



Town of Halton Hills

**Recreation & Parks Strategic Action Plan
BACKGROUND SUMMