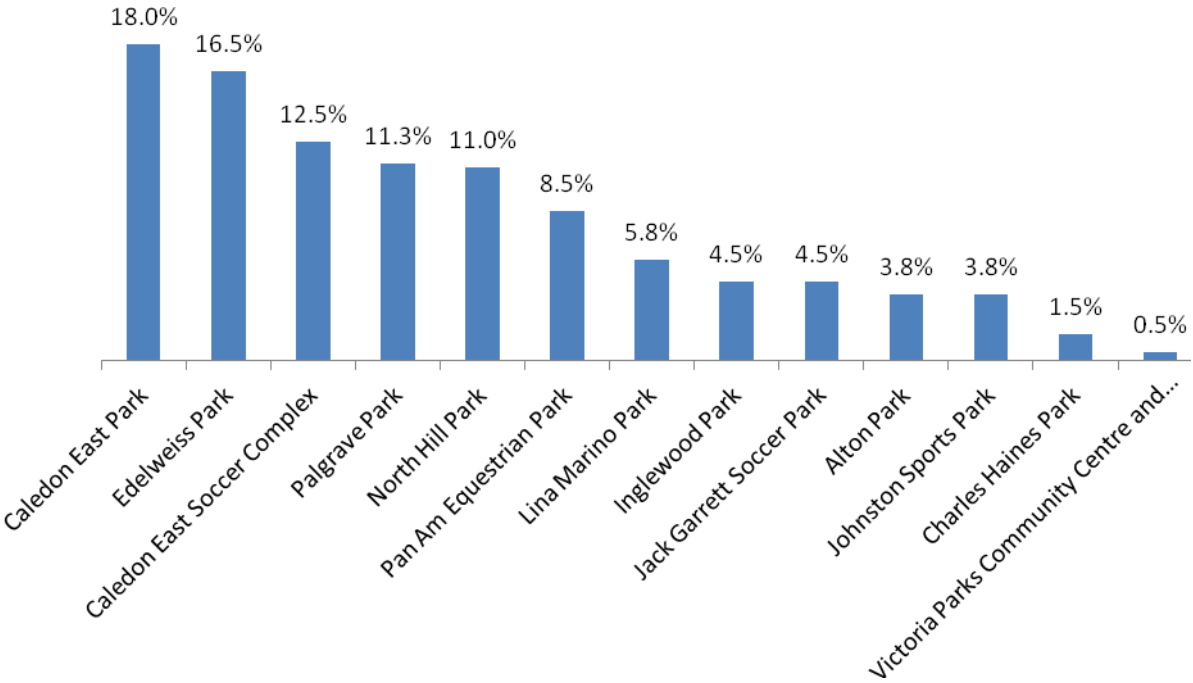


Figure 17: Attendance at Town parks within the past 12 months (n=400).

- In the past 12 months, Caledon East Soccer Complex and Lina Marino Park were used most frequently, while Charles Haines Park and Alton Park were used the least frequently.
- All respondents generally felt the parks in the Town were clean and well maintained, with a 92% approval rating

3.5.4 Trails

- 52% of respondents had visited trails in the Town within the past month.
- The top three trails visited include Caledon Trailway, Humber Valley Heritage Trail and Bruce Trail (see Figure 18).
- The most important factors influencing the use of trails in the Town include overall maintenance and availability of directional signage/trail markings (see Figure 19).

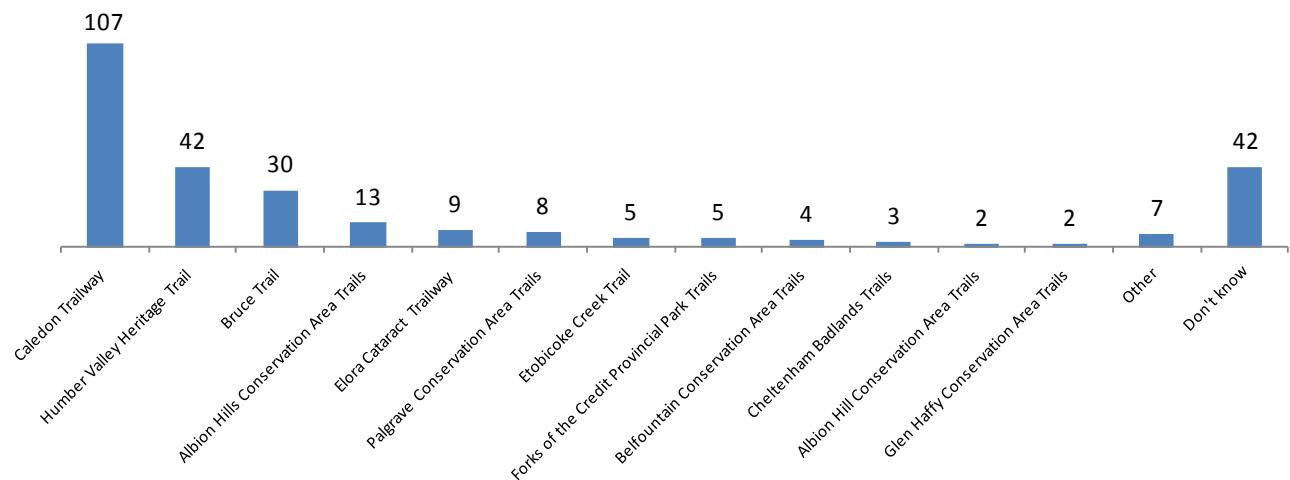


Figure 18: Frequency of use by trail system within the past year (n=400).

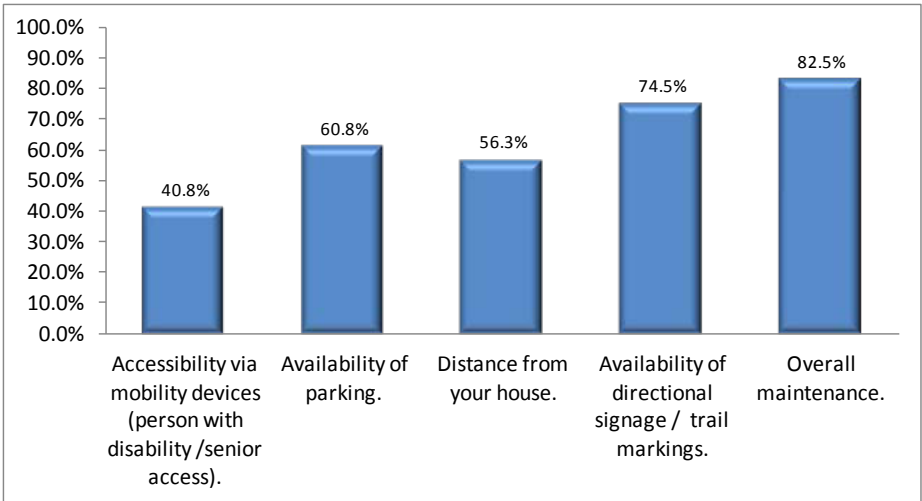


Figure 19: Factors influencing usage of trails in the Town of Caledon (n=400).

3.5.5 Participation Outside of Caledon

- When asked if any member of the household participated in activities outside of Caledon, 38% of respondents indicated that they were enrolled in sports, activity or programs outside of the Town in the past 12 months. Of those 38%, the majority enrolled in activities in Brampton or Orangeville, and the sports/activity/program most sought were swimming and hockey (see Figure 20). It is expected that participants in hockey are travelling to other centres for a higher level/caliber than what is currently offered by the local hockey associations.

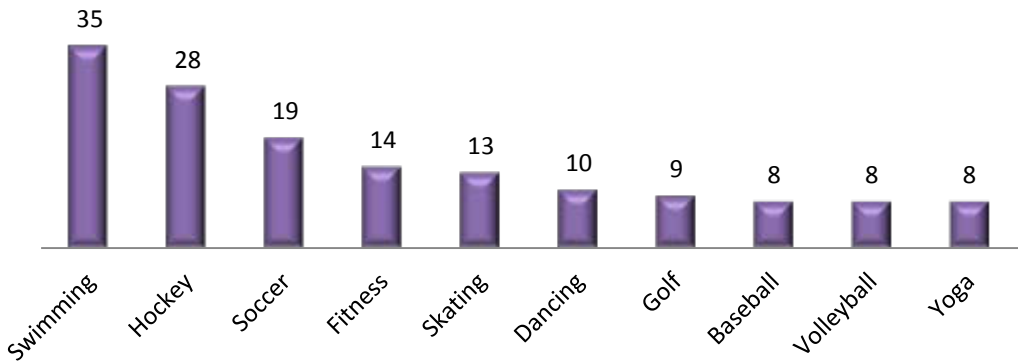


Figure 20: Most popular activities participated in outside Caledon (n=400).

3.5.6 General Opinion

- Overall, respondents of the survey agreed that the Parks Department is doing a good job with the quality of service they provide and promoting household health and well being.
- Walking trails, swimming pools and neighbourhood parks were identified as the most important parks and recreation facilities to most respondents (see Figure 21).

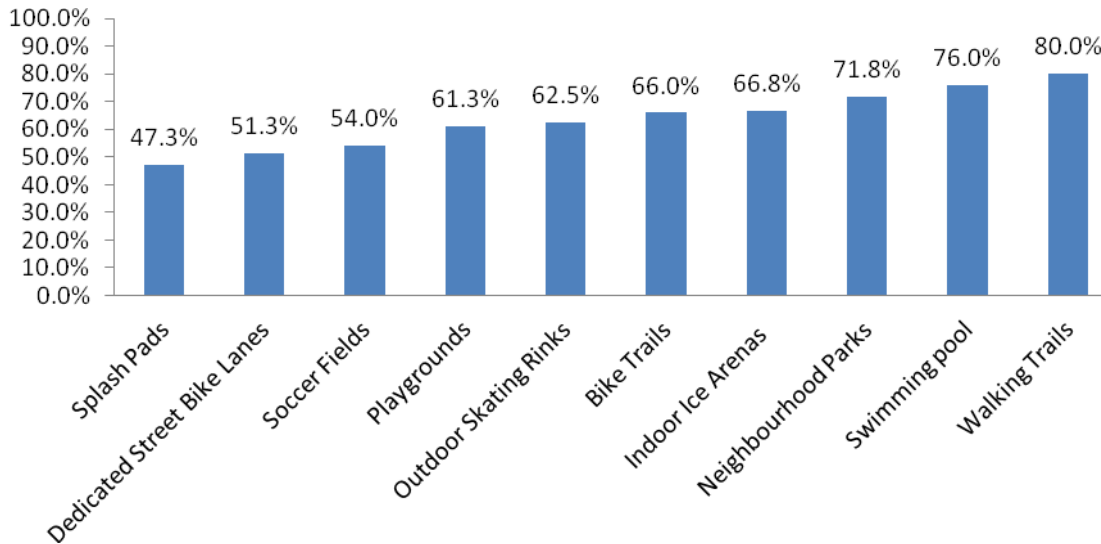


Figure 21: Importance of facilities, sports fields, parks and trails to respondents' households (n=400).

- Respondents believe that green spaces, parks and walking trails are an important component of healthy communities.
- When asked how respondents felt about certain funding options to support and pay for parks and recreation programs and facilities, the highest positive response related to supporting partnerships/sponsorships/naming rights as a funding source (see Figure 22). 65.5% of the respondents were generally satisfied with the level of service received for their tax dollars. However, 69% were willing to use facilities in other communities where an agreement was in place to allow access by Caledon residents.

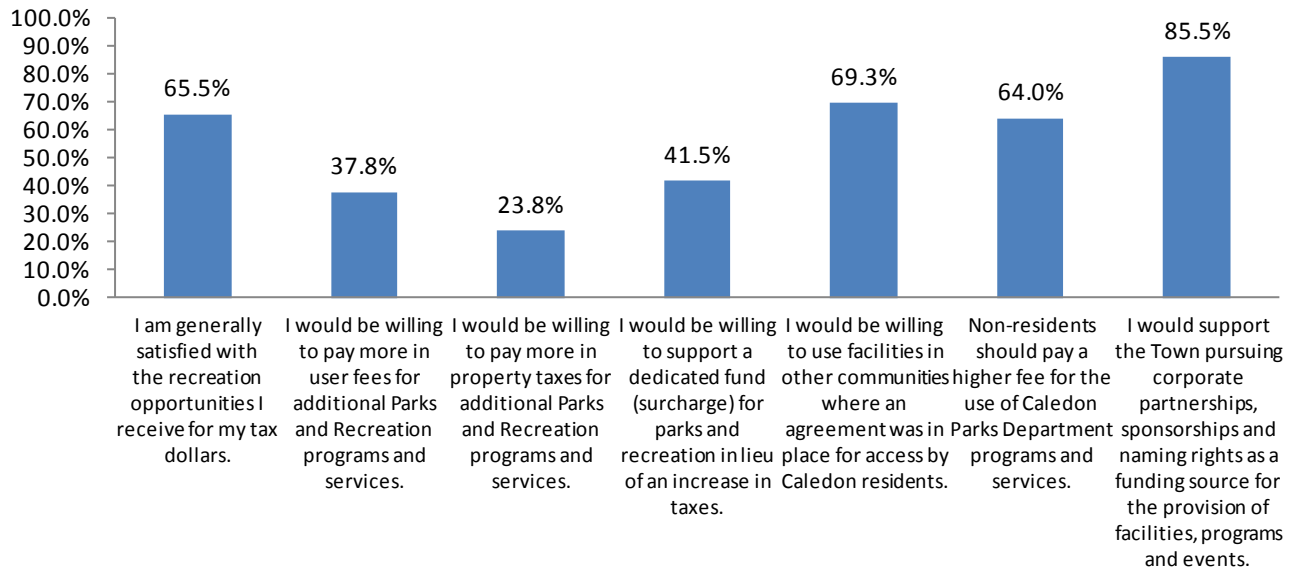


Figure 22: Respondents who agreed with the following statements about how Caledon should fund its parks and recreation services (n=400).

- The top five issues identified as items that should be priorities for the Parks and Recreation Department are as follows (see Figure 23):
 - Maintaining and improving existing parks;
 - Maintaining and improving existing facilities;
 - Improving access for all residents to recreation programs and services;
 - Partnerships with other recreational providers in the community; and,
 - Promote special event opportunities.
- It is interesting to note, that maintaining existing parks and facilities were ranked generally high, while constructing new recreation facilities and parks ranked lower on the priority list (see Figure 23).

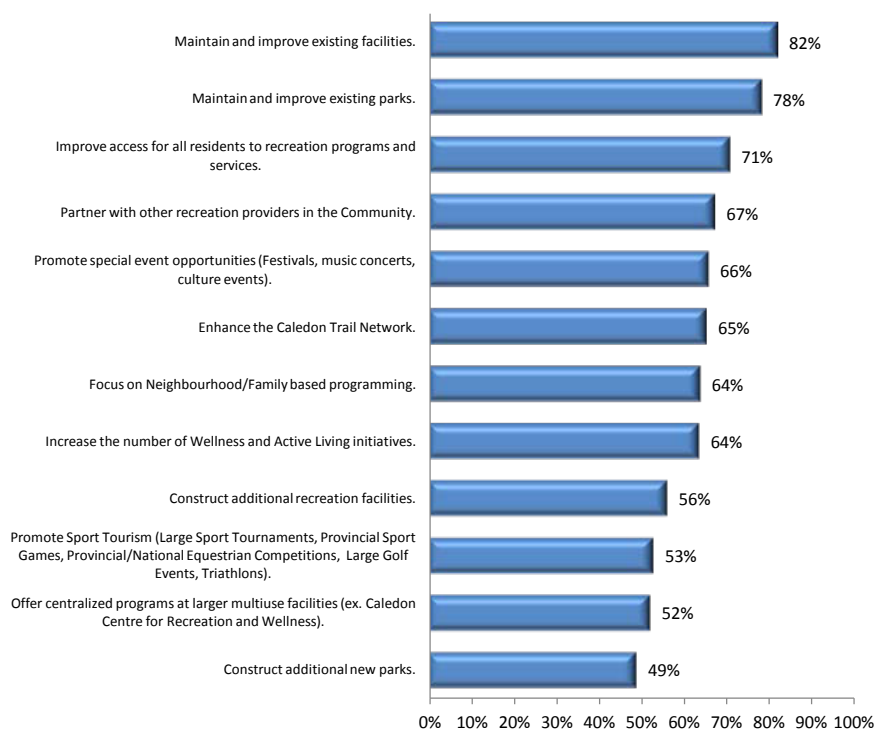


Figure 23: Importance of priority issues for the Parks and Recreation Department (n=400).

- When asked how best to communicate with the public, the top five most effective methods of communicating with the public about the Town's Parks and Recreation services are as follows (see Figure 24).
 - Town's website;
 - Facility road signs;
 - Special mail out to homes;
 - Word of mouth; and,
 - Flyers in public spaces

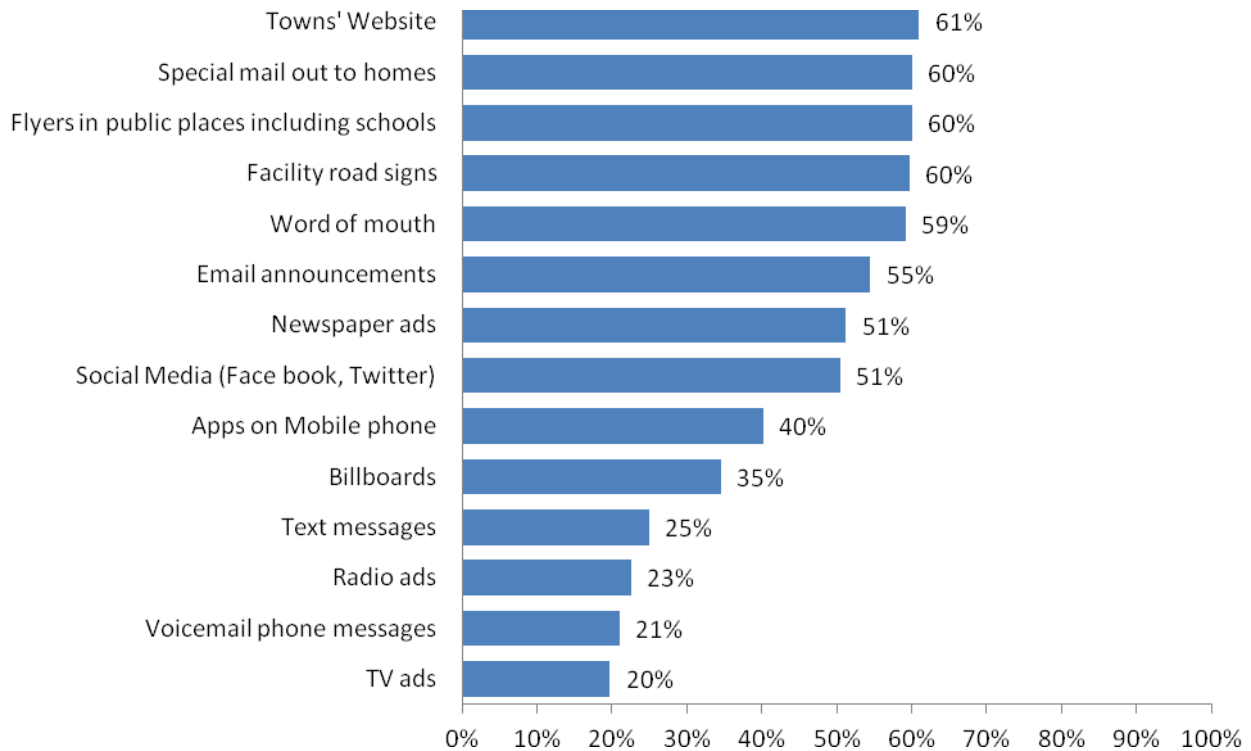


Figure 24: Preferred means of communicating Caledon's Parks and Recreation services

3.6 Online Survey

In addition to the telephone survey, the Project Team undertook an online survey via Survey Monkey as an alternative method for residents to contribute to the study. The questions in the online survey were similar to those in the telephone survey, but simplified to enhance the online experience. A copy of the complete survey questions is provided in the Compendium Document. While the online survey is not a statistically valid survey, it provided a form of response that could be compared with the telephone survey to ensure the Project Team was on the right track with the responses being received. The online survey also functioned as a convenient platform for residents who could not attend the Public Meetings and Workshops.

537 people responded to the online survey, demonstrating an engaged community. Note, although 537 participated in the survey, not all respondents answered all the questions of the survey. In evaluating the responses, the Project Team found general consistency between the Telephone Survey and the Online Survey. There were some areas where online respondents differed from the Telephone Survey. The following is a summary of some of the responses.

- Similar to the telephone survey, swimming, skating and fitness (indoor/outdoor), were highly ranked programs in terms of level of importance (see Figure 25). Similarly, walking trails, neighbourhood parks

and swimming pools were identified as some of the most important parks and recreation facilities (see Figure 26).

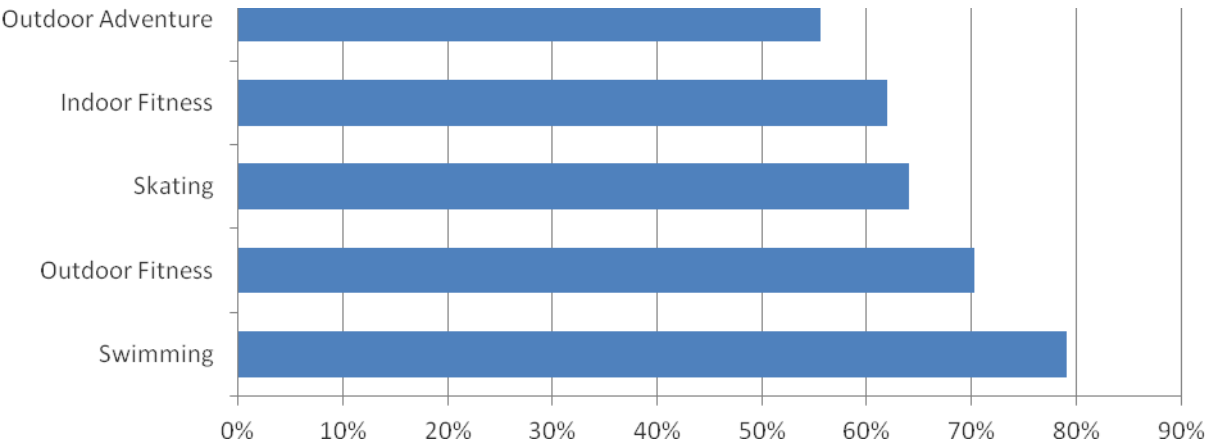


Figure 25: Importance of programs in households based on ‘most’ and ‘very important’ responses (n=369).

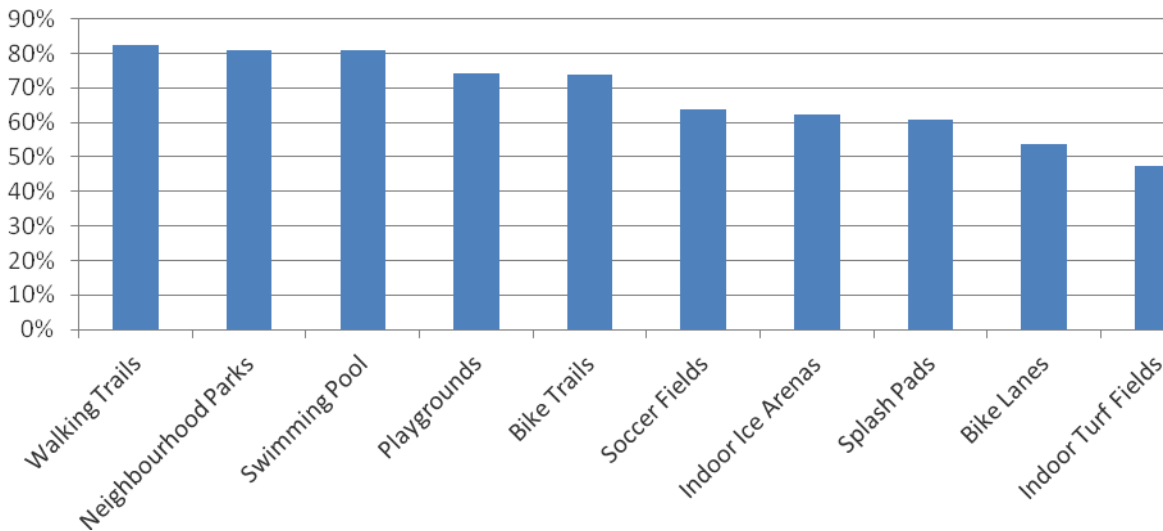


Figure 26: Importance of facilities, sports fields, parks and trails to respondents’ households (n=375).

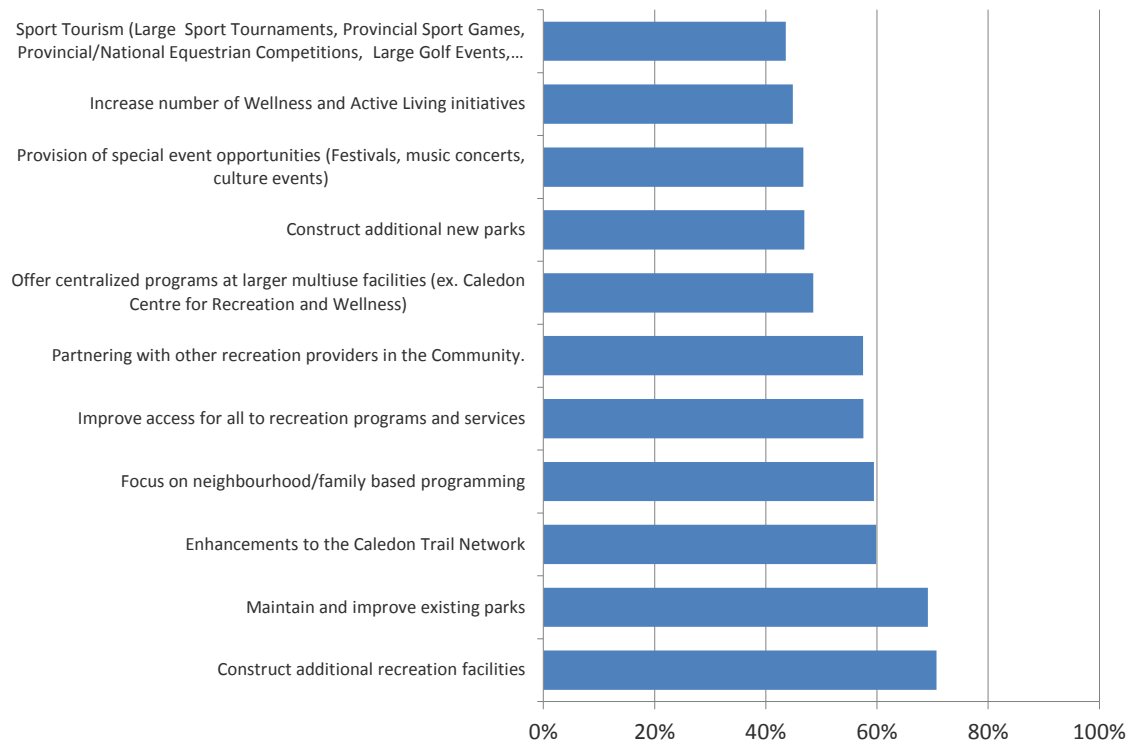


Figure 27: Importance priority issues to the Parks and Recreation Department (N=350).

- Consistent with the telephone survey, maintaining and improving existing parks remained relatively high in terms of top priorities for the Parks and Recreation Department. However, unlike the telephone survey constructing additional recreational facilities ranked relatively high on the priority list. Enhancements to the Caledon Trailway and improving access to programs were also ranked relatively high (see Figure 27).
- When it came to communication, the majority of respondents preferred electronic communication to notify residents about the Town's Parks and Recreation services (see Figure 28). This slightly differed from the response from the Telephone Survey, however it is not unexpected as Online Survey respondents typically lean towards digital forms of communication. In both the online and telephone survey, the use of the Town's website was also highly preferred.

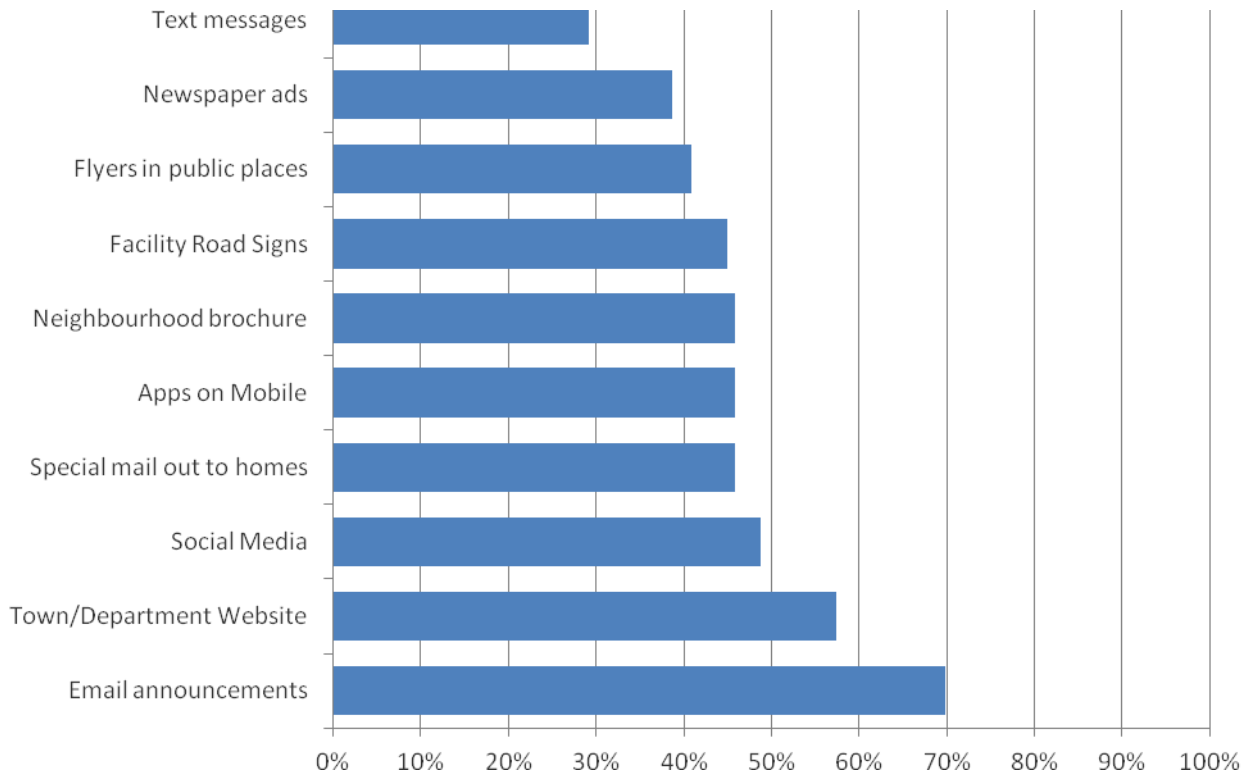


Figure 28: Respondents' preferred methods for being informed by the Caledon Parks and Recreation Department (N=374).

- Online Survey respondents also indicated they would be willing to pay more user fees for additional parks and programs, so long as their taxes do not increase. This is consistent with the telephone survey respondents who were less supportive of tax increases but did support user fees (see Figure 29). Again, partnerships and sponsorships received the highest level of support.

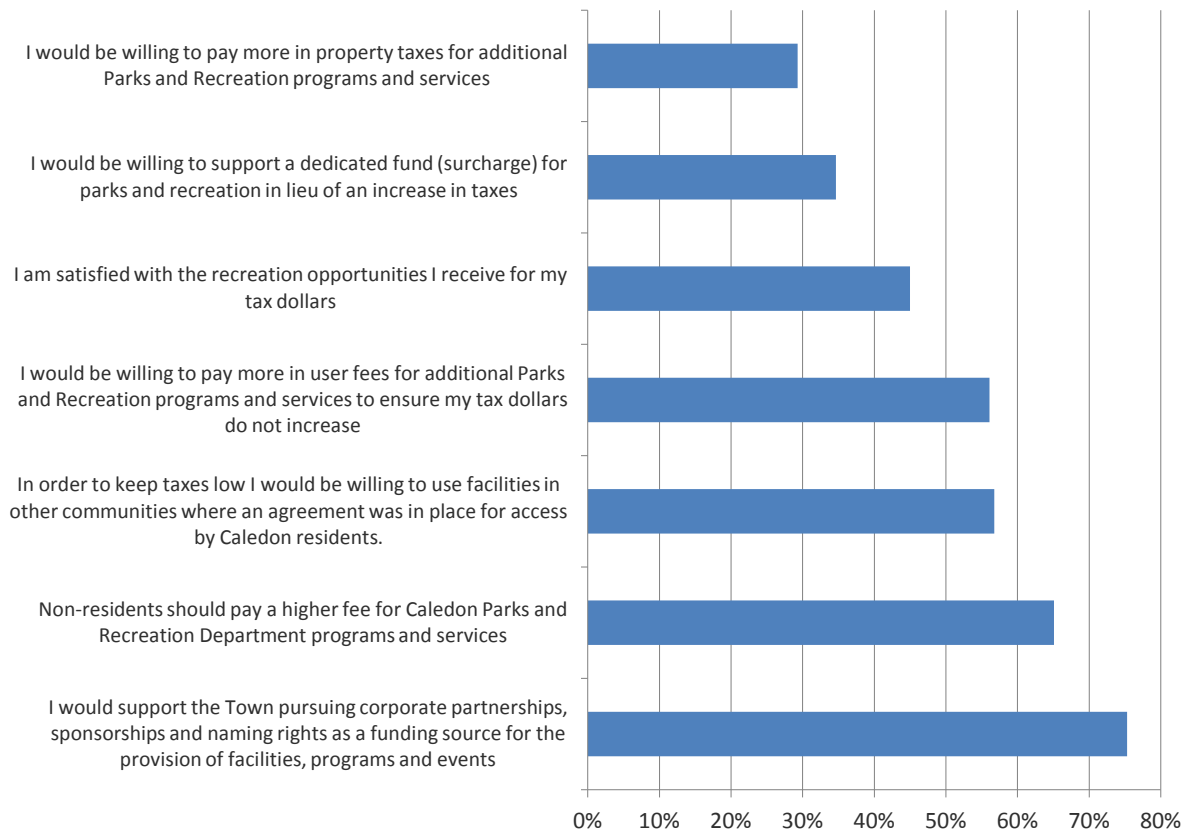


Figure 29: Percentage of respondents who agree or strongly agree on the following statements about funding (n=341)

3.7 Other Input Received

In addition to the Public Meetings and Workshops, Stakeholder Meeting and Workshop, Telephone Survey and Online Survey, a total of 34 individual submissions were received through email or telephone calls from residents of the Town. Some of the responses were to the four key questions asked while in the workshops while others provided their individual thoughts and opinions on parks, recreation and culture. Some new thoughts provided in this additional input included, but are not limited to, the following:

- Evening public swims during the warmer months.
- Commitment of support at the grass roots level while receiving support from the Town.
- Programs that fairly reflect gender, age, ability, affordability and interests within Caledon.
- More affordable high speed internet access, and increased library hours.
- The promotion of football and a turf football field in the Town.
- Provide for off-leash dog parks and dog litter bag dispensers.

- Park benches sponsored by citizens.
- Outdoor green gyms.
- A skate park.
- Installation of a band shelter.
- A senior's centre and an amateur theatre.
- Assistance for lower income families to enjoy facilities and programs.
- Introduction of pay-as-you-go programs.
- Cheltenham Bery Bland park needs upgrading.
- Offering summer camps (science camps and arts camps).
- Instructors and employees of the Town are great assets.
- Utilize old Montessori Camp to create a park.

Overall, each submission has been reviewed and considered as part of the study and the recommendations. Copies of these submissions have been included in the Compendium Document.

3.8 Public Meeting on Draft Vision

On June 3rd, 2015, a public meeting was held as a follow-up to the previous outreach efforts to review what was heard from the public. Attendees from the previous meetings as well as residents who contributed were invited to attend. Sixteen participants attended the meeting. During the meeting, representative from the Town of Caledon Parks and Recreation Department were in attendance to answer any specific questions.

3.8.1 What Was Presented

The purpose and scope of the study was reviewed along with background information on the Town, the work that had been completed to date and preliminary findings and observations were made. The Project Team presented the draft vision and goals for the Parks and Recreation Visioning Plan based on the input received at that point and discussed next steps.

3.8.2 Draft Vision and Goals

The following draft vision and goals were reviewed and discussed at the public meeting.

A VISION for Parks and Recreation in Caledon

A Caledon that provides accessible and sustainable parks, recreation and cultural services that engages everyone and fosters healthy lifestyles and environments while connecting the community and embracing its diversity.

Mission Statement

Creating quality of life and building a healthy community through recreation and culture.

The following five key priorities/themes emerged from the public engagement exercise. The Project Team developed a series of goals associated with each priority and discussed these at the public meeting.

Priority #1: ENGAGEMENT AND PARTNERSHIPS

Goals:

1. Work with Caledon's diverse communities to enhance and celebrate the vibrancy of each neighbourhood.
2. Work with businesses, non-profit groups and the public to create partnerships that are a win-win and advance healthy living.

Priority#2: NATURAL ASSETS

Goals:

3. Establish the Town's role in protecting, promoting and enhancing Caledon's natural, recreational and heritage assets.
4. Invest in and maintain Caledon's amazing trail system to maximize connectedness and healthy living.

Priority #3: ENABLING NEIGHBOURHOODS

Goals:

5. Create a "Neighbourhood Facility Model" that recognizes the unique needs and strengths of Caledon's communities and provides services close to where residents live and gather.
6. Enable community groups and volunteers in the development and delivery of sustainable programs and services for emerging diversities and abilities.

Priority #4: NAVIGATING THE BUSINESS OF RECREATION

Goals:

7. Grow a vision-driven Parks, Recreation, Arts & Culture department that plays a proactive role in shaping the future of the community.
8. Find the balance between cost-recovery and subsidy-allocation to meet the department's fiscal responsibilities, provide fair pricing, and define the department's core services.
9. Provide safe, affordable and flexible services for any age or ability.
10. Implement a recreation-specific marketing and outreach system that meets the community's desire for consistent and timely information, while being interactive, innovative and community-driven.

Priority #5: INTEGRATING PARKS & RECREATION WITH ARTS & CULTURE

Goals:

11. Create an Arts and Culture strategy that celebrates and leverages Caledon's heritage, art, and culture.
12. Deliver festivals, events and heritage experiences and build on existing sport activities that can accelerate growth of a strong and vibrant Caledon economy.

Feedback from attendees at the public meeting was generally positive towards the draft vision and goals. Some attendees provided some additional thoughts on what they saw as priorities that the Town should consider or

focus on. The comments received verbally at the public meeting and all written comments received following the meeting were considered in the drafting of the final vision and goals found in Section 5 of this report.

3.9 Summary

Overall, after 112 attendees of the Public Meetings / Workshops, 16 attendees at the Stakeholder Meeting / Workshop, 400 Telephone Surveys, 537 Online Surveys, 34 individual submissions, and 17 attendees at the Draft Vision Public Meeting, the Project Team is of the opinion that significant input has been received from residents of Caledon. A number of overarching themes emerged from the public consultation:

1. The various communities that make up Caledon have their own unique qualities and character. Consequently, the needs of Mayfield can differ from the needs of Inglewood, Bolton or Caledon East. This uniqueness needs to be recognized and respected as part of the overall vision for parks, recreation and culture.
2. Notwithstanding the uniqueness of each community, there is a desire for equity among the various communities relative to the services the Town provides. There is an appreciation that geography and size of the Town challenges this desire. However, the message received is that the Town should be striving to provide a more balanced and equitable distribution of services to existing and growing communities within Caledon.
3. Residents have a great appreciation for the natural beauty and open spaces of Caledon. Nature and green spaces are consistently identified as one of the top assets that make Caledon unique, and should be both protected, and leveraged as part of the vision for parks, recreation and culture.
4. Residents are of the general opinion that the Town is doing a good job at providing parks, recreation and culture to residents, but greater attention is needed to both maintain existing services, and expand services and facilities they provide to areas within the Town.
5. Residents want the Town to find creative ways to fund the maintenance and expansion of services before considering increases to taxes or user fees.

4.0 | Value of Recreation & Trends

Recreation is essential to life and community health. Recreation is the primary vehicle for the citizens of Caledon to achieve physical and mental health, well-being, and be nourished through both personal and community development.

The renewed definition of recreation is "...the experience that results from freely choosing participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing" (Canadian Parks and Recreation Association, 2015). Recreation is very important to the residents of Caledon, where 93% of residents from the phone survey believe that the role of Parks and Recreation Department is to encourage physical activity and healthy lifestyles and 80% believe that there is a need for greater access to recreation programs and services that encourage healthy lifestyles.

Recreation contributes to community and improved quality of life in many different ways. Recreation provides an outlet for residents to participate and enjoy physical activity. The benefits of physical activity are proven to reduce health problems and positively impact both physical and mental wellbeing. Recreation is critical in positive physical and mental development and has been proven to improve social skills—residents who participate in recreation are more likely to be physically and mentally healthy.

Recreation builds and engages the community, while being fun. Ninety-nine percent (99%) of residents responding in the phone survey have indicated that green spaces, parks and walking trails are an important component of healthy communities. When residents are active and having fun, they are more connected with and passionate about the community in which they live. Community residents, stakeholders, Council and staff stated that recreation contributes to civic identity and uniqueness. This sense of community connectedness has innumerable benefits to quality of life and is paramount to sustaining the standards of living all residents of the Town enjoy and celebrate.

The abundance of benefits from recreation can be found everywhere—sports, fitness, festivals and events. These all play vital roles in our lives. Although it has been well known for decades that recreation benefits the mind and body, it is now clear that the benefits extend much further.

The resulting benefits of recreation are much more than the activities we do in our leisure lives. Recreation has become a keystone of healthy individuals, families, groups and organizations and of vibrant and healthy communities.

The Framework for Recreation in Canada (CPRA, 2015) states that the evidence on the benefits of recreation and exposure to nature suggest that recreation and parks can address existing challenges with policies and practices that:

- Enhance mental and physical well-being;
- Enhance social wellbeing

- Help build strong families and communities
- Help people connect with nature
- Provide economic benefits while investing in recreation

Caledon has a long and proud history of building a community that embodies recreation to its very core. The creation and sustainability of the Caledon Trail system, the community and sport groups that reach so many citizens through the services they provide, and the recreational amenities that provide the venues needed to participate in recreational pursuits are just a few highlights that continue to make Caledon the envy for their natural surroundings, healthy lifestyle and vibrant community.

In providing parks and recreation facilities, it is essential for effective planning to identify and monitor major trends that will affect the delivery of recreation, parks and cultural services. Caledon has implemented programs and developed facilities to address trends and the following will continue to affect the planning and delivery of community recreation services and facilities.

4.1 Evolving Role and Trends of Parks and Recreation

The parks, recreation and culture field is recognized as a vital element in overall community health, including improving fitness behaviours and addressing social issues at the community level. Indeed, the largest impact in people's health, well-being and happiness comes from improving where we live, work and play and participation in recreation can result in a more cohesive community.

Leisure needs and values change across an individual's lifetime and there are generalizations that can be made about leisure behaviours of specific population groups. For example, as the population ages, the appreciation for physical well-being improves and there is an increased demand for spaces and activities that may not have previously been considered. Older adults and seniors are more active today than in the past and they are seeking opportunities for casual sports, active living and a greater variety of choices, including more readily accessible pursuits such as walking, picnicking, sightseeing, or attending sporting and cultural events. However, outdoor activities requiring significant physical exertion, excessive skill development or special equipment are popular with the Baby Boomer generation.

There is also a clear shift in the adult and youth population toward more informal and individualized activities that can be done at convenient times and places and include, but are not limited to, walking, cycling, gardening, cultural events outdoor activities, environmental and cultural learning, ecotourism and physical exercise. In addition, as people's schedules become increasingly busy, there is greater demand for informal and individual activities rather than programs with set schedules.

The increased diversity in Caledon's population also affects recreation participation and programming. Newcomers to Canada in their first and second generation of settlement typically place value on family or large group recreation activities, using park amenities such as picnic facilities. Newcomers also view participation in recreation activities as being a way to learn about "being Canadian" and a place for their children to make friends and learn

Canadian customs. Additionally, many ethnic families new to Caledon bring activities and sports specific to their heritage. As the community evolves, additional monitoring/evaluation will be required to ensure that access to a diverse sport, recreation and cultural offering is available.

Parks, recreation and culture plays a role in improving quality of life within the broader community that includes people living on lower incomes, people living with disabilities and members of visible minorities. The surveys identified the following barriers to participation: high fees, lack of information, program location not being convenient, which in some cases is a transportation barrier. Importantly, the department needs to be aware of potential for barriers associated with language, cultural differences and feeling comfortable and welcomed. Programs and services with continued emphasis on inclusion and access will be important to build community as will a priority of creating safe and engaging public places.

4.2 Outdoor Recreation

There is a shift in interest and activities in outdoor recreation from risk adventure and specialized activities to more easily accessed ‘soft adventure’ opportunities such as hiking, biking and activity clubs. In the development of new parks and the redevelopment of existing parks, consideration should be given to the provision of opportunities and services based on the identified high demand activities:

- Picnicking;
- Outdoor swimming/water features such as splash play;
- Walking, hiking, and biking trails;
- Nature and wildlife viewing;
- Outdoor events such as interpretive tours, outdoor concerts and performances, festivals, etc.

The development of greenways, bikeways and pathway systems is a key priority for community open-space systems. Active transportation systems are a major contributor to individual and community health. Ideally, walkway and bikeway connections should be made to indoor facilities. There is evidence that trails between neighbourhoods, commercial areas and community hubs are directly linked to health benefits. A sedentary lifestyle can be combated with the provision of diverse, accessible opportunities for residents to be active within their own neighbourhoods. Commuting locally by non-motorized means such as walking and cycling is also critical.

The Town of Caledon has a huge outdoor asset inventory with trails, parks, natural forests, and proximity to neighbouring outdoor recreation areas. Therefore, the Town should take advantage of its potential for an abundance of outdoor recreation opportunities.

4.3 Aging Population

Many members of the “Baby Boomer” demographic (between the ages of 51-70) are reaching retirement age, contributing to a significant ‘greying’ of the population and placing greater demand for activities aimed at older adult and seniors. The Town of Caledon’s population is similar to other Ontario municipalities showing an aging

population of 16% over the age of 60 and 7% over the age of 70 (2006 to 2011 Census). These generations are shifting away from traditional seniors' activities toward more active recreation, seeking quality wellness and healthy living opportunities. The 'new senior' will typically be wealthier and more physically active than those in previous generations.

Specific considerations in addressing the delivery of leisure services for older adults may include:

- An increase in the use of adult opportunities (i.e. free drop-in programs) and services by older adults.
- Continued input into program offerings through the use of senior program advisory committees and opportunities for input through focus groups.
- Actively engaging and including the older adult population in the delivery of services.
- Recognizing that the percentage of persons with disabilities will increase over time as the population ages and physical accessibility for all programs and services will become more critical for older adults.
- Considering park amenities such as shade, water, seating and accessible washrooms.
- Increased daytime use of community centres and other recreation facilities.

Since the growing older adult and senior segments of the population are generally wealthier and more mobile compared to the past, they will seek quality services and will be willing to travel further to access them. Demand is also likely to increase for passive and less rigorous recreation activities that promote socialization and community cohesiveness. Activities for older adults /seniors can range from aquafit, pickleball, and badminton to low-impact aerobics to less rigorous and more passive activities such as painting, and computer lessons.

Additionally, the Town of Caledon should adopt the Age-Friendly strategy for the older adult and senior adults, where seniors are supported to be active and engaged in their community and engagement practices are in place to prevent isolation.

Age-Friendly Practices:

- Neighbourhoods matter: focusing on neighbourhood engagement models will help create new, and strengthen existing relationships between the resident and the community;
- Build and support connections with people and services;
- Support outreach strategies to connect with seniors in the community;
- Remove barriers to participation - provide opportunities that respond to diversity of needs and abilities;
- Support safety education, crime prevention and early intervention programs to foster inclusion and to prevent isolation (Source: City of Surrey, B.C. Age-Friendly Strategy for Seniors).

It is also worthy to note that neighbourhoods may see a transformation from senior households to younger families with the sale of properties. This will require a continuous monitoring of the neighbourhood demographic so as to be more prepared for demand changes.

4.4 Engage Youth

Youth between the ages of 10 to 19 represent 16% of the population of Caledon (2011). Youth are a key age group in the delivery of services and the Town should continue to ensure that they are well served and have opportunities for physical activity and self-development. Focusing on youth will be important moving forward not only to combat issues such as obesity and inactivity but also to engage young people in the community and groom them to be future leaders. Programming should not only focus on outdoor pursuits, physical activity and after-school but also on providing youth opportunities to volunteer.

Providing flexible opportunities to participate is also an increasing trend that is observed among youth. Recreation activities typically compete with other time commitments such as homework, part-time jobs, and socializing with friends, leaving limited availability for structured recreation opportunities that fit their schedule. Community centres need to address youth program space that allow for structured and unstructured activity (e.g. youth drop-in space, gymnasium space and opportunities for spontaneous activity).

4.5 Physical Inactivity

While physical inactivity is closely linked to the lack of free time, today's digital age is filled with sedentary activities, resulting in continued concerns regarding physical inactivity. Physical inactivity is prevalent among youth and children and can lead to significantly increased risk of threatening cardiac events and obesity (Picard, 2012). The latest research reveals that the average adult can spend approximately 80% of their daily lives sitting and sleeping, particularly those who sit all day at work. According to a Canadian Health Measures survey, children and youth spend an average of nearly nine hours a day in sedentary pursuits, a majority of which is dedicated to screen time. Adults have been reported to spend an average of ten hours per day in sedentary pursuits, suggesting that the level of physical inactivity increases with age.

Providing additional parks and recreation opportunities and incentives to encourage physical activities may help address these issues among physical inactivity across all age groups. Incentives and opportunities provided by the Ontario Ministry of Health and Long Term Care such as Active 2010 Strategy may assist in stimulating a variety of physical activities. There are many initiatives available from neighbouring cities and across Canada that promote "Active Living" amongst all ages (e.g. Vaughan 'Active Together' Physical Activity Strategy; Healthy Schools Program; Live Right Now; and "On Your Mark" youth physical activity and health program).

4.6 Obesity among all Age Groups

As previously mentioned, today's digital age is filled with sedentary activities and physical inactivity – a growing trend notably prevalent among youth and children. A recent report on obesity completed by the Public Health Agency of Canada found that nearly 6% of children ages (2-5) and 9% of children (ages 6-17) in Canada are obese. The risk of obesity increases with age where nearly one in four Canadian adults are considered to be obese, while over 60% of all Canadians are obese or overweight.

Obesity has become known as the “new smoking”, where many Canadians are leading unhealthy lifestyles, resulting in more cases of heart disease, stress on bones and joints, diabetes, blood clots, cancer, and other weight-related health problems. Encouraging local governments to promote a healthy lifestyle and recreation opportunities and to provide parkland, trails and programs are ways of combating obesity.

Caledon is strategically equipped to combat obesity by encouraging active living and physical activity with its well established trail and natural spaces that provide easy access to healthy living opportunities.

4.7 Economic Influences on Participation

Past studies have shown that a household’s level of income is proportional to participation in recreation activities, especially in organized team sports given the high cost to participate. Across Canada, 62% of individuals living in households with incomes of less than \$20,000 are considered inactive. The Canadian Fitness & Lifestyle Research Institute found that nearly 40% of children among households earning \$100,000 are involved in organized activities and sports, whereas only 21% of children involved in these pursuits in households earning \$50,000. The highest participation levels are in outdoor play across all age groups, the highest among households earning between \$50,000 and \$80,000 (71%).

In 2010, Parks and Recreation Ontario released a guide of best practices in delivering recreational opportunities to engage low-income families. This guide identifies a series of practices in communities throughout the GTA and surrounding area which focus around five key themes:

1. Community partnerships and inter-sectoral collaboration help ensure a holistic approach that maximizes resources and increases access to recreational, social and educational programming.
2. Funding partnerships are key, as many practices are dependent on additional funding to ensure financial viability and long-term sustainability.
3. Fee subsidy programs that maximize or eliminate user fees, transportation costs and equipment costs enable low-income families to access recreational programs that they would otherwise not be able to afford.
4. A written access policy that is approved by a municipal council formalizes the commitment of the organization and helps ensure the viability and long term sustainability of the policy.
5. Child and youth development programs foster leadership and self-esteem, which enhances physical and emotional health and increases social skills, resulting in healthier, more resilient adults who are able to effectively contribute to society.

4.8 Trends in Sports & Fitness

The Canadian public are putting greater demands on spontaneous, non-programmed forms of activity due to evolving households, schedules, and lifestyles, prompting a transition from organized to unorganized sport. Statistics Canada reported that participation in organized sports amongst 15 to 18 year olds, the highest participating age group declined from 77% in 1992 to 55% in 2005. 61% of the children were found to be more

likely to participate in unorganized physical activities and this is a decline from the 69% recorded in 2000; which indicates an overall decline in physical activities. This trend is largely due to the lack of time, a general decline of many organized sports, socio economic status, and the desire for self-scheduled and accessible forms of activity. The decline in organized sport participation may also be attributed to an evolving demographic profile particularly in the GTA region which translates into differing interests. Growth in the GTA occurring through immigration brings many new residents from areas where certain sports are not played. For example, Hockey Canada reports that participation in minor hockey, is projected to decrease from 577,000 members in 2010/2012 year to 360,000 by 2021.

A Canadian Youth Sports Report completed in 2014 supports the trend in decrease in organized sport to unorganized sport and other activities. It is also noted that hockey continues to drop from the 577,000 members in 2010 /2012 to 531,000 in 2014. Table 7 provides a snapshot of sport and other activities that are changing the way we deliver programs and provide facilities.

Table 7: Top Ten Sports and Activities in Canada amongst Youth ages 3 to 17		
Rank	Activity	# of Participants
1	Swimming	1,120,000
2	Soccer	767,000
3	Dance	625,500
4	Hockey	531,000
5	Skating	436,000
6	Basketball	354,000
7	Gymnastics	336,000
8	Track & Field - Running	330,000
9	Ballet	277,300
10	Karate	230,000

In the U.S., and now trending in Canada, is the popular activity of Pickleball, which is mostly played by older and senior adults. Also trending is the concepts of "Small and Simple": small groups, mini soccer, ultimate (Frisbee), body-weight training, short, intense exercises and shortened seasons. Agencies are finding it easier to integrate these trends into their programs because they require little investment in space and equipment. For example, four (4) Pickleball courts fit into the area of one Tennis court. The same can apply to mini-soccer, which is a scaled down version of the international game. Both of these games extend opportunities to older players who want to play but no longer have the stamina to play traditional soccer or tennis. Both of these sports can be played by children as well as adults and encourage participation.

Fitness trends according to the American College of Sports Medicine (ACSM)

- Body Weight Training uses pushups, pull-ups, planks, lunges, and squats, to name a few of the old-style calisthenics, now referred to as body-weight exercises. This style of exercise utilizes minimal equipment

making it more affordable and allows people to get “back to the basics” according to the article in the November/December issue of ACSM “Health & Fitness Journal.”

- Another trend mentioned in the report is Group Personal Training where a trainer works with two or three people at a time. Yoga is still strong as is strength training. Zumba and Pilates still have some enthusiasts, but health experts expect people to gravitate toward workouts they can do anywhere and look for other ways to boost their performance in the coming years.
- One of the biggest new trends is “Wearable Technology” such as fitness trackers (Fitbit) and smartwatches (iWatch). Runners have long used heart-rate monitors to measure the intensity of their workouts, but these days, people are wearing all sorts of devices to track their calorie intake or number of steps taken during the day. Recording that sort of biometric data is likely to take off this year. The latest generation of smartwatches and fitness bands have sensors that can monitor just about anything. This will eventually impact recreation programs with new opportunities in the future.

4.9 Extreme Fitness

Ten years ago, when people wanted to get into shape quickly, they turned to classes such as boot camp, spinning, Yoga, Pilates, Yogalates (a fusion between the two disciplines), and equipment such as resistance bands and stability balls. These days, people are beginning to turn to more challenging fitness regimens. In the past couple of years, programs such as P90X®, Tough Mudder®, CrossFit®, and even Hardcore Yoga have been drawing participants from all over the world.

- P90X®: This home-based workout program is a 90-day regimen that utilizes cross-training (a combination of weight training, martial arts, yoga, and calisthenics) in a progressive, cyclical manner, combined with a nutrition and dietary supplement plan. The program works by capitalizing on a circuit training method that works out different muscle groups in intervals. This is a common technique for obtaining faster results and minimizing weight loss plateaus caused by the body’s ability to adapt to a workout routine.
- At this time, P90X® is primarily a home-based workout. Owned and licensed by Beachbody®, any center that wants to offer classes has to sign an agreement with the company, and all trainers must go through their certification program. This fitness program is intended for people who are already in good shape. In fact, the DVD series comes with a fitness test to determine if the workout is right for the person. It is not intended for beginners or people who do not work out on a regular basis.
- Tough Mudder®: Think of Tough Mudder® as a marathon, mixed with a boot camp class, mixed with American Gladiators. “Designed by British Special Forces to test your all around strength, stamina, mental grit, and camaraderie,” Tough Mudder® is a hardcore, 10-12 mile obstacle course. Events are similar to marathons and triathlons in that they are typically held once or twice a year per city, and participants must register in advance. However, Tough Mudder® courses are fraught with difficult obstacles, such as electrical

wires, fire, ice cold water and many more. These are designed to test your endurance. Tough Mudder® really offers a chance to bond with buddies and share bragging rights after completing the course.

- Common venues for Tough Mudder® courses include ski resorts, outdoor resort destinations, motorsports parks, off-road parks, and other venues in which outdoor activities are popular. Since these events attract participants from all over the world, they can be a great opportunity to bring visibility and additional revenue to smaller, resort communities. These events can be a great way to increase off-season traffic. However, they should be managed like any other large event in an agency. Consideration should be given to potential issues such as lodging, traffic, restrooms and any other issues that are commonplace. Additionally, this event brings a high risk of injury, so medical personnel may need to be prepared.
- CrossFit®: At first glance, CrossFit® appears to be geared toward elite athletes and people who are generally fit to begin with. CrossFit® classes include activities such as Olympic-style weightlifting, gymnastics, plyometrics, and other activities designed to develop strength, stamina, agility, strength, speed, flexibility, and other attributes. While it may seem daunting to participate in a class that involves flipping semi-truck tires, CrossFit® trainers customize the workout for people of varying fitness levels. Beginners will not be asked to complete the difficult tasks, rather they will start more simply and work up. CrossFit® works by concentrating on different muscle groups with different types of workouts. It is great for people who are easily bored or simply want to try something different.
- Hardcore Yoga: For fitness buffs who are interested in yoga, but want more cardio and less chanting, there is "Hardcore Yoga." Based on more vigorous asana yoga practices, Power Yoga provides more of a cardiovascular workout than the gentler meditative stretches performed in traditional yoga practices. The primary goals of Hardcore Yoga are to build strength, increase endurance, release tension, and build flexibility. This activity is great for people who want to develop different muscle groups and help prevent injuries when participating in other athletic activities. It is also good for those who would rather focus on the workout properties of yoga rather than the meditative properties.
- Much like CrossFit®, there are a number of private Hardcore Yoga studios in Canada. Some people who practice yoga attempt to perform beyond their skill level, thus leading to injury. For this reason, it is important to have certified yoga instructors to help correct posture or encourage people to practice at their own pace. Certification requires a minimum of 200 hours, and can be costly to complete. This is another activity in which forming a partnership with private providers may be a viable option.

4.10 Libraries

There is a great deal of research that highlights the importance of public libraries as an accessible, universal and primarily free benefit to the residents of a community. Unlimited access to knowledge, culture and information is valued and is at the hub of a strong well-informed community. Libraries – both facilities and virtual libraries - are more important now than ever before as the power of knowledge translates into greater socio-economic benefits.

Public libraries are evolving and increasingly being recognized as a community destination and an attractive public space with an enjoyable atmosphere. Many libraries are recognizing their role as a community hub and work to service groups of collective citizens as well as individuals. Additionally, libraries are becoming more of a civic integrator, particularly through a focus of providing information on health, education, government and other local services. New library facilities are being internally and externally designed and built to be noticed in the community as a symbol of community pride. A library can represent a community at its best, and function as a civic landmark.

Libraries are also being designed as flexible spaces that can be reconfigured according to changing needs. Multi-use library space with modular fixtures and ergonomic furniture, wide and uncluttered aisle ways with lower shelving, and a more “open” interior to accommodate changing technologies have an increased focus on people and less on collections space. As a result, libraries are increasingly seen as a “third space” – an essential venue, not unlike home or work/school. They provide critical supports to the self-employed, under-employed, students, and the public. They are valued for their comfortable, free, inclusive, and welcoming environment.

The increased use of technology, the need for virtual libraries and the demand for library space is on the rise, as is the need to locate libraries within attractive buildings in prominent, central locations that are easily accessible to the community. Caledon, needs to consider the integration of libraries as part of the larger more central multiplex with new design elements that incorporate many of these amenities, including welcoming atmospheres, attractive decor, meeting rooms, and designated areas for different age groups.

Where possible, a new library should be co-located within a Community Recreation Centre in order to take full advantage of joint programming opportunities. Libraries and parks and recreation share common philosophies that affect the lives of all ages of the population and create opportunities for synergies in building an engaged, active and healthy community. There are many strategic opportunities to build a strong collaborative relationship between the Town and the many libraries that service the community. This includes considerable benefits in facility development, program delivery, special events, spatial sharing, the ability to provide a “one stop shop” environment that the public appreciates and facility operating, management efficiencies and cost savings.

5.0 | Vision & Strategic Actions

The following Parks and Recreation Visioning Plan provides strategic direction for the Town of Caledon and associated stakeholders on how to sustain and enhance parks, recreation and culture in the Town.

The following Plan is intended to address the five main themes and priorities identified throughout the public consultation process. Ultimately, the ideas and goals outlined herein will provide direction for the Town and associated stakeholders in the delivery of quality recreation opportunities for residents and visitors of Caledon.

Based on the input received through all the public consultation the following Vision and Mission Statement were developed. The following Vision, Mission Statement and goals were revised from the public information forum in June to address and respond to feedback received by the public at that time.

Plan Vision:

A Caledon that provides accessible and sustainable parks, recreation and cultural services that engages everyone and fosters healthy lifestyles and environments while connecting the community and embracing its diversity.

Plan Mission:

Creating quality of life and building a healthy community through recreation and culture.

5.1 Guiding Themes and Priorities

Throughout the public consultation, a number of themes emerged. These themes have been grouped into the five guiding themes for the Parks and Recreation Visioning Plan. A number of goals were subsequently developed to address each theme/priority. The following sections outline and explain the intent of the goals for each of the following themes/priority areas.

- Engagement and Partnerships
- Natural Assets
- Enabling Neighbourhoods
- Navigating the Business of Recreation
- Integrating Parks and Recreation with Arts & Culture

Engagements and Partnerships

Goal #1: *Work with Caledon’s diverse communities to enhance and celebrate the vibrancy of Caledon.*

Gathering spaces that engage neighbourhoods, foster community events and enable volunteers are important to Caledon’s residents (**Appendix A**).

Caledon residents, stakeholders, Council, and staff all advocated for community and neighbourhood engagement; this is viewed as fundamental to community building and the future development and sustainability of parks, recreation and culture. A common theme amongst all those who participated in the public consultation process was the importance of recognizing and celebrating the diverse and unique population and the continuously changing needs of the community. It was also very clear that residents wanted to have a say in planning and the ultimate delivery of services that affect their lives and community.

“Good public participation results in better decisions,” according to the International Association on Public Participation (iap2). “Public participation means to involve those who are affected by a decision in the decision-making process. It promotes sustainable decisions by providing participants with the information they need to be involved in a meaningful way, and it communicates to participants how their input affects the decision.”

Other benefits of public engagement include:

- Better identification of the public’s values, ideas and recommendations.
- More informed residents – about issues and about local agencies.
- More community buy-in and support, with less contentiousness.
- More civil discussions and decision-making.
- Faster project implementation with less need to revisit issues again.
- More trust – in each other and in local government.

Traditional forms of public engagement have always faced the problem that most community members are not aware of or don’t have time to go to public meetings. But the future of neighbourhoods are decided at these meetings – what gets built, and ultimately, for whom. Another common problem is that community leaders are only hearing from a narrow cross-section of their communities who may not represent the majority viewpoint.

Goal #2: *Work with businesses, non-profit groups and the public to create partnerships that are a win-win and advance healthy living.*

Develop partnerships that bring financial benefit, create additional services and programs and build a diverse recreation model (**Appendix A**).

Throughout the public visioning process, residents, stakeholders, Council and staff all highlighted and supported the need to include partnerships in its many forms as one of the key tools in delivery of recreation services into the future. The visioning plan recognizes the need to collaborate and build partnerships that are sustainable for the

long term and emphasizes that partnerships with business, not-for-profit and other public groups need to be considered when making decisions on programming and facility development. Municipalities can no longer be the central provider of all facilities and services, so partnership arrangements are becoming increasingly important and prevalent in the service delivery model. Communities are adopting a greater oversight role and providing leadership and support to non-profit agencies and organizations that can operate with greater autonomy and responsibility for their operation.

Partnerships can increase access to resources, both human and financial, reduce duplication, impact more people, and achieve greater results through partners working together. Other practical reasons for a municipality to consider alternative service delivery include reducing costs, achieving a profit, deferring capital expenses, accessing outside expertise, increasing efficiency, providing human resource flexibility, allowing the municipality to focus on its core services, and increasing flexibility.

Natural Assets

Goal #3: *Promote and enhance Caledon's natural, recreational and cultural assets.*

Goal #4: *Invest in, and maintain, Caledon's treasured trail system.*

Connecting trails, adding amenities to outdoor spaces and increased collaborative planning will ensure Caledon's natural assets are protected and enhanced (**Appendix A**).

Caledon's residents, stakeholders and Council all identified the Town's natural areas, trails and conservation areas as valuable and important assets. The Town of Caledon is on the leading edge of a dynamic movement in conservation, environmental stewardship, and a celebration of nature and its many benefits. The trail systems, conservation lands and amenities are a powerful source of recreation and also an economic generator that needs to be protected but also shared and invested in for all to use and leave as a legacy for generations to come.

Personal connections with the natural world are powerful. These connections are critical to our health and social well-being. They nurture our vitality and creativity, and they encourage ties with the land that are centuries old. Separation from nature, however, is an unintended consequence of our modern world. There is growing recognition that North Americans are suffering from 'nature-deficit disorder,' the term used to describe the adverse personal and societal impacts of disconnecting from nature.

Enhancing opportunities to connect people with nature can result in both environmental and human benefits. Natural playgrounds (which incorporate natural elements like logs, flowers and trees) stimulate physically active and imaginative play and help children connect with nature. Studies have shown that exposure to the natural environment and green spaces have an independent, positive effect on health and health-related behaviours. From lowering blood pressure, to reducing stress levels, to supporting children's cognitive development, nature has a profound ability to support both physical and mental health. Nature-based recreation fosters a better understanding and appreciation for all aspects of nature. Recreation and parks has a key role as a steward of natural

environments: protecting and interpreting parks, trails, waterways and wilderness areas, managing and balancing the needs of natural ecosystems with the needs of users, and minimizing any negative impacts resulting from services and programs.

Enabling Neighbourhoods

Goal #5: *Implement a “Neighbourhood Service Model” that recognizes the unique needs and strengths of Caledon’s communities and provides services close to where residents live and gather.*

Goal #6: *Partner with community groups and volunteers to develop and delivery safe, affordable and flexible programs and services for all ages, interests and abilities.*

Caledon Recreation needs to create, and be, the community’s “hub”: a hub for gathering, a hub for service delivery, and a hub for partners to contribute (**Appendix A**).

A fundamental under pinning of “Enabling Neighbourhoods” is ensuring that there are “neighbourhood hubs” or gathering places that serve as anchors of community life and facilitate and foster broader, more creative interaction within neighbourhoods. **Appendix C** illustrates existing and potential community and neighbourhood hubs for the Town. The physical space can consist of a multi-use facility, a community room attached to a library or school, a place of worship, a service club space or an outdoor facility such as a large park, or a town square. Opportunities exist in smaller rural areas to re-purpose and enhance existing spaces to accommodate more activity for all ages as well as facilitate collaborative relationships with community groups and residents to build accessible spaces and grow programs. The Town of Caledon recognizes that relationships build a neighbourhood and people engagement strengthens the livability of communities. Enabling and facilitating opportunities for residents to come together and make connections guides the future vision for a healthy, active and engaged community. Neighbourhood engagement process can include:

- Increase community connections to build a sense of community and community ownership.
- Create opportunities to work with people beyond your circle to create new working relationships and potential partnerships.
- Inspire community volunteers to make their neighbourhoods the place they want them to be.
- Engages assets already in the community and building community capacity.
- Offering practical applications and valuable lessons for ordinary caring neighbours who want to make a difference.

Integrating Parks and Recreation with Arts and Culture

Goal #7: *Create a strategy that celebrates and leverages Caledon's culture.*

Goal #8: *Build on existing sport and culture activities to further strengthen Caledon's economy and community*

Look at other professionals in the arts and culture sector to complement the expertise of the Department (**Appendix A**).

As the cultural diversity of the community increases, community amenities should be flexible to accommodate these changing cultural demands and the development of policies, programs and marketing approaches will need to reflect this in reaching ethno-cultural groups. Many ethno-cultural groups and newcomers place a premium on large social gatherings, (as do many organizations), for gatherings and special events. Social gathering places are the most sought after parkland use and provide the venue for Town events, festivals and cultural celebrations. The provision of large group areas with adequate shelter and washrooms should be considered within parks systems.

Investment in the arts is recognized by many countries as producing important social benefits that have positive impacts on both individual and community health. Researchers in the United Kingdom, the United States and Sweden have found that participation in arts-based activities reduce tension, strengthen the immune system and protect against depression. For seniors, even once-a-week participation in a professionally taught art-based activity has demonstrated a positive impact on physical and mental health. Participation in arts activities contribute to increased social contact, a more positive outlook and a greater likelihood that seniors can live independently for a longer time (Arts Health Network Canada, 2014).

Parks, Recreation and Culture in Caledon needs to be nourished together and synergies created through spontaneous and cross-programming opportunities through sport, recreation, library operations, community and neighbourhood events and infrastructure development.

Navigating the Business of Recreation

Goal #9: *Define the department's essential services through a vision-driven Parks, Recreation & Culture department that is determined to be a leader in community building.*

Goal #10: *Find a fiscal strategy that balances cost-recovery and fair pricing.*

Goal #11: *Implement an interactive, innovative and community-driven marketing and outreach system specific to recreation and culture.*

The Parks, Recreation and Culture Department must embrace a wider-scope and vision that redefines their business and how they deliver services to the community (**Appendix A**).

The Parks, Recreation and Culture field, and any other field in the public, private, or non-profit segments of our economy is undergoing a great deal of change. Some of these changes are due to economics, and some are due to a changing society. The age and ethnic makeup of society is changing, technology and fashion are changing the way people want to spend their time, and all of these factors mean that parks, recreation and cultural agencies in the public, non-profit, or for-profit sectors need to change the way they do business to stay relevant and healthy.

Navigating the business of recreation is becoming more entrepreneurial as department staff organizes, manages and assumes the risk of a business or enterprise. The sustainable future of the Caledon Parks and Recreation Department and the business that it's responsible for will be based on having a sense of ownership and investment in the success of the organization. Being willing to take risk, manage, and organize for the success of the organization means that everyone is willing to learn best practices from other fields that can help the organization grow. It means staff are willing to engage in visioning and planning for future successes. Elements that will help navigate into the future include:

- Constant reinvention;
- Adopting the best management/leadership approaches, many of which are drawn from other fields;
- Creating compelling missions and strategies that will drive the organization to new heights;
- Creating a sustainable funding model;
- Repositioning your agency to offer a new and more powerful value proposition to the public; and
- Creating performance-driven organization that motivates employees and adds value to the community.

5.2 Implementation – Vision Matrix

The framework for meeting Caledon's community's parks and recreation direction is outlined in the Vision Matrix found in **Appendix A** of this report. The Vision Matrix illustrates the specific actions related to each of the key goals statements. The planning team developed these actions as specific implementation measures that will help the Town realize the community's vision. It is recommended that the department evaluate progress on the list of actions on a semi-annual or annual basis. This is a dynamic list of actions that should be examined and re-evaluated at least every two years. It will be critical that the Parks and Recreation Department retain the eleven key goals as a constant framework toward which all actions relate.

6.0 | Review of Recreational Facilities and Inventory

An essential part of community planning is the establishment of a Parks and Recreation Master Plan which provides a complete and accurate inventory of the parks, recreation, open space, and trails system offered in a municipality. **Appendix D** illustrates the existing parks and recreation facilities and trails in the Town. The Town of Caledon completed a very comprehensive Master Plan in 2010, which provided guidance and direction to Council and staff for a 10 year period. A review of the Master Plan, its recommendations, facility inventory, municipal facility standards per capita ratio's, trends and demographics was carried out to determine levels of relevancy and what to date was completed as per the planning process.

The Visioning Plan process takes into consideration the 10 year Parks and Recreation Master Plan along with more current plans that relate to recreation and park services and these plans are referenced where appropriate within this document. The Town has made great progress in many areas, with the continued development and enhancement of the railway systems, expansion of the Caledon Community Centre ice pads, decommissioning of the Caledon Village pool and enhancement of outdoor sport venues such as soccer, tennis, basketball and beach volleyball. The service level standards for parks and recreation facilities remain in a range that is acceptable to today's trends and population projections.

Notwithstanding the recommendations of the Parks and Recreation Master Plan, a number of observations noted through the review and random site visits over the Vision Plan research period were noted and are summarized below.

Key Observations

- A random site visit to a number of parks highlighted the need to continuously update playground and park areas with new exciting, challenging, aesthetically pleasing and functional design standard equipment.
- Smaller rural Community Centres are outdated and lack spontaneous spaces to encourage a variety of uses that maximize space and functionality.
- There is a basic need for outdoor support services such as washrooms, benches, bike racks, litter containers and in some cases access to drinking water at major outdoor spaces, including: sportfields, trails and large neighbourhood parks.
- Facilities lack signage and need to be enhanced at the entrance/lobby areas to create a more welcoming atmosphere and vitality. There is a need to continuously update color schemes and image of many recreation facilities.
- Lack of storage for Town use/equipment, parking, weight room space and program space needs to be addressed.

- Wayfinding signage at many indoor and outdoor facilities is a major issue. The public and user groups are not greeted by appropriate wayfinding signage. Some buildings have no signage on the physical exterior of the facility and have no directional signage from the street or once inside. Signage also varies from facility to facility, thus creating/projecting an inconsistent 'brand'.
- The beautification of streetscapes, public buildings and major sportfields is not consistent throughout the Town.
- Trailway connectivity is a high priority.
- The rehabilitation of gravel pits throughout the community but in particular in the Caledon Village area is an opportunity of high significance for future recreational facilities.
- Walkability of the community needs to be developed based on focusing on people, livability and safety. Town departments (Public Works and Development Department) need to collaborate in order to ensure that residents are provided with walkable and active living opportunities from where they live and beyond.
- Many recreation centres need improvements and have challenging space restrictions particularly in smaller neighbourhoods, such as: Inglewood, Caledon Village, and Alton (this is reflected in the results from the residential survey in which 71% believe there is a need for more recreation opportunities and 70.6% said there was a need for more recreation facilities).
- Large Community Centres have high to low spontaneous recreation opportunities and many face lifecycle deficiencies. All locations need expansion, re-purposing, and physical enhancements to encourage additional program opportunities. (e.g. Caledon (East) Community Centre, Mayfield West Community Centre, Albion Bolton Community Centre etc.) 82.1% of telephone survey participants indicated that maintaining and improving existing facilities was an issue.

6.1 Key Infrastructure and Program Priorities

Additionally, the majority of residents surveyed indicated that the top four facilities they had visited were those that offered multiuse/spontaneous program opportunities (e.g. Caledon Centre for Recreation and Wellness, Caledon Community Centre, Albion Bolton Community Centre and Mayfield Recreation Complex).

All future infrastructure investment, whether enhancement of existing facilities or building new facilities and spaces, should consider the following:

- Lifecycle planning
- Land banking
- Geographic distribution
- Recreation and culture
- Spontaneous and structured opportunities
- Stand-alone versus a multiplex approach

- Expansion and enhancement versus building new
- Event hosting design specifications
- Re-purposing of existing facilities

6.1.1 Life Cycle Planning

Life cycle planning for public recreation facilities is important as the concept requires major capital maintenance to be allocated to annual operating budgets. Proper life cycle management suggests that facilities could be offered in perpetuity as ongoing investment and upgrades would be planned for and completed, avoiding overall facility deterioration.

In some cases, a percentage of overall capital value is applied on an annual basis and held in a reserve for future upgrades and/or enhancements. As recreation facilities are becoming more dynamic, it is suggested that necessary repairs should be incorporated, but so too should potential reprogramming of spaces and amenity refresh. For example, the replacement of a pool mechanical system should be planned for and budgeted annually so that replacement can occur when required and in a timely fashion without impacting other budget priorities.

At the same time, due to the nature of leisure amenities in Canadian pools, an amount should also be saved annually for the “refresh” of leisure amenities to render the facility exciting, unique and thus achieving consistently high levels of use.

6.1.2 Land Banking

Land banking is a strategy of purchasing a parcel (or parcels) of land and holding it (or ‘banking’ it) for typically five or more years for future sale or development. It is an important, if not crucial, aspect of municipal strategic planning, as it ensures sufficiently sized lands to develop future public facilities. This strategy may also provide an opportunity to exchange public lands for private lands for the benefit of the public good.

Parkland dedication under the Planning Act remains an important component of Caledon’s ability to obtain parkland.

The fundamental aspects of ideal site selection are that the site is:

- Adjacent to collector roads
- Highly visible to attract sponsorship investment and wayfinding by visitors to the Region
- Coordinated with pedestrian routes and existing or planned public transportation
- Sized appropriately and adaptable for a combination of indoor and outdoor functions
- Adjacent to compatible developments including retail, hospitality and higher density zones
- Geographically located in the Town with balanced access by all residents

6.1.3 Geographic Distribution

The Town of Caledon is a large and growing community. Much of the Town's existing indoor recreation infrastructure is located in the east and central districts. Although many indoor recreation facilities can be considered destination facilities, it is important to consider geographic distribution of indoor and outdoor recreation environments to ensure access is available to all residents. It is noted that, there are some facilities and spaces that the Town currently provides, such as parks, community meeting spaces, and playgrounds that are designed to meet more localized needs. However, where facilities are considered to supply services for the larger district or overall community the (e.g. multiuse) geographic location becomes important when considering access by walking or driving.

Drive-times are an important factor influencing individuals' choice of recreation facilities. Industry norms suggest that maximum drive-times to a recreation facility should not exceed 30-minutes. Drive time standards are influenced by population density within a geographic area and most indoor recreation facilities within Caledon are within an 8 to 20 minute drive radius.

A facility continuum model was developed by the Halifax Regional Municipality that focused on four community recreation facilities that emphasized the importance of community linkage, connectedness and local proximity of services. This is a model that could be adopted by the Town of Caledon with a variation in population based on the geographical nature of the community.

Table 8: Facility Continuum Model (Source: Halifax Regional Municipality)				
	<u>Category 1</u> Community Centres	<u>Category 2</u> Multi District Hubs	<u>Category 3</u> Sport Facilities	<u>Category 4</u> Event Facilities
Management Model	Municipal Operation (MO)& Community Boards (CB)	MO	MO & CB	CB
Activity Type	High local demand, Small arts/cultural space, small gym, library and/or meeting rooms, limited introductory programming, matches intent of recreation vision.	Multi-purpose Leisure facility integrates all ages, interests and activities. May offer a 25 metre flat pool, leisure pool, multi-purpose rooms, fitness centre, arena and/or other spaces.	Sport specific facility for structured activity such as 50 metre swimming pool, single or multi-pad arenas and indoor turf. Accommodate both local competition and recreational	Highly specialized for spectator use and event hosting. Normally is single event facility and serves the entire municipality.

		Offer more specialized recreation and sport programming.	programming. Provided in response to sufficient market demand and funding.	
Typical Size	+/- 800 - 1500 sq. m.	10,000-15000 sq. m.	Size dependent upon speciality requirements	Size dependent upon speciality requirements
Typical Land Requirement	1-4 hectares	4-6 hectares	Size dependent upon speciality requirements	Size dependent upon speciality requirements
Acceptable drive time	Serves local population within 5 to 10 minute drive and 15 minutes on public transit where applicable.	Serves population within a 20 minute drive or 15 minutes on public transit where applicable.	Serves urban and suburban population. Ideally within a 20-30 minute drive time.	Users will drive over 30 minutes to destination.

In order to meet the community's needs while addressing the geographic and fiscal realities of the municipality, it is recommended that the Town of Caledon adopt a Recreational Destination Hub concept generally based on the facility continuum model noted above. Under this scenario, the provision of parks, recreation and cultural programs and facilities could be delivered through a number of Community Hubs that are larger multi-use/multi-purpose facilities, which not only meet the needs of local residents but also serve recreational needs on a regional scale. The Caledon Centre for Recreation and Wellness, Caledon Community Centre and Mayfield Recreation Complex are examples of Community Hubs. The following summarizes the characteristics of the Community Hubs:

Community Hubs

- Serve as hubs of activity within the community
- Located adjacent to other elements of community life-high schools, parks, outdoor sport complex, libraries
- Where appropriate, facilities are grouped (clustered) with other recreation, culture and sport spaces to achieve economic efficiencies, expand use, and maximize the provision of recreation, culture and sport opportunities at one location.
- Provides outdoor amenities to complement indoor amenities
- May be customized to meet the needs of target groups within a specific community
- May be provided in partnership with organized user or community groups and non-profit organizations
- May respond to organized interests and events but are designed with recreational use in mind

A community destination facility would be established in each primary geographic area, would be primarily accessed by vehicle but linked by pathway, on street bike routes and where applicable by public transit (see map **Appendix C**).

In addition, Neighbourhood Hubs would be located in strategic locations in the Town and developed to complement the services of the Community Hubs. The Neighbourhood Hubs would generally be focused on serving local needs and act as a gathering places and centres of community life to promote interaction within neighbourhoods and healthy lifestyles. The following summarizes the characteristics of the Neighbourhood Hubs:

Neighbourhood Hub Facilities

- May serve as the “community focal point” a gathering place
- Includes facilities that attract a high proportion of local residents in each neighbourhood, with few barriers to participation
- Focus on informal, unstructured active recreation uses
- More common in neighbourhoods with economic or geographic barriers
- May include similar amenities as community destinations
- May exist as a hub or a stand-alone facility if there are conditions that prevent the clustering of facilities.

Neighbourhood hubs would be accessed primarily without a vehicle, linked by pathways and on street bike routes where possible to provide increased access. These types of facilities would be established with existing facilities such as neighbourhood centres and existing park spaces. These hubs would typically be developed through partnerships with others, i.e. school boards, non-profits, etc. Smaller communities such as Caledon Village and Inglewood are areas where facilities can be re-purposed into Neighbourhood Hubs to enhance existing spaces and accommodate more activity for all ages while facilitating/building spaces to grow the parks, recreation and culture program and services (see map **Appendix C**).

6.1.4 Recreation and Culture

Recreation and culture are relevant and significant contributors to quality of life in the Caledon area. Traditional perspectives regarding recreation—sports and physical activity and culture—primarily encompassing creativity and artistic expression have defined these two important components of quality of life as mutually exclusive. Debates surrounding big “C” culture (bigger picture view) and small “c” culture (little things that we enjoy everyday, food, music, visual arts etc) further complicate the definition of culture and how it relates to quality of life. Additionally these debates have distanced cultural activity even further from the public perception of recreation. Although this is commonplace in Ontario communities, it cannot be ignored that recreation and culture, in their traditional senses, share a number of common characteristics. Recreation and culture each:

- allow participants to differentiate and express themselves
- are products of participant choice in how to spend leisure time
- proven to have positive benefits for personal development at all ages
- proven to promote community pride, cohesiveness and connectivity

- promote and improve upon overall quality of life

Because of these similarities, the separation of recreation and culture should be avoided, especially when planning, designing and operating environments in which both recreation and culture activities can occur. This is not to suggest that cross-programming of recreation and culture activities can, or will ever, occur. It does, however, suggest that if the use of already limited public funds for recreation and culture are to be optimized, the provision of environments that support and integrate recreation and culture as much as possible is necessary.

The inclusion of cultural spaces that can encourage spontaneous programming and revenue generation should be explored and included into any development that meets a multi-use framework. There are many economies of scale when constructing large infrastructure to meet many community needs, including, physical infrastructure cost savings, operational efficiencies, partnership opportunities from the construction to the operation of a facility and “destination” opportunities for socialization and community capacity building.

The concept of included elements for both recreation and culture activities in facility development and operations does not only hold true for the development of future new recreation and culture facilities, but it can also be applied to existing facilities. Opportunities to showcase local artists should be explored at existing traditional recreation facilities in the community. Exposure to recreational pursuits, perhaps in themed performances or exhibits, should be hosted at existing traditional culture venues.

6.1.5 Spontaneous Structured Opportunities

The popularity of spontaneous use recreation opportunity has become more prevalent in recent years particularly due to economic and demographic changes in most communities in Canada. Areas that offer spontaneous use in the Town are well utilized. There has been a significant drop in structured recreation participation over the past 15 years. Changes in how people work and busier lifestyles in the region all lead to a need to increase the provision of spontaneous use recreation outlets for Town residents. This is not to say that traditional team sports/structured activities and the environments that support them should be ignored. Conceptually, the provision of traditional recreation facilities, such as ice arenas and indoor pool facilities, have been focused on structured rental use and thus a large portion of the population, those demanding spontaneous use outlets, have not been considered in major indoor facility development.

Prudent planning for indoor recreation and culture should consider both structured/scheduled use areas as well as unstructured/spontaneous use areas. Defining requirements and parameters around the planning and provision of traditional schedule use venues is relatively straightforward, as standards exist for most environments and there is an abundance of comparable facilities to look at in the Province and beyond.

Spontaneous use areas, however, are a relatively new concept and the supply/demand relationship of these areas is not as straightforward as is the case with programmable/rentable spaces. This is primarily because capacities cannot be clearly identified for spontaneous use areas, as the point at which a facility is “too busy”, and thereby prohibitive of participant use, is subjective and based on individual perception.

There are two main types of spontaneous users. The first is the spontaneous user who participates in the activity as his/her primary intent in visiting the respective facility. The second is the user who participates in the activity even though it was not the initial intent in visiting the facility. This user can also participate in other spontaneous use activities.

Recognizing that spontaneous users are comprised of both user types, future planning for spontaneous use facilities should consider the following:

- Spontaneous use areas provide users the opportunity to participate at irregular times, thereby enabling users to partake in physical activity or creative/social endeavours even if they cannot commit to signing up for a scheduled team or program.
- Spontaneous use areas must provide optimal flexibility in hours of operation.
- Spontaneous use activities are best offered in clusters depending on the type of activity and the adjacent facility amenities (i.e. drop-in child care adjacent to fitness/wellness spaces).
- Spontaneous use opportunities should be provided in clusters that work well together.
- Spontaneous use activity-clusters should be designed to promote cross use and convenience for potential users. Clusters that seem to work well include:
 - Fitness/wellness and child minding
 - Fitness/wellness and major scheduled use activity (i.e. Arenas, gymnasiums, etc.)
 - Fitness/wellness and therapeutic aquatics
 - Leisure skating and ice arenas
 - Social gathering and community gardens
 - Parks/trails/gardens

Considering these points, it is apparent that many future spontaneous use spaces should piggy-back major programmable/rentable spaces. As well, many of the existing facilities that offer spontaneous use in the community may warrant expansion.

If these things are considered in the expansion/enhancement of existing, or in the development of new, recreation spaces the disparity amongst structured uses, spontaneous uses and the associated participants of each will be minimized.

6.1.6 Stand-alone Versus a Multiplex Approach

The tangible and intangible benefits associated with a “multiplex” approach, or the “leisure mall concept”, are well documented. Economies of scale in facility operations, in staffing, administration, purchase of supplies, contracted services, utilities and marketing have been proven in existing facilities such as the Caledon Centre for Recreation and Wellness.

Operationally, multiplex facilities have proven to be excellent in terms of staff efficiency. The large number of activities under one management system versus a separate management system for independent facilities

provides cost-reduction opportunities. Energy conservation with respect to sharing of systems between the facilities and making use of cold and warm systems to develop energy transfers provides operational savings compared to stand-alone facilities of a similar size.

Perhaps the most important aspect of facility development, however, is both client/ public satisfaction with the variety of activities available in the facility and how they enhance family cohesiveness and quality of life. Users of multiplex facilities have opportunities to partake in a variety of recreation and culture activities while other family members and friends are using other portions of the facility. Facility use is extended by the opportunities to not only partake in the recreation or culture activity of choice but also share in other social activities such as food, retail and professional health services and common public/social gathering areas.

The overall capital cost of multiplex facilities is also expected to be less than the comparative cost of building a number of stand-alone facilities. The efficiencies of scale and the attractiveness of the size of multiplex projects to construction industry stakeholders have resulted in excellent bidding and construction services related to these types of projects. Several millions of dollars are typically saved on the overall capital construction compared to a series of stand-alone facilities. Capital cost is, however, crystallized within a two to three year period as opposed to being phased out over a number of additional years if carried out as separate projects.

The disadvantages of the multipurpose all-in-one concept relate to the scale of the facility, its cost to construct and the amount of land that it occupies. Options looked at with respect to the Town of Caledon indicate that there are relatively few existing sites that would be capable of accommodating the overall scale of a multiplex facility. Although, in the case of planning for indoor recreation facilities in the Town, the Mayfield West Development area has designated lands for a community recreation facility. The site can accommodate a multiuse facility, however, the size of the parcel of land may limit the design of spaces for the neighbourhood, therefore a feasibility study should consider innovative layouts on a multi-floor basis. The planning for and acquisition of site parcels large enough to accommodate multipurpose facility development should occur in a timely and diligent fashion as per the “Infrastructure Development Process” in Section 6.3 of this report.

6.1.7 Expansion and Enhancement Versus Building New

Considering that the Town currently has a wide variety of indoor recreation facilities, it is important to focus on maintaining existing infrastructure and sustaining existing services prior to developing new facilities on new sites. Maintaining existing facilities first will ensure that existing service levels are maintained and that programs currently subscribed to can continue to be offered. In considering the development of new facility components, if new facility components can be added to existing facilities significant costs savings in site acquisition, servicing and administrative and common-area development can be achieved. Adding to existing facilities, where feasible can also promote the multiplex approach at those sites, thereby realizing the benefits of this approach to facility development, as discussed in the previous section. Enhancement of facilities also includes the potential repurposing of underutilized outdoor and indoor spaces thereby optimizing the use of public funds.

6.1.8 Repurposing of Existing Facilities

The repurposing of existing indoor and outdoor facilities has great potential for meeting the needs of expanding programs/activities as well as meeting the needs of newly introduced activities in the community and reaching/providing services within a smaller radius to residents. In order to effectively do so, facilities considered for repurposing must be analysed in terms of existing usage levels, the costs associated with sustaining existing services and the adaptability of the facility and/or space in accommodating a different use. As even the most underutilized spaces in the Town are valued by some residents, appropriate justification will undoubtedly be required to repurpose an existing public recreation facility. If a facility or space has been identified for a potential repurposed use, the Town must engage the local community, users of the facility and consult with experts as appropriate to assess opportunities associated with sustained or repurposed uses (architectural and engineering assessment). Once information is collected, administration and Council must consider the costs and benefits associated with repurposing and make a move forward decision.

6.2 Specific Infrastructure Priorities

The following discussion provides direction on the future state of existing recreation infrastructure in the Town. For more detail on specific direction by infrastructure type (i.e. ice arenas, off leash dog areas, etc.) refer to facility chart in **Appendix B** of this report.

- The feedback and ongoing messages from a cross-section of Caledon residents suggest that priority should be given to the immediate “re-purposing/enhancement” of the more rural neighbourhood community centres to accommodate enhanced recreation opportunities (potentially including, but not limited to, fitness/wellness, child/youth play, adult/senior programming and community events)

With the realization that once existing infrastructure is enhanced, new facilities and spaces will be required to handle changing resident preferences and a larger population base. New infrastructure recommendations include:

- Expansion of the Caledon Community Complex such that it becomes a Community Recreation Hub (see **Appendix C**) for the West/North West Caledon population by including: a leisure aquatic space, fitness/wellness pavilion to include a walking track, relocated Parks and Recreation Administrative offices, lobby enhancements (welcoming atmosphere) replacement of current refrigeration system with energy efficient system (i.e. EcoChill) re-purposing of existing space in the basement area, include space for a growing performing arts community and internal and external signage enhancements including touch screen technology for program information and access to facility maps. This facility would complement the Neighbourhood Recreation Hubs to be developed in Caledon Village and Inglewood.
- Reinventing Don Sheardown Arena, which is nearing the end of its lifecycle. The opportunity to enhance the existing property through a partnership model will leverage the current relationship with the Albion Bolton Agricultural Society and potential private sector interests. Alternatively, a new site is to be identified within South/southeast Bolton, and the existing facility can be re-purposed for a partnership opportunity that conveys the facility to a private or not for profit agency such as the Albion Bolton Agricultural Society.

The new Arena complex should be a multiuse designed and include the following amenities: two national standard ice pads with one equipped with spectator seating for larger events and one to provide primarily training, two 20x40 training ice pads for year round use that is complimented by a small scale sport training fitness area for strength, flexibility, agility and physiotherapy services. Other amenities would include a concession, meeting space, storage and other support spaces for the rink services (e.g. dressing rooms, showers etc). The facility should meet LEED sustainability standards. Consideration should be given to locate a general office and meeting space for local sport governing bodies where partnerships and collaboration can be nurtured for the sustainability of sport. This facility should also be considered as a possible location for an indoor multipurpose field house. Ultimately, the facility should be flexible, multi-use, multi-generational, and environmentally sustainable (i.e. using a floor that can be inter-changeable for use by soccer, gymnastics, basketball, Frisbee, etc.).

- The expansion of the Caledon Centre Recreation and Wellness to include: enhancements and additional fitness training space (small group training multiuse space, social space, specialized spaces for health and wellness) consider re-locating squash courts to allow for fitness space expansion, incorporate the existing youth centre and gymnasium into the planning process to consider re-purposing during non-youth time, design enhancements for community theatre/events and to prepare for an increase in growing fitness and senior demand. (opportunity for inter-generational programming)

An opportunity exist to expand the aquatics leisure area to include an outdoor shallow pool and splash pad feature that can be connected in the summer season by using moveable walls. Consideration should be given to connect the Rotary Seniors Centre with the CCRW by a walkway corridor that can be locked off when necessary. The senior's space should be expanded to include amenities that are needed by a changing senior demographic.

- The expansion of the Mayfield West Centre to include: a small scale fitness equipment room and aerobics space that would be large enough to accommodate a swim team dryland training program and other cross-programming opportunities. Provide a small youth drop-in space that would provide a variety of activity choices, i.e. table tennis, pool, air hockey, and chat space.
- The construction of a new Community Recreation Leisure Centre on the property designated in Mayfield West area. This facility should provide a number of opportunities to create spaces for a growing ethnically diverse demographic as well as introduce a multiuse environment that offers a different appeal to the community. This facility would also provide opportunities for new partnerships with organizations such as the YMCA, School Board, library and private health providers (therapists).

In addition to this leisure centre, a feasibility study and further needs assessment should be completed to determine the specific program and facility needs of the Mayfield West area that also encompasses residents to the north of the Mayfield West growth area. Consideration should be given to include a gymnasium, walking track, fitness/wellness space, child play space (internal playground) library, youth and seniors spaces, concession, large lobby for spontaneous use opportunities and the facility should enable family members to participate in different recreation opportunities simultaneously under the same roof.

- A growing trend which Caledon has captured in the CCRW, CCC and other smaller neighbourhood centres, is locating sport fields near indoor facilities to facilitate tournaments and to leverage use of support amenities (washrooms, concessions) This trend continues where indoor recreation environments interact seamlessly with outdoor recreation/sport environments. Caledon has made great strides in the area of indoor-outdoor programmable spaces with large tracks of sport fields located at both the CCRW and CCC areas as well as on a smaller scale in Inglewood and Caledon Village. This should be continued when developing indoor multiuse spaces in order to encourage cross-programming and potential revenue generation through the provision of support services and business opportunities.

6.3 Infrastructure Development Process

The following feasibility analysis requirements ensure that the information provided to decision makers is complete and appropriate for making decisions regarding public funds:

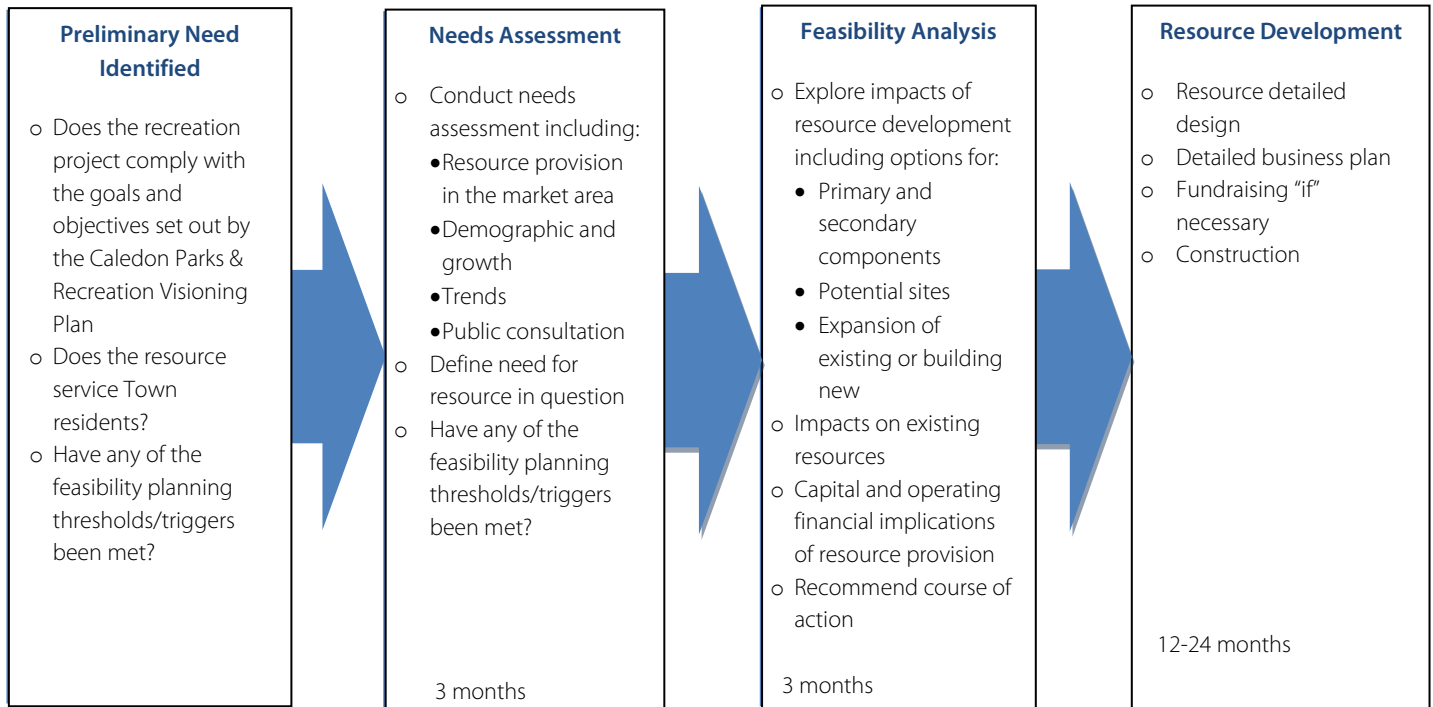
- there must be public engagement in the planning process
- a market assessment for component service delivery functions must be completed
- a thorough and transparent site/location analysis must be completed
- there must be a biophysical/environmental impact assessment
- there must be a concept development plan including infrastructure planning, costs and impacts of ongoing operations
- the project must conform to the broader regional/ municipal strategic planning
- business planning outlining capital partners, operating partners, sources of capital, capital amortization and projection of operating costs must be completed

The following feasibility planning “triggers” outline when the Town should initiate (or facilitate in the case of a non-profit-based project) feasibility analysis and business planning. Market feasibility analysis and business planning could occur when one or more of the following criteria are met:

- facility spaces currently being offered approach capacity on a sustained basis
- proposed public investment is contained on publicly-owned or long-term lease lands (leases beyond 50 years)
- facility or facility spaces currently being used have less than 25% remaining lifecycle as a functional resource (as determined by ongoing lifecycle planning)
- current demands and future demands (as impacted through expression of needs, as a function of public input, trends and majority impact) and/or market growth can be proven
- the facility in question and program services proposed provide equal access for all residents as a public service
- facility type and function conforms to current recreation functions of the municipality or new functional areas as contained within the broader strategic planning
- facility type and function are not currently or adequately provided through other agencies or private sector services in the Town or broader GTA Region

- operational or capital partners of any development proposed are established as registered societies and collectively represent sufficient membership or market members to sustain use of the development for the life of the development (typically set at 40 years for public buildings)
- the external volunteer and/or non-profit group leading a facility development initiative has, or has access to, significant non-municipal capital and/ or operating non-municipal resources.

Resource Planning Framework



6.4 Core Services

The overall community recreation system is made up of three overlapping sub-systems:

1. commercial providers;
2. not-for-profit organizations; and,
3. the publicly funded recreation system.

The public system is the main driver for community recreation opportunities as it provides services directly to the community as well as exercises varying levels of control over the ability of commercial or not-for profits to offer services within its jurisdiction. Therefore, the Town of Caledon has a significant role to play in the delivery of parks, recreation and culture services. However, it is equally clear that the Town cannot and should not play a role in all areas. Consequently, it is important to define the Town's role, identify, and focus on its core services.

It is therefore recommended that the Town be responsible for providing the following core services:

- **Recreational and cultural services and programs to serve Caledon residents, with priority being assigned generally to those programs and services serving the largest number of residents, prioritized to serve the following target groups: children and youth, seniors, inactive adults and vulnerable or special needs groups;**
- **Introductory level sport, recreation, arts and culture opportunities through a variety of delivery models;**
- **Low to no-cost opportunities while supporting third party partnerships to provide enhanced and elite opportunities;**
- **Supply and maintain buildings and structures that focus on flexibility and multi-use;**
- **Supply and maintain trails, appropriate areas of open space/parkland for passive and active pursuits and the protection of important environmental features; and**
- **Protection and enhancement of the urban forest, including regular maintenance activities related to all publicly owned Town trees;**
- **Staff to coordinate and program core services, including planning, policy development, facility allocation and volunteer management.**

In addition the Town may become involved when:

- There is no other available and/or appropriate provider of a service for an identified “target” market;
- For reasons of legislation or public safety, the services are best provided by the Town;
- When a program is seen as a priority by the public and operation by an alternative provider will not be possible; or
- When revenue-generating opportunities are significant to the overall operation of the department.

Confirming this complement of core services will guide the Parks and Recreation Department in determining future service-delivery models, programming, resource allocation and governance for its service areas.

7.0 | Capital Improvement Plan

The Visioning Plan is based upon a review of the entire Town, an analysis of the existing parks and recreation system, the identification of user needs, the development of facility, community building and program strategies, and focus on open space needs regarding parks, trails and recreation spaces. The plan is intended to be action-oriented. It is designed to provide framework from which the Town can enhance its parks and recreation system.

Instrumental to implementation of the Plan, is the identification of adequate funding at a time when balancing municipal budgets has become difficult. Even though funding options are limited at this stage, it does not appear to reflect upon the high value the residents place on parks and recreation facilities and services.

Implementing the Visioning Plan will result in meeting the future needs for parks, recreation and cultural services. The department currently operates a variety of parks and recreation facilities throughout the Town. Many of these facilities and parks require upgrades to support the future needs of the community. In order to ascertain the productivity and condition of these facilities, a facilities review was conducted. All of Caledon's four main community recreation centers and a cross section of the park inventory were reviewed. The recreation centers were assessed in order to identify the current condition of each facility, the overall level of use the facility is receiving, how the facility supports community engagement and to generate potential renovation and re-purposing options to enhance the productivity and community accessibility to the facility. General improvement recommendations for each site were developed and broad range capital cost estimates were formulated to identify the impact of effecting such improvements.

A cross section of parks were evaluated in order to gain a comprehensive understanding of the park system condition and to determine where opportunities exist for enhancements that would be required to meet current demands of each or all communities. A detailed review and recommendations are provided in the "Visioning Matrix" attached as **Appendix A** and the "Strategies for Major Facility Infrastructure" attached as **Appendix B**.

7.1 Park Facility Capital Improvement

A sampling of park facilities enabled the consultant to draw general conclusions regarding the entire park system. The parks in Caledon are generally well maintained, although some amenities can be replaced and/or updated with new emerging equipment. Parks are currently being maintained on a regular basis by the Parks and Recreation Department.

There is an inconsistent image regarding parks and facilities. The lack of a consistent graphics program and color scheme makes the facilities appear less than optimal.

The Department of Parks and Recreation currently maintains over 160 hectares of parkland. While the 2010 Parks and Recreation Master Plan provides relevant detail with respect to facility inventory and condition, it is noted that Caledon is not unlike other municipalities across Canada, in that it is experiencing operational and maintenance issues associated with aging infrastructure. Many facilities require increased maintenance and lifecycle

requirements due to the aging infrastructure. There is an increasing expectation for new and better services, coupled with shifting participation trends that results in demands for a wider range of facilities and services than was expected in the past.

Although the Parks and Recreation Department responds annually to maintenance and a variety of capital needs, it needs to continuously track and monitor trends that impact facilities on a community wide basis. Examples might include such items as tennis court renovations or repurposing based on demographic changes, sportfield renovations based on growing tournament demand, replacement of artificial sportfield lighting systems with more energy efficient and higher quality illumination, playground replacements, provision of washrooms to meet a user need based on increased facility use and overall support facility enhancements to accommodate vehicle parking, accessibility and general landscaping enhancements.

7.2 Funding Source Summary

The funding options listed below provide the Town with alternatives to consider that other park systems across the country use to help fund their systems. The most important funding options the Town of Caledon should consider are listed below.

Corporate Sponsorships

This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in parks and recreation systems. Sponsorship opportunities provide sector access to asset branding with existing or new recreation facility spaces or programs. The success of sponsorship programs is dependent upon the level of private sector interest/availability in the community and the perceived tangible (impressions) and intangible (image) return on investment an opportunity may offer. The Town will need to ensure that facility, parks and open space is designed where feasible, with consideration given to maximizing exposure of potential sponsors. The Town may need to involve sponsorship expertise when preparing detailed designs for facility upgrades or new facility developments.

Partnerships

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a Town department, or a private business and a Town agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner. The process of partnership building is to be nurtured on an ongoing basis and the future of parks and recreation services will rely on the collaborative efforts of multiple sectors and disciplines who come together to share common goals. The Town of Caledon is committed to building partnerships and will need to formalize how it will use partnerships to move its parks, recreation and culture mandate forward. This will mean aligning the Town and Department with like-minded agencies and organizations, i.e. YMCA's, libraries, sport groups, neighbourhood committees, health, tourism, education, arts and culture, conservation, etc.

Dedication/Development Fees

These fees are assessed for the development of residential and/or commercial properties with the proceeds to be used for parks and recreation purposes, such as open space acquisition, community park site development, neighborhood parks development, indoor facility development, etc. Collection of Development Charges is a good source of funding to offset the growth related costs to pay for new infrastructure, facilities or equipment that are required as a result of new growth. The current 2014 Development Charges Background Study has already identified a number of facilities to be funded through Development Charges.

Foundation/Gifts

These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.

Recreation Service Fees

This is a dedicated user fee, which can be established by a municipality or other governmental body (i.e. committee). Its purpose is for constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a capital fund of some type, or other purposes as defined by the Town. Examples of such activities include adult hockey, volleyball, and softball leagues, youth baseball, soccer, and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used. A regular comparative market review should be carried out to determine if Caledon's fees are within a competitive range with communities within the GTA. The visioning plan surveys indicated that Caledon residents do use facilities in other municipalities and this should be viewed as a revenue loss and where feasible facilities and programs need to be developed to ensure that residents access services at home. The programs and services provided directly by Caledon Parks and Recreation should be based on the Core Services criteria recommended.

Property Taxes

The municipality sets the property tax rates on an annual basis based on a provincial municipal assessment of property values and a portion of the tax is used to fund parks and recreation services based on the overall Town budget and operational priorities. Caledon Parks and Recreation received approximately 13% of the Town budget net of revenues.

Fees/Charges

The Department must position its fees and charges to be market-driven and based on both public and private facilities in the market catchment area. The potential outcome of revenue generation should also be aligned with a percentage of cost recovery that is reasonable and fair based on what level of service the municipality wishes to deliver and what level of subsidy if any it provides.

Program Contractor Fees

Typically, municipalities receive a percentage of gross contractor fees for programs held in municipally owned facilities. The percentages range from 25% to 40% depending on space, volume, and the amount of marketing the municipality does for the contractor.

Signage Fees

This revenue source charges citizens and businesses with signage fees at key locations with high visibility for short term events.

Cost Avoidance

The Department must take a position of not being everything for everyone. It must be driven by the market and stay with the Department's core businesses. By shifting its role as direct provider, the Town will experience savings by deciding whether or not to provide that facility or program. This is cost avoidance. Savings could be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility.

Grants

A variety of special grants either currently exist through the Federal and Provincial government systems or will be established through the life of current and proposed facilities. The sources of funding are continuously changing and governments in particular attempt to address the infrastructure funding deficiencies in various municipal service areas with roads, bridges, water and sewer being the primary funding targets. The Department needs to continuously monitor the Provincial and Federal government programs to determine potential areas where funding is or will be coming available to ensure that facility plans are in line with projected government funding schedules.

Inter-local Agreements

Contractual relationships entered into between two or more local organizations of government and/or between a local not-for-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

Private Concessionaires

Contract with a private business to provide and operate desirable recreational activities financed, constructed, and operated by the private sector with additional compensation paid to the Town.

Naming Rights

Many communities have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement. This opportunity exists in the Town.

Concession Management

Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The Town either contracts for the service or receives a set of the gross percentage or the full revenue dollars that incorporates a profit after expenses.

Friends Associations

These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.

Advertising Sales

This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as in the Department program guide, on scoreboards, dasher boards, benches and other visible products or services that are consumable or permanent that exposes the product or service to many people. This is viewed as a potential revenue growth area that can be out-sourced or administered from within the organization depending on the opportunities identified for maximization of revenue (e.g. arena's, pools, major outdoor sport venues, community parks etc).

Irrevocable Remainder Trusts

These Trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the Town in a trust fund that allows the fund to grow over a period of time and then is available for the Town to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

Life Estates

This source of money is available when someone wants to leave their property to the Town in exchange for them to live on their property until their death. The Town usually can use a portion of the property for park purposes and then all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth and their estate will be highly taxed at their death and their children have to sell of their property because of probate costs. This allows the person to receive a good tax deduction yearly on their property while leaving a life estate. It is good for the Town because they do not have to pay for the land.

Permits

These special permits allow individuals to use specific park property for financial gain. The Town either receives a set amount of money or a percentage of the gross service that is being provided.

Reservations

This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to group picnic shelters, meeting rooms for weddings, reunions and outings or other type of facilities for a special activity.

Catering Permits and Services

This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to the Town. Also many Towns have their own catering service and receive a percentage of dollars off the sale of their food.

Volunteerism

The revenue source is an indirect revenue source in that persons donate time to assist the department in providing a product or service on an hourly basis. This reduces the Town's cost in providing the service plus it builds advocacy into the system.

Equipment Rental

The revenue source is available on the rental of equipment such as tables, chairs, tents, stages, sound systems, exhibition curtains etc. that are used for recreation purposes.

Booth Lease Space

The Town can sell booth space to sidewalk vendors in parks or during special events. For a flat rate based on volume received. The booth space can also apply to farmers' markets, art schools, and antique type fairs.

Family Tree Program

Many communities have worked with families to provide cash to the parks system to buy and plant a tree in honor of a new born or in memory of a family member. The families invest \$250.00 to \$300.00 and receive the credit. The parks system purchases quality trees.

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APPENDIX A

APPENDIX A

Visioning Matrix

GOAL 1: WORK WITH CALEDON’S DIVERSE COMMUNITIES TO ENHANCE AND CELEBRATE THE VIBRANCY CALEDON.					
STRATEGY RECOMMENDATION POLICY		OBJECTIVES	OPERATIONAL IMPACT	STAFF/GROUP RESPONSIBLE	TIMELINE
1.1	Community gathering spaces	<ul style="list-style-type: none">Identify spaces in each neighbourhood where there are opportunities for residents to meet, socialize, linger and celebrate with friends and neighbours.Encourage the use of meeting spaces that enhance quality of life, encourage physical activity and healthy living.Emphasize walkability where possible so residents will have opportunities to meet neighbours while moving throughout the neighbourhood.Promote meeting spaces in recreation centres, libraries, churches, schools and any other civic buildings.	Staff time coordination within the Parks & Recreation Dept. and community stakeholders, residents.	Manager Recreation, Facility Operations, Neighbourhood Committee	Fall 2015-ongoing
1.2	Connector spaces	<ul style="list-style-type: none">Design municipal infrastructure for movement through and between neighbourhoods.Link destinations and facilitate community engagement through streets, trails and sidewalks.Design community circulation system that is conducive to walking and cycling.	Parks Operations to coordinate with Public Works, Planning and local trail committee.	Manager of Parks& Landscape Architect, internal Town working group.	Winter /Spring 2016-ongoing as necessary
1.3	Neighbourhood engagement strategy	<ul style="list-style-type: none">Inspire community volunteers to make their neighbourhoods the place they want them to be; i.e. host a conversation café, block party, neighbourhood celebration or do a neighbourhood cleanup.Share strengths and successes with other people, find out strengths and passions.Celebrate differences, recognize that “Everyone” has something to contribute.Focus on strengths within the neighbourhood.	Establish a working neighbourhood support committee, coordination with neighbourhood and community organizations.	Parks & Recreation Dept. working group.	Spring 2016-ongoing
1.4	Community ownership and Volunteerism	<ul style="list-style-type: none">Engage individuals, organizations and business where possible in neighbourhood projects that encourage community ownership and volunteerism.Identify volunteers and record all contact names, skills, etc. in neighbourhoods/community support data base.Encourage all residents to volunteer, new community residents, aging baby boomers, youth and others based on community needs and interest.Create opportunities to celebrate success within the community.	Staff time, Corporate Services(Communications/marketing) Library Boards	Director Parks & Recreation, Family Recreation Supervisors, Library staff	Spring 2016-ongoing
1.5	Community Events	<ul style="list-style-type: none">Create opportunities to interact with family, friends and visitors at special events within neighbourhoods, at parks, community centres, libraries, schools, downtown squares, fire halls etc.Organize large community events that encourage neighbourhoods to come together to showcase their unique assets, friendly sport competitions and “FUN” focused.	Staff time, community stakeholders(schools, service groups, libraries, Arts)	Family Supervisors and support staff	Spring 2016-ongoing
GOAL 2: WORK WITH BUSINESSES, NON-PROFIT GROUPS AND THE PUBLIC TO CREATE PARTNERSHIPS THAT ARE A WIN-WIN AND ADVANCE HEALTHY LIVING.					
STRATEGY RECOMMENDATION POLICY		OBJECTIVES	OPERATIONAL IMPACT	STAFF/GROUP RESPONSIBLE	TIMELINE
2.1	Develop effective and implemental working policies that contribute and encourage public, private, and not-for-profit partners.	<ul style="list-style-type: none">Establish principles, and policies for each type of partnership the Town engages in, i.e. public/public, public/private, public/not-for-profit.	Potential revenues Potential program expansion Coordination with all involved.	CAO, Director Parks & Recreation, Legal Services	Fall 2015-Fall 2016 – Ongoing

2.2	Seek to enhance the development and use of parks and other community facilities with public/public partnerships.	<ul style="list-style-type: none"> Establish an “Adopt-a-Park” program to include routine opportunities for park improvements. Enhance partnerships with local school district on joint use of facilities and efficient public access to schools for Town programs and user groups. Encourage coordinated planning of community recreation and school facilities. 	Parks Operations, schools, chamber of Commerce, community groups	Director Parks & Recreation, Manager Parks & Landscape Architect	Winter/ Spring 2016-ongoing
2.3	Seek to enhance the development of not-for-profit partnerships that provide services for each partner’s benefit and the community’s benefit.	<ul style="list-style-type: none"> Develop a list of all not-for-profits in the Town. Determine where they could help the department in the delivery of services. Develop a partnership workshop and invite all not-for-profits. Outline areas in the workshop where they can contribute and benefit. Create working agreement and assign individual; staff to each partnership. 	Coordination with all not-for-profit groups	Parks & Recreation Department Management staff, Community Groups	2016-ongoing
2.4	Communicate with funding partners	<ul style="list-style-type: none"> Bring all Parks and Recreation Department funding partners together on a regular basis to make them aware of the Town’s identified facility and program priorities. Acquaint community partners with existing sources of municipal and non-municipal funding and work with other funding partners to offer periodic funders workshops. Consult regularly with partners and seek to increase the flow of information in order to become better aligned with the community’s priorities, build relationships, and avoid duplication of service. 	Collaboration opportunity with Not-for-profit groups, business partners/sponsors, sport groups, conservation authorities, neighbourhood committees.	Director of Parks & Recreation and required management staff.	2016-ongoing
2.5	Town Core Funding Policy	<ul style="list-style-type: none"> Assess request for financial assistance, facilities or programs in the area of recreation, parks and culture through the development of a standardized application framework. Adopt a policy through which organizations receiving core funding from the Town enter into a “Service Agreement”. Require all partners receiving Town core funding to : <ul style="list-style-type: none"> ➤ Define how their service addresses Town recreation priorities ➤ Identify measureable outcomes ➤ Monitor partners on a routine basis and check the status of contractual commitments. 	Cost savings Improved efficiency Enhanced quality, community engagement and capacity building.	Recreation Supervisors and Coordinators, Manager Parks & Landscape Architect	2016-2017 ongoing
2.6	Seek to enhance the incorporation of private partnerships that provide services beyond the Town’s capability and/or for efficiency purposes	<ul style="list-style-type: none"> Review costs of services and assess if the private sector can provide the same quality at a lower cost. Develop RFP’s to seek interest from potential partners where appropriate. Determine which proposals provide the level of service at a lower cost with the same or higher level of quality and effect the appropriate MOU’s, service agreements and contracts. 	Cost savings Improved efficiency Enhanced quality	Director Parks and Recreation, Manager Recreation, Manager Parks & Landscape and Manager Facilities and Recreation Programs	Annually
2.7	Sponsorship opportunities	<ul style="list-style-type: none"> Provide private sector access to asset branding with existing or new recreation facility spaces or programs. Facility, parks and open spaces should be designed, where feasible, with consideration given to maximize exposure of potential sponsors. Ensure that the use of sponsorships to generate revenues for Town recreation services balance tradition and community image with monetary gain. 	Revenue maximization, partnership development, facility enhancement, relationship building.	Director Parks and Recreation, all Managers with support staff input.	Annually

GOAL 3: PROMOTE AND ENHANCE, CALEDON’S NATURAL, RECREATIONAL AND CULTURAL ASSETS.					
STRATEGY RECOMMENDATION POLICY		OBJECTIVES	OPERATIONAL IMPACT	STAFF/GROUP RESPONSIBLE	TIMELINE
3.1	Environmental stewardship and connectivity	<ul style="list-style-type: none"> Protecting the environment and naturalization of Caledon is a priority for community residents and stakeholders and the Department should create opportunities for public and local group involvement into environmental stewardship opportunities. Create relationships between the Parks and Recreation Department and the community by educating residents and visitors on their role in the protection, preservation and enhancement of Caledon’s many natural landscapes. Encourage the designation of passive park space (e.g. woodlots, grasslands, flower/shrub gardens, civic gathering spaces in all neighbourhoods, and streetscape enhancements throughout the community) 	Strengthens community engagement, ownership of community natural spaces, builds relationships with residents and groups, and promotes benefits of the environment. Creates transparency and community support. Develops internal alliances and partnerships with Town Departments.	Director Parks and Recreation, Manager Parks and Landscape Architect, Manager facilities and Recreation Programs, Town Planners	2016 and annually
3.2	Environmental Partnerships	<ul style="list-style-type: none"> Engage potential community partners (e.g. corporations, downtown business, not-for-profits, sport groups, youth organizations) that are committed to green community initiatives. They could provide funding and/or labour to enhance the Caledon natural space. Create internal Town organization partnerships by creating opportunities to discuss green infrastructure initiatives (e.g. review building plans, sub-division developments for greenspace protection and development, trail connectivity, street linkages and crossings etc.) Internal meetings should be scheduled on a regular basis to review any future plans that are being considered through Planning, Transportation, Public Works, Economic Development and Parks and Recreation to ensure opportunities for greenspace protection and enhancement is discussed and approved as an internal Department team effort. 	Builds partnerships and collaborative relationships with Conservation authorities.	Town Planners, Public Works Managers, Economic Development staff.	2016-ongoing
GOAL 4: INVEST IN, AND MAINTAIN, CALEDON’S TREASURED TRAIL SYSTEM.					
STRATEGY RECOMMENDATION POLICY		OBJECTIVES	OPERATIONAL IMPACT	STAFF/GROUP RESPONSIBLE	TIMELINE
4.1	Connecting neighbourhoods, parks, downtowns	<ul style="list-style-type: none"> Continue to enhance and connect the existing trail networks within the Caledon boundary and make connections to regional trails to the south and north of the community as per the Trails Master Plan (see Appendix E). Promote a “walkability” and active transportation philosophy (human powered) within the community and to potential visitors from surrounding communities and within the GTA catchment area. Dedicate the necessary financial and planning funds to enhance the wayfinding and interpretative signage/kiosk for all trail networks within the community. (e.g. street connections, parks, railway junctions, railway mapping signs and intersections) 	Community walkability, livability and accessibility, increases use of trail network and economic benefits from increase use. Promotes tourism, healthy living and community engagement.	Manager Parks and Landscape Architect, Manager Facilities and Recreation, Economic Development, Public Works Managers, Town Planners	2016-ongoing
4.2	Places and destination marketing	<ul style="list-style-type: none"> Parks and Recreation will need to be intimately involved with the ongoing development and promotion of the Caledon Tourism Strategy as it relates to a number of growth areas and potential revenue drivers for recreation. The Tourism study confirms that Caledon is a destination for outdoor recreation, including trails, biking, and hiking. 	Collaboration between Dept.’s of Parks and Recreation and Economic Development, increase tourism and economic benefits.	Director Parks and Recreation and Parks & Recreation Managers. Director Economic Development.	2016-ongoing

4.3	Accessibility and functionality	<ul style="list-style-type: none"> Design all trails to meet the Accessibility for Ontarians with Disabilities Act and universal design guidelines. Include the safe interaction with streets and sidewalks. Design trails to be multi-use for walkers, cyclist, joggers, equestrian etc. Design trails to accommodate seasonal recreation pursuits, cross-country skiing, snowshoeing. Designate loop trails and/or trails near large parks with outdoor fitness equipment to encourage all ages to “stay in motion” when on the trail or supervising young children in nearby playgrounds, playfields etc. 	Promotes and increases physical activity, enhances accessibility for all, connectivity of community, improves safety.	Manager Parks and Landscape Architect, Manager Facilities and Recreation, Public Works and Planning staff.	2016-ongoing
4.4	Public support services	<ul style="list-style-type: none"> Develop and provide support amenities such as washrooms, rest areas, parking space where possible, bike racks, litter containers, wayfinding signage to service locations. 	Enhance quality of service to users, economic benefits.	Director Parks and Recreation, Manager Parks &Landscape Architect	Fall 2015-ongoing
4.5	Department engagement in Planning and sustainability	<ul style="list-style-type: none"> Work with all Town Departments responsible for Transportation and public services to implement bike trails in public right-of-ways (e.g. streets) Designate Parks staff to collaborate and be involved with other Town departments to move forward the Trails Master Plan and coordinate efforts to ensure sustainable guidelines are being adopted and that trails are designed multi-use for safe and active recreation. Work on a site by site basis with private developers and property owners to seek easements for trail development and expansion to continue the connectivity of all trail; systems. 	Require staff collaboration across DEPT.’s, improves community health, livability and accessibility. Engages developers early and builds relationship with Trail Development Committee.	Director, Parks and Recreation, Manager Parks and Landscape Architect, Town DEPT.’s, Trails Committee, Developers	Fall 2015-ongoing
4.6	GIS Technology	<ul style="list-style-type: none"> Utilize GIS mapping to identify gaps in connectivity and resident proximity to trails, greenways, and active transportation systems 	Staff time to generate data etc. improves connectivity.	GIS Staff, Parks Landscape Architects	Fall 2015-ongoing
GOAL 5: IMPLEMENT A “NEIGHBOURHOOD FACILITY MODEL” THAT RECOGNIZES THE UNIQUE NEEDS AND STRENGTHS OF CALEDON’S COMMUNITIES AND PROVIDES SERVICES CLOSE TO WHERE RESIDENTS LIVE AND GATHER.					
STRATEGY RECOMMENDATION POLICY		OBJECTIVES	OPERATIONAL IMPACT	STAFF/GROUP RESPONSIBLE	TIMELINE
5.1	Neighbourhood hubs/gathering places	<ul style="list-style-type: none"> A “neighbourhood facility model” be designed to accommodate multiuse, flexible and interactive activities at the neighbourhood level. Identify gaps in the municipal inventory space for neighbourhoods and consider ways to fill those gaps including partnerships with other facility providers, e.g. schools, churches, service groups. Evaluate the re-purposing of existing Town owned recreation space to meet current and future needs. 	Staff engagement, partnership development, improvement in services	Manager Facilities and Recreation Programs, Manager Recreation, Recreation Supervisors, Library staff, community groups.	Winter 2016 – ongoing.
5.2	Celebrate neighbourhood based programming	<ul style="list-style-type: none"> Develop programs that are unique to the needs of the neighbourhood, one size does not fit all so programs and spaces need to be flexible and responsive to localize needs. Facilities should be provided to minimize use of vehicles and maximize walking, cycling and other active transportation mediums and in close proximity where feasible to the trailway networks. 	Staff collaboration with Community groups and service providers.	Manager Facilities and Recreation and Manager Recreation and all Family Supervisors, community groups, residents.	Winter 2016-ongoing
5.3	Health and Livability	<ul style="list-style-type: none"> Create a community where people want to live, play, and work in sustainable, comfortable, safe and healthy place in close proximity to their homes or within a reasonable driving distance. Promote a “Healthy Caledon” philosophy that targets all people that live or visit within the community. Implement a “fee subsidy” program to minimize or eliminate user fees and equipment costs to enable low-income families to access recreational programs that they would not otherwise be able to afford. Develop programs within the neighbourhood to encourage lower income families to participate where transportation may be a barrier to participation. 	Staff engagement with community service providers and potential partners and sponsors.	Director Parks and Recreation, DEPT. Managers, Supervisors and partner agencies/business.	Spring 2016-ongoing

5.4	Special events and celebrations	<ul style="list-style-type: none"> Consider the development of an “Events Caledon” marketing strategy to encourage special events and attractions Identify key event venues that can accommodate large gatherings for or smaller community events,e.g. concert site Support the Caledon Tourism strategy and facilitate events that encourage community engagement internally and those that attract visitors to Caledon Consider introducing seasonal theme events similar to the Caledon Day celebration, e.g. winterfest, Oktoberfest, etc. Facilitate smaller events and celebrations within neighbourhoods, Consider the introduction of a multicultural celebration that highlights Caledon’s ethnic diversity Promote the bidding and development of large scale sport events that fosters collaboration and celebration of sport. Support community groups that organize and stage events such as , triathlons, cycling road races, ironman competitions 	Encourages community pride and ownership, develops social connectiveness and community celebration.	Director, Parks and Recreation, designated Managers, supervisors and frontline staff. Community stakeholders and partners.	Winter 2016 - ongoing
5.5	Library systems	<ul style="list-style-type: none"> The Parks and Recreation Department should facilitate and be an active partner with the current and future library services Libraries are key to community engagement and provide accessible and a free benefit to all residents and this is an opportunity to communicate with more residents in the community Encourage residents to use the libraries as a leisure destination and facilitate spontaneous programming opportunities with other programs and spaces in community facilities. Encourage the development/replacement of libraries within multi-use “community centre hubs” to increase users and introduce more sustainable programming. Work with libraries to integrate technology where possible to enhance level of service at community centres. Ensure that libraries are age-friendly, accessible and marketed with all Parks and Recreation communication mediums. 	Recreation Managers, Supervisors, Library staff time.	Director, Parks and Recreation, Recreation Managers/Supervisors, Chief Librarian and frontline staff.	2016 - ongoing
GOAL 6: PARTNER WITH COMMUNITY GROUPS AND VOLUNTEERS IN TO DEVELOP AND DELIVER SAFE, AFFORDABLE AND FLEXIBLE PROGRAMS AND SERVICES FOR ALL AGES INTERESTS AND ABILITIES.					
STRATEGY RECOMMENDATION POLICY		OBJECTIVES	OPERATIONAL IMPACT	STAFF/GROUP RESPONSIBLE	TIMELINE
6.1	Strengthening the Volunteer Community	<ul style="list-style-type: none"> Develop a volunteer program that supports the attraction, retention and recognition of volunteers Facilitate a volunteer database, deliver an annual report, share information with all stakeholders, and volunteers. Designate staff resources to monitor, track, assign, communicate and develop a volunteer support network. 	Parks & Recreation Staff Engagement and designation of Volunteer support role. IT support.	Director Parks & Recreation to designate a staff task group, community groups, and Information Technology staff.	Winter 2016 and ongoing.
6.2	Stakeholder Engagement	<ul style="list-style-type: none"> Engage stakeholders on the continuous planning, assessment and visioning for the future. Adopt a transparent and equitable “Partnership Protocol” that formalizes and standardizes how the Town partners and collaborates with groups. (Town should always be cognizant of the strengths and limitations associated with not-for-profit groups) 	CAO direction, Parks & Recreation Staff Team, not-for-profit and private collaborators. Legal staff, Insurance providers	CAO, Director P&R, DEPT. Managers, Legal staff and insurance providers. Private and Not-for – Profit groups.	Fall 2015- ongoing

6.3	Recreation Facilitation	<ul style="list-style-type: none">Strengthen existing agreements and enable new agreements with not-for profit and public partners that provide recreation and cultural services in the community.Facilitate the provision of General Commercial Liability Insurance with Town Insurance provider to allow partnering organizations to take ownership and deliver recreation programs and services where it meets the desired outcomes of both the Town and its partners.	CAO direction, Parks & Recreation Staff Team, not-for-profit and private collaborators. Legal staff, Insurance providers	CAO, Director P&R, DEPT. Managers, Legal staff and insurance providers. Private and Not-for – Profit groups.	Fall 2015-ongoing
GOAL 7: CREATE A STRATEGY THAT CELEBRATES AND LEVERAGES CALEDON’S CULTURE.					
STRATEGY RECOMMENDATION POLICY		OBJECTIVES	OPERATIONAL IMPACT	STAFF/GROUP RESPONSIBLE	TIMELINE
7.1	Establish a Caledon Arts Steering Committee	<ul style="list-style-type: none">Explore and implement initiatives to enhance the Town’s dialogue with the cultural communityOrganize a Caledon Arts Forum to bring all interest groups together in a strategic visioning exerciseIdentify partnership opportunities within the school system, public, not-for –profit and private sectors	Staff planning group, engage the Arts community	Director Parks and Recreation, Recreation Managers, Chief Librarian and Arts Task group.	Fall 2015-ongoing
7.2	Foster Local Artists	<ul style="list-style-type: none">Encourage the development and implementation of all art forms, e.g. public art projects, performing arts, entertainment etc.Identify opportunities where facility space can be made available to assist in building the arts community	Staff time and Cultural working group.	Staff designated to coordinate, e.g. Recreation Supervisor level.	Fall 2015-ongoing
7.3	Arts, Culture and Heritage Inventory	<ul style="list-style-type: none">Initiate a Cultural mapping process, this will be a valuable tool for identifying the community’s strengths and its resources.Facilitate the process of compiling a facility and program inventory of the arts, culture and heritage assets of the Town.Identify potential sites that can accommodate performing artist and other art related activities.	Recreation Manager designated to facilitate and collaborate with the Arts Community.	Recreation Manager and support staff, Community Arts Task group.	Fall 2015-ongoing
7.4	Produce an Arts and Culture Strategic Plan	<ul style="list-style-type: none">Identify sources of funds to prepare an Arts and Culture Strategic Plan for the Community including linkages to the Caledon Tourism Strategy.Engage all stakeholders including schools into the preparation of the RFP to ensure that collaborative alliances and potential partnerships are identified from the early stages of the planning process.	Director Parks and Recreation to identify funding sources. Staff arts designate.	Recreation Manager and support staff, Community Arts Task group.	Fall 2015
GOAL 8: BUILD ON EXISTING SPORT AND CULTURE ACTIVITIES TO FURTHER STRENGTHEN CALEDON’S ECONOMY AND COMMUNITY					
STRATEGY RECOMMENDATION POLICY		OBJECTIVES	OPERATIONAL IMPACT	STAFF/GROUP RESPONSIBLE	TIMELINE
8.1	Event Hosting Strategy	<ul style="list-style-type: none">Develop an “Event Hosting Strategy” which includes sport and recreation event hosting as well as the broader special events for the community and its neighbourhoods.Assemble a multi-disciplinary committee that focuses on growing the sport and recreation event offerings and also connects to the Town Tourism Strategy and future Arts and Culture Strategy.Recreation and Sport stakeholders need to have a presence at the Tourism strategic plan table in order to have input into any initiatives related to sport, recreation and culture.	Staff engagement in sport and culture development, requires a collaborative effort amongst Town DEPT.’s arts and sport community. Involves Parks & Recreation directly in Tourism Strategy.	Director, Parks & Recreation, designated Manager and Supervisors, Economic Development, Sport, Arts stakeholders, special e\vents committees.	Winter 2016-ongoing

8.2	Collaborative event planning	<ul style="list-style-type: none"> Sport, recreation, culture and the private sector need to collaborate within the event hosting strategy. Cross programming benefits need to be considered for all events that attract spectators. Simultaneous activities could include: trade shows, art exhibits, music concerts while hosting a major sporting event. 	Town DEPT.'s arts and sport community. Involves Parks & Recreation directly in Tourism Strategy	Director, Parks & Recreation, designated Manager and Supervisors, Economic Development, Sport, Arts stakeholders, special events committees.	Winter 2016-ongoing
8.3	Infrastructure Design	<ul style="list-style-type: none"> Where feasible the Town's ability to host regional, provincial, national, and international events should be incorporated into existing and new infrastructure design. 	Dept staff to monitor and provide direction.	Director, Parks & Recreation,	ongoing
8.4	Sport Plan	<ul style="list-style-type: none"> Develop a shared leadership model for the implementation of a sport plan that is built on a collaborative approach involving all stakeholders. Identify sustainable strategies for sport participation and growth. Identify linkages to the Caledon Tourism Strategy and what role a collaborative sport organization and various sport bodies can play. 	Staff Facilitator for Sport	Director Parks & Recreation, designated Manager and Sport Groups	
GOAL 9: DEFINE THE DEPARTMENT'S ESSENTIAL SERVICES THROUGH A VISION-DRIVEN PARKS, RECREATION, AND CULTURE DEPARTMENT THAT IS DETERMINED TO BE A LEADER IN COMMUNITY BUILDING.					
STRATEGY RECOMMENDATION POLICY		OBJECTIVES	OPERATIONAL IMPACT	STAFF/GROUP RESPONSIBLE	TIMELINE
9.1	Staff Vision Plan Retreat	<ul style="list-style-type: none"> Engage staff in a neutral environment and discuss the visioning plan for the Department and how best the organization can respond to its implementation. Set overall organizational, team and individual staff goals. Identify key steps that can move the organization to a higher plateau. Identify key strengths required to move the visioning plan forward. 	Staff engagement and commitment to the vision, Lead by Director P&R. All staff	Director Parks & Recreation, Managers, Supervisors, and frontline staff.	Fall 2015-annually
9.2	Engaging Staff	<ul style="list-style-type: none"> Enhance customer service and relationships with residents and organizations. Relocate Department administrative offices as soon as possible to a location with easy access to the public. Focus on creating a nimble organization where staff can be cross-trained have the ability to fulfill more than one role. Dedicate a staff person to coordinate all neighbourhood activities to ensure consistency and equity where applicable. 	Staff time, trainers	Director Parks & Recreation, contract trainer, designated Recreation Managers.	Fall 2015, annually
9.3	Organizational Structure	<ul style="list-style-type: none"> The organizational structure needs to be nimble and flexible to keep up with continual change. Staff need to be educated on all roles to better understand function.(Forms follows function) Organization needs to perform more from an entrepreneurial approach. All vacancies should be reviewed and position role reconsidered to see if it can be done more efficiently with existing staff before filling any position. Outsourcing should be part of any position or function review. Develop measurements for organizational function to ensure that success can be measured. 	Staff working group	CAO, Director P&R, Human Resources staff.	Winter 2016-ongoing
9.4	Mission Statement	<ul style="list-style-type: none"> Adopt a mission statement and post it throughout the organization so all staff, public, organizations and visitors can be aware of who, what and how you are being measured as an organization. 	Staff engagement	Director P&R, all Dept. staff.	Fall 2015-ongoing

GOAL 10: FIND A FISCAL STRATEGY THAT BALANCES COST-RECOVERY AND FAIR PRICING					
STRATEGY RECOMMENDATION POLICY		OBJECTIVES	OPERATIONAL IMPACT	STAFF/GROUP RESPONSIBLE	TIMELINE
10.1	Enterprise Approach	<ul style="list-style-type: none"> Be entrepreneurial and take ownership for your organization. All staff take an active role in shaping the future through action. Be willing to change and not stay tied to past practices. Be innovative, understand your customers. Understand and continuously evaluate pricing of programs and services. (Fair should be what's reasonable) 	Staff time, collaboration, team effort and engagement. Support from CAO and Town Dept's.	CAO, Director Parks & Recreation	Fall 2015 to Dec 2016 and review annually
10.2	Partnering	<ul style="list-style-type: none"> Being cost effective may be best delivered through partnerships. Develop a partnership when there is a defined benefit for both sides and the customer. Partnerships should be minimal risk. 	Engaging potential partners from not-for-profit, private and other recreation service providers.	Director Parks & Recreation, Managers, Supervisors and all staff and volunteers	Fall 2015-ongoing
10.3	Self-generating revenues	<ul style="list-style-type: none"> Expanding the funding base by staying committed to an enterprise model. Attract and retain customers through marketing and great service. Offer programs and services that the public values and are happy to pay for. Identify potential customers, what will improve their lives and how can you offer that. Build relationships and customers will value what you do and offer. 	Engage Town Communications Support	Director Parks & Recreation and Managers	Fall 2015-ongoing
10.4	Core Programs/Cost Recovery	<ul style="list-style-type: none"> Bring staff together in focus groups to develop and prioritize core programs and services. Clearly define financial sustainability criteria (being all things to all people is not sustainable) Base core programs on customer demands and what programs and services generate the most revenue. Consider outsourcing less demanded programs and services. Determine the level of service that is sustainable where a Town subsidy is required. (Basic service that is free or recovers a portion of the cost, e.g. special event, mom and tot for single parents etc.) 	Staff time and commitment.	Director Parks & Recreation and Managers	Fall 2015-ongoing
10.5	Inclusion and Access	<ul style="list-style-type: none"> Develop and implement strategies and policies that ensure that all families, and individuals are provided access to recreation opportunities. Be an enabler to recreation participation for children and youth from disadvantaged for older adults who are frail and/or isolated. Develop and implement an inclusion and access policy that addresses the needs of the populations that are faced with constraints to participation. (Framework for Recreation in Canada 2015) 	Staff time and Commitment	Director Parks & Recreation and Managers	Fall 2015-ongoing
GOAL 11: IMPLEMENT AN INTERACTIVE, INNOVATIVE AND COMMUNITY-DRIVEN MARKETING AND OUTREACH SYSTEM SPECIFIC TO RECREATION AND CULTURE.					
STRATEGY RECOMMENDATION POLICY		OBJECTIVES	OPERATIONAL IMPACT	STAFF/GROUP RESPONSIBLE	TIMELINE
11.1	Implement a Communications Plan	<ul style="list-style-type: none"> Build on the Visioning plan feedback on communications. Engage residents and community groups in the development and ongoing strategies for getting the Departments message out. Promote the Department mission and collaborative approach to community engagement. Share information on a regular basis with the community in order to build capacity and ownership of recreation and culture services. 	Staff time and coordination	Director Parks & Recreation and all Managers and Supervisors	2016 and ongoing

11.2	Enhance current marketing methods	<ul style="list-style-type: none"> The department should enhance customer service and community engagement by strengthening its relationship with community groups and other partners to share information. Carry out customer service surveys on a regular basis to strengthen customer relationships and engagement but also to get a clear understanding of needs that can change quickly. 	Staff to engage community groups	Dept. Managers, Supervisors, frontline staff.	2016-ongoing
11.3	Social Media	<ul style="list-style-type: none"> Review the current Town policy on use of social media and ensure that the Department has flexibility to grow the social media network, e.g. Facebook, twitter, LinkedIn, Instagram, YouTube and others. Promote the online recreation guide, introduce coupons for activities and memberships online, foursquare for recreation facilities etc. 	Communications staff involvement	Director to facilitate, Communications staff.	2015-ongoing
11.4	Electronic information	<ul style="list-style-type: none"> Install touch screen information kiosk at all major indoor community facilities for easy access by facility users. Install electronic information signage at street entrance to all major indoor facilities that can be accessed wirelessly for continuous updating. 	Staff time, IT support.	Director Parks & Recreation and/or designate, IT staff	2016-2017-ongoing
11.5	Branding and Advertising Signage	<ul style="list-style-type: none"> Adopt a Department wide advertising signage policy that permits access by potential partners, sponsors, business and community groups to advertising space in facilities where possible. Allow community partners through negotiated agreements to access potential sponsorship revenues from facility and/or program signage. Parks & Recreation has its own unique vision, mission, objectives and needs which should be promoted under its own brand identity. Employ specific communications techniques that are designed to encourage participation, communicate a variety of offerings including events, programs and facilities that generate interest and support for Parks, Recreation and cultural activities. All branding should apply to both internal and external facilities and spaces. 	Staff time, community groups utilizing facilities on contract.	Director, Managers, possible outsource contract.	Spring 2016-ongoing

APPENDIX B

APPENDIX B

Strategies for Major Caledon Recreation Infrastructure

FACILITY	CURRENT SUPPLY AND DEMAND	STRATEGY FOR EXISTING FACILITIES	STRATEGY FOR NEW FACILITIES	NEXT STEPS	TIME FRAME	ESTIMATED COST
Indoor Ice Arena's	<ul style="list-style-type: none"> • Medium level of prime time use (2400 peak hours at five ice sheets are being utilized at a 70% user demand rate. • The demand rate at Caledon Community Centre Pad 1 is higher than the average when you incorporate summer ice use. • There is currently surplus prime time ice available within the existing arenas. • The Don Sheardown Arena is nearing the end of its lifecycle and landownership may be a constraint for a future double pad on this site. 	<ul style="list-style-type: none"> • Continue to maintain existing ice pads and encourage use at all locations. • Add new programming to the Lloyd Wilson Arena such as curling, special event ice activities for the whole community, e.g. Winter Festival on ice. • Introduce rate incentive for ice rentals at the Lloyd Wilson Arena to encourage potential users to travel to the Inglewood community during peak ice time. • Introduce ice activities for persons with disabilities e.g. Sledge Hockey • Continue to monitor ice demand as population increases and as demand increases, consider the repurposing of the Don Sheardown Arena to a dry floor multifunctional use. E.g. ball hockey, lacrosse, farmers markets, exhibitions, special events etc. 	<ul style="list-style-type: none"> • Incorporate a double ice pad and smaller training pads into the future plans for the Bolton area that will replace the existing Don Sheardown Arena. • Any future ice facility should be a multiuse designed at LEED standard using state of the art refrigeration systems and other energy efficient technology as well as consider maximization of revenues. 	<ul style="list-style-type: none"> • Conduct a feasibility study once planning triggers are met for the Bolton facility that is based on a multiuse design including: double ice pad, sport training, multiuse rooms, older adult/senior space support amenities, etc. • Consider potential partnership opportunities to construct and operate. 	Medium period of 3 to 5 years	<ul style="list-style-type: none"> • \$15,000,000 to \$25,000,000
Aquatics (Indoor)	<ul style="list-style-type: none"> • Program and leisure aquatics are provided at Caledon Centre for Recreation and Wellness (CCRC) (leisure focus), the Mayfield Recreation Complex (program focus) • Demand for program spaces and competition venues will continue to grow with population growth and expansion of aquatic activities for all ages particularly the aging baby boom. • 76% of households surveyed indicated that the use of a swimming pool was most important for their recreational needs. (#2 facility space with trails being #1 at 80%) • Swimming was the most important program at 71.5% and also the #1 activity of choice for residents leaving Caledon to access a program/facility. • The CCRW continues since the 2010 Master Plan was completed to have a deficiency in aquatic space to accommodate the current and growing demand for program and leisure related aquatics particularly in the Caledon East end. 	<ul style="list-style-type: none"> • Continue to program each facility as a specialty facility (i.e. program, leisure) • Potential expansion exist at the CCRC for increase in leisure and therapy related swim activities which will require additional aquatic amenities to be incorporated to the east side of the existing space.(It is noted that opportunities exist for a linkage between the Seniors Centre and the CCRC which should be contemplated with any expansion scenario. 	<ul style="list-style-type: none"> • Incorporate a new Aquatics Leisure space at the Caledon Community Centre (CCC) as part of phase 3 expansion plans for the facility. It is noted that \$8 million is identified in the Town's DC Background Study for an expansion. Other spaces to include are: Fitness Centre, Administrative Offices, Lobby enhancements, programmable youth and senior space. 	<ul style="list-style-type: none"> • Conduct a feasibility study for the expansion of the Caledon Community Complex in the short term future. • Include the CCRW aquatics expansion into the feasibility study process for the Caledon Community Centre. 	Short term within the next 12 month period	<ul style="list-style-type: none"> • \$8,000,000 to \$12,000,000

FACILITY	CURRENT SUPPLY AND DEMAND	STRATEGY FOR EXISTING FACILITIES	STRATEGY FOR NEW FACILITIES	NEXT STEPS	TIME FRAME	ESTIMATED COST
Fitness/Wellness	<ul style="list-style-type: none"> • Fitness/Wellness space is offered at CCRW as well as a private facility in Bolton. • Minimal fitness programming occurs through community room rentals at various locations throughout Caledon. 	<ul style="list-style-type: none"> • Consider expansion of fitness/wellness space at the CCRW, with possible repurposing of underutilized spaces throughout the facility. • Include a fitness/wellness space at the Caledon Community Centre (CCC) with a physical connection to an aquatic space design. • Redesign the current Caledon Village Community Centre to include an appropriately scaled fitness/wellness space including equipment, training rooms, short walking track around a redesigned community room that can replace the current facility located in the basement. • Redesign the Inglewood Community Centre/Library to include a small scale fitness/wellness space with equipment and training rooms. 	<ul style="list-style-type: none"> • Incorporate fitness space into new facility targeted for Mayfield West as well as repurposing existing facilities. 	<ul style="list-style-type: none"> • Conduct feasibility study for Mayfield West Community Centre Facility including large fitness space. This should be approached as a potential partnership opportunity with the YMCA or private developers. • This facility is being funded in part by DC Charges. A total of \$52,800,000 has been estimated for this facility in the 2014 DC Background Study. \$25,785,281 is attributed to new development. • Complete a redesign of the Caledon Village and Inglewood Community Centre's and libraries, including expanded space. • Complete redesign and consider expansion scenario's for CCRW. 	<ul style="list-style-type: none"> • Medium period of 2 to 3 years 	<ul style="list-style-type: none"> • \$5,000,000 to \$15,000,000
Gymnasium/Dryland Field House	<ul style="list-style-type: none"> • Program gym space exist at the CCRW with school gymnasiums being accessed on a limited basis throughout the community. • There are currently no dry-land field house facilities within Caledon. • Indoor Soccer programs administered by Caledon organizations currently access indoor field house space in other municipalities within a reasonable driving distance. 	<ul style="list-style-type: none"> • Continue to monitor usage of the existing CCRW gymnasium and ensure that it serves a multi-functional purpose. Consider opportunities to cross-program the space with other activities within the facility, i.e. large fitness classes. • Consider partnerships with schools to gain broader access to school property for Town and potential partner programming. 	<ul style="list-style-type: none"> • Incorporate into new facility development based on multiuse design. • Consider the use of sprung structure technology to develop an indoor dry-land Fieldhouse to accommodate soccer, lacrosse, cricket and other activities. 	<ul style="list-style-type: none"> • Conduct a detailed needs assessment and feasibility study for a Fieldhouse and associated spaces within the Johnson Park open space. This should be as a potential partnership with local sport groups, e.g. soccer, lacrosse, cricket etc. • This may also be considered under the Albion Bolton Community Centre feasibility study process. 	<ul style="list-style-type: none"> • Feasibility Study Process within a 3 year period. 	<ul style="list-style-type: none"> • \$5,000,000 to \$10,000,000
Auditorium	<ul style="list-style-type: none"> • An auditorium is located at the Albion Bolton Community Centre and can accommodate 300 for a banquet style event, 600 standing and 400 for a sitting theatre style event. The room is equipped with a permanent stage. However the hall requires upgrading to satisfy current trends and needs in auditorium/banquet hall space. 	<ul style="list-style-type: none"> • Monitor use and consider repurposing the space for increase use by growing arts community and expansion of health and wellness activities. 	<ul style="list-style-type: none"> • Consider future auditorium needs as part of any multiuse space design where large meeting space can be converted as needed for auditorium use. (I.e. roll out staging, enhance acoustics etc.) 	<ul style="list-style-type: none"> • Include in any future facility feasibility studies and partnership discussions. 	<ul style="list-style-type: none"> • Feasibility process within a 3 year period 	<ul style="list-style-type: none"> • \$2,000,000 to \$5,000,000
Community/Multipurpose Rooms	<ul style="list-style-type: none"> • Several multipurpose community rooms of various dimensions exists throughout Caledon. These spaces are particularly critical to recreation program needs of smaller rural areas where large spaces are non-existent. 	<ul style="list-style-type: none"> • Potential expansion, repurposing and enhancements exist in many rural locations and facilities to accommodate indoor child play, senior and youth programming. Also opportunities to incorporate "fitness pods" into smaller neighbourhoods. i.e. Alton, Caledon 	<ul style="list-style-type: none"> • Incorporate into new facility development as well as repurposing existing facilities 	<ul style="list-style-type: none"> • Include into any facility feasibility studies or repurpose planning process. 	<ul style="list-style-type: none"> • Short to medium term within 1 to 3 years 	<ul style="list-style-type: none"> • \$250,000 to \$1,000,000

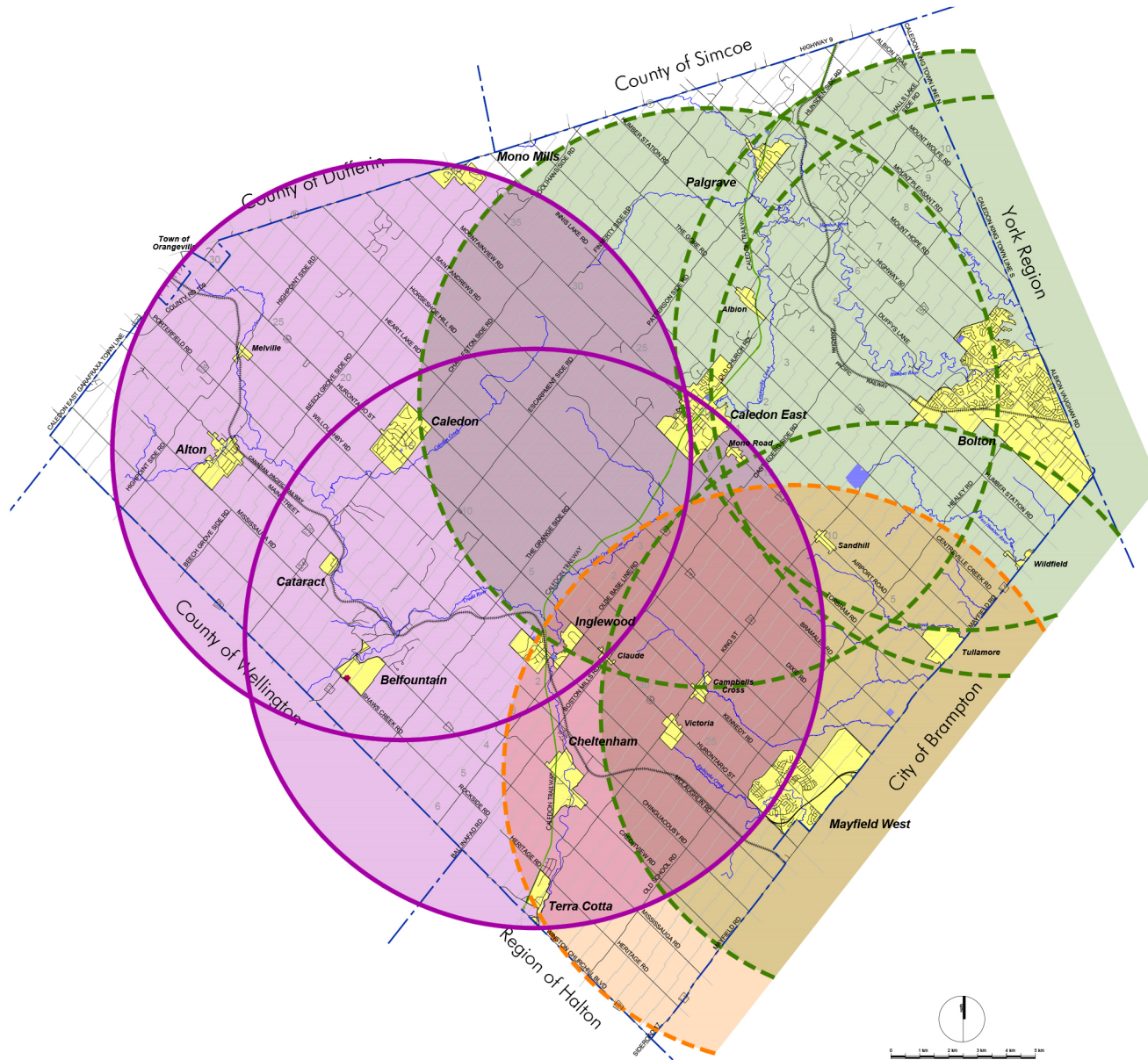
FACILITY	CURRENT SUPPLY AND DEMAND	STRATEGY FOR EXISTING FACILITIES	STRATEGY FOR NEW FACILITIES	NEXT STEPS	TIME FRAME	ESTIMATED COST
		Village, Inglewood, Cheltenham.				
Youth Space	<ul style="list-style-type: none">• A purpose design youth space is located at the CCRW and other facilities incorporate youth activities in community rooms/multipurpose spaces.	<ul style="list-style-type: none">• All facilities should be programmed to accommodate youth program needs for structured as well as unstructured activities (to hang-out) where possible.	<ul style="list-style-type: none">• Design designated multiuse youth spaces within future or repurposed facilities where need is identified.	<ul style="list-style-type: none">• Include Youth space in Feasibility study for Caledon Community Centre expansion, Mayfield West Centre and new community room expansions at Caledon Village and Inglewood.	<ul style="list-style-type: none">• Short to medium term within 1 to 3 years	<ul style="list-style-type: none">• \$500,000 to \$1, 500,000
Seniors Space	<ul style="list-style-type: none">• A purpose designed senior’s space, Rotary Place is located in Bolton at the rear of the CCRW and provides two meeting rooms, adjacent kitchen, and stage area.• Senior programming in other areas is accommodated in multiuse community room spaces.	<ul style="list-style-type: none">• Consider potential expansion and connection/linkage to the CCRW particularly as the CCRW expands to the eastside. An opportunity exist to expand program space at the Rotary place site to complement cross=programming opportunities within the CCRW, i.e. fitness, dance, workshop activities, intimate social space and other age-friendly enhancements.• Seniors program space should be evaluated in all existing community centres and an age-friendly audit should be carried out. Accommodate senior’s activities in multiuse space where possible.	<ul style="list-style-type: none">• Incorporate into future CCRW expansion planning.• Incorporate universal design principles to ensure all new facilities are age-friendly for older and senior adults.	<ul style="list-style-type: none">• Include in needs assessment and/or feasibility study for CCRC and other new or expanded community centres.	<ul style="list-style-type: none">• Ongoing with all multiuse design studies/process	<ul style="list-style-type: none">• \$1,500.000 to \$2,000,000
Trails	<ul style="list-style-type: none">• 80% of community residents have indicated in recent surveys that trails are the most important facility for their use and 98.8% stated that Caledon trails are very important component of healthy communities.• The community has over 260 km of walking and multiuse trails.• Residents access the Caledon trail that traverses west to east across the municipality.• Residents have highlighted internal and external connections to be desirable for walkability and liveability of the community	<ul style="list-style-type: none">• Ensure that trails are connected within Town boundaries and to regional and national trails to the north and south (see Appendix E).• Trails need to be safe, accessible, provide active transportation opportunities, and be well maintained.• Develop and or adopt wayfinding strategies as identified in the Trails and Tourism Master Plans for the Town.• Provide access to trail maps and location of trail services via the internet and social media.• Promote trails as a “Destination” for residents and visitors alike.	<ul style="list-style-type: none">• Continue to develop new connections with existing trails and where new developments occur.	<ul style="list-style-type: none">• Develop more definition and strategic direction utilizing the Trail Master Plan. The Town should consider developing a consistent trail signage program and begin a process to identify gaps and signage needs to target priority areas for signage development/installation.	<ul style="list-style-type: none">• Short term within 1 to 2 years or ongoing with any new developments.	<ul style="list-style-type: none">• \$100,000 to \$500,000
Outdoor Rinks	<ul style="list-style-type: none">• The Town offers two outdoor artificial ice rinks that can accommodate recreational skating as well as team activities such as hockey and ball hockey.• Trail skating rink is available within the Mayfield West neighbourhood.• 62.5% of survey respondents indicated that outdoor skating rinks were very important for the recreational needs of their household.• The Palgrave neighbourhood volunteers annually clears a number of skating and hockey	<ul style="list-style-type: none">• Continue to operate existing rinks and ensure their sustainability.	<ul style="list-style-type: none">• A larger trail skating rink should be considered within the Albion Hills and Bolton Conservation parks.	<ul style="list-style-type: none">• Conduct a feasibility study once planning criteria are met and there is potential for a partnership to make the project sustainable.• Partner with Conservation Authorities to explore opportunities to provide outdoor skating rinks and meet community needs.	<ul style="list-style-type: none">• Short to long term, within 1 to 5 years as population increases.	<ul style="list-style-type: none">• \$500,000 to \$1,000,000

FACILITY	CURRENT SUPPLY AND DEMAND	STRATEGY FOR EXISTING FACILITIES	STRATEGY FOR NEW FACILITIES	NEXT STEPS	TIME FRAME	ESTIMATED COST
	rinks on the local pond.					
Playgrounds	<ul style="list-style-type: none">• Playgrounds are currently offered throughout the Town in neighbourhoods, at major park sites and at school sites.	<ul style="list-style-type: none">• Ensure that all playgrounds are maintained to CSA standards and within the Accessibility for Ontarians with Disabilities Act.	<ul style="list-style-type: none">• Continue to provide playground apparatus in new neighbourhoods and major parks through the development process.• Ensure that an equipment lifecycle/replacement program in continuously in place.• Continue to use cash-in-lieu parkland dedication funding (when obtained) from new developments to help off-set costs of new equipment.		Annually	<ul style="list-style-type: none">• \$100,000 to \$650,000
Sports Fields and Diamonds	<ul style="list-style-type: none">• Sport fields are currently offered throughout the community at neighbourhood parks, outdoor sport parks, and at school sites.• Programs are delivered by local sport governing bodies and they also partner on-site maintenance.• The Town has been constructing soccer fields on an ongoing basis to meet demands by growing soccer leagues in some areas.• Minor and junior baseball continues to grow and create new demand for expanded facilities particularly in Bolton and Caledon East.	<ul style="list-style-type: none">• Due to the population projections and general condition of existing sport fields, particularly baseball it is necessary to re-evaluate current field inventory and plan for the upgrading of existing locations as well as consider the development of new venues in neighbourhoods where population demographics and the need has been identified.• As soccer continues to grow and where active open space potentially can be at a premium, consideration should be given to exploring artificial turf before creating new natural fields/diamonds.	<ul style="list-style-type: none">• Where partnerships are available, the Town should consider looking to user groups to provide input, funding and/or operational expertise, where available in the planning and development of new facilities.	<ul style="list-style-type: none">• Develop more definition and strategic direction for sport field spaces in relation to open space plans.• Conduct a feasibility study if planning criteria are met.	<ul style="list-style-type: none">• Short term, within 1 to 3 years	<ul style="list-style-type: none">• \$350,000 to \$1,000,000
Splash/Spray Parks	<ul style="list-style-type: none">• The Town provides three medium size splash parks (Adam Wallace Memorial Park and R.J.A.Potts Memorial Park in Bolton and one located at Dennison Park in Mayfield West.• Splash parks rated 10th most important to residents or 47.3% of residents would like splash pad activities offered to their household.• Splash pads are generally in good to excellent condition.	<ul style="list-style-type: none">• Continue to operate the existing facilities and ensure they are sustainable for the long term.	<ul style="list-style-type: none">• Consider the development of splash parks in Caledon Village within the park space near the Community Centre expansion, at Inglewood Park and as part of the leisure aquatic expansion at Caledon Community Centre.	<ul style="list-style-type: none">• Include in feasibility studies where applicable and in design expansion plans where space permits.	<ul style="list-style-type: none">• Medium term 2 to 3 years or as feasibility studies are initiated.	<ul style="list-style-type: none">• \$100,000 to \$350,000
Tennis	<ul style="list-style-type: none">• Tennis courts are currently offered throughout the community at neighbourhood parks and sport parks.	<ul style="list-style-type: none">• A number of existing Tennis Courts have deteriorated beyond any reasonable or cost effective repair and others have become obsolete over time due to decrease in demand in some areas.• Other areas that are experiencing new population growth are seeing an increase in demand.• Current facilities are maintained in partnership with local tennis organizations.• Continue to monitor operational facilities and ensure there sustainability going forward.	<ul style="list-style-type: none">• Incorporate new tennis courts into new neighbourhood development plans where demographics and proven demand can be substantiated.	<ul style="list-style-type: none">• Ensure that future development plans or any feasibility study being conducted on large multiuse facilities include a review of Tennis demand. Outdoor amenities to cross-program with internal activities of building.	<ul style="list-style-type: none">• Medium term 2 to 5 years	<ul style="list-style-type: none">• \$150,000 to \$500,000
Skateboard	<ul style="list-style-type: none">• A skateboard Park exist at the North Hill Park in	<ul style="list-style-type: none">• Continue to monitor usage and ensure it remains	<ul style="list-style-type: none">• Consider a skateboard park in the new	<ul style="list-style-type: none">• Include skateboard park in	<ul style="list-style-type: none">• Medium to long	<ul style="list-style-type: none">• \$250,000 to

APPENDIX C

Appendix C

Recreation Hubs - Existing & Future



Legend

- Kings Highway
- Regional Road
- Town Roads
- Caledon Trailway
- Railways
- Library
- Community Centre

Community Hubs *

- Future Mayfield West Facility
- Mayfield Recreation Complex (Mayfield)
- Caledon Community Complex & Arena (Caledon East) - including expansion
- Caledon Centre for Recreation & Wellness (Bolton)
- Albion Bolton Community Centre (either expanded or relocated)

Future Neighbourhood Hubs *

- Caledon Village
- Inglewood

* Based on 10-15 minute drive time

APPENDIX D

Parks & Recreation Facilities

Legend

- Kings Highway
- Regional Road
- Town Roads
- Caledon Trailway
- Trailways (Other)
- Railways
- Library
- Community Centre
- Park
- Provincial Park / Conservation Areas / Forest Management Areas

- Community Centres/Facilities
- 1 Bolton Centre for Recreation and Wellness, Bolton
 - 2 Rotary Place, Bolton
 - 3 Albion Bolton Community Centre, Bolton
 - 4 Caledon Community Complex & Arenas, Caledon East
 - 5 Alton Library, Alton
 - 6 Caledon Village Place, Caledon
 - 7 Victoria Parks Community Centre, Mono Mills
 - 8 Mayfield Recreation Complex, Mayfield
 - 9 Inglewood Community Centre, Inglewood
 - 10 Lloyd Wilson Centennial Arena, Inglewood
 - 11 Margaret Dunn Library & Community Room, Mayfield West
 - 12 Cheltenham Community Room, Cheltenham
 - 13 Palgrave Community Centre, Palgrave
 - 14 Johnston Sport Park

VILLAGE	PARK NAME	AREA (ha.)
Alton	Alton Park	0.83
	Emeline Park	0.44
Belfountain	Tennis Courts	0.25
	Forsters Park	1.56
Bolton	Aden Wallace Memorial Park	4.30
	Jack Garrett Soccer Park	2.53
Same park	Edehwa's Tennis Courts	19.02
	Edwards Park	
Same park	Dick's Dam Park	7.40
	Dick's Dam Soccer	
Same park	Ted Houston Park	5.25
	North Hill Park	8.25
Caledon	Caledon Skate Park (part of North Hill Park)	
	Bill Whitbread Park	0.43
Caledon East	Elwood Park	5.82
	R.J.A. Potts Memorial Park	2.22
Caledon East	Fountainbridge Park	1.00
	Torina Park	0.34
Caledon East	Dell'Unto Park	0.10
	Jullie's Park	0.05
Caledon East	Peter Eben Memorial Park	0.10
	Bill Whitbread Park	0.10
Caledon East	R.W. Moffat Park	0.46
	Montrose Farm Park	0.44
Caledon East	Humberview Park	1.14
	Humberview Parkette	0.57
Caledon East	Humber Grove Park	0.27
	Stephen Drive Park	0.40
Caledon East	Hubert Coreless Park	0.28
	Sant Farm Park	0.18
Caledon East	Russell & Joan Robertson Park	1.10
	Heritage Hills Park	0.23
Caledon East	Fountain Park	0.73
	Wesley Memorial Park	0.31
Caledon East	Bolton Mill Park	4.14
	McFall Lookout	0.10
Caledon East	Keith McCreary Park	0.14
	Vincos Park	0.10
Caledon East	Johnston Sport Park	36.68
	Humber River Heritage Park	0.84
Caledon East	Caledon Leashfree Park (at the Animal Shelter)	4.46
Caledon East	Caledon East Park	5.74
	Tennis Courts	1.16
Caledon East	Caledon East Soccer Complex	14.08
	Elizabeth Tarbox Park	0.20
Caledon East	Trans Canada Trail Pavilion Park	
	Greer Park	0.92
Caledon Village	Mistywood Park	0.21
	Hawthorne Park	0.21
Caledon Village	Raeburn's Corner	0.07
	John Alexander Park	1.79
Caledon Village	Tennis Courts at Caledon Village Place	1.09
	St. Colum Diamond at Caledon Fair Grounds	0.67
Cheltenham	Beryl Bland Park	0.18
	Cheltenham Stationlands	
Cheltenham	Charles Haines Park	1.69
Inglewood	Inglewood Park	2.19
	Inglewood Stationlands	
Inglewood	Tennis Courts at Community Centre	1.36
Mayfield West	Lisa Marino Park	3.47
	Swift Park	0.36
Mayfield West	Topham Park	0.49
	Dennison Park	2.06
Mayfield West	Newhouse Park	0.29
	Village Blue	0.54
Mono Mills	Victoria Parks Community Centre & Park	1.00
	John W. Nichols Park	0.14
Mono Mills	Sierra Park	3.42
Palgrave	Palgrave Tennis Courts	0.79
	Munro Street Park	0.15
Palgrave	Westview Park	0.45
	Palgrave Stationlands	
Palgrave	Palgrave Rotary Park	0.32
	Palgrave Park	2.40
Palgrave	Stonehart Park	0.81
Terra Cotta	Terra Cotta Forge Park	0.24
Total		160.36

APPENDIX E

Appendix E

Town of Caledon Trails Master Plan

Map 10 - Trail Network



Legend

CONSERVATION AREAS AND MANAGEMENT TRACTS
RIVERS AND WATER BODIES

EXISTING CYCLING LANES
POSSIBLE FUTURE CYCLING ROUTE
POSSIBLE CYCLING ROUTE LINKAGES TO ADJACENT MUNICIPALITIES

AREAS WHERE TRAIL LINKAGES ARE DESIRED

BRUCE TRAIL - MAIN
BRUCE TRAIL - SIDE
CALEDON TRAILWAY
ELORA - CATARACT TRAIL
GRAND VALLEY TRAIL
HUMBER VALLEY HERITAGE TRAIL
VALLEYWOOD TRAIL
OAK RIDGES TRAIL

NOTES:

- EXISTING TRAILS ON THIS MAP REPRESENT FINDINGS FROM A NUMBER OF PUBLIC TRAIL MEETINGS AND CONSULTANT FINDINGS
- PROPOSED ON-ROAD CYCLING ROUTES ARE LOCATED ON ROADS THAT MEET AT LEAST ONE OF THE FOLLOWING CRITERIA:
 - ROADS THAT ARE PAVED
 - ROADS THAT MEET UP WITH EXISTING CYCLING ROUTES IN NEIGHBOURING MUNICIPALITIES
 - ROADS THAT ARE SCENIC
 - ROADS THAT CONNECT EXISTING OFF-ROAD TRAILS
- REFER TO ACCOMPANYING DOCUMENT TO FIND DETAILED INFORMATION ON EACH EXISTING TRAIL AND PROPOSED CYCLING ROUTE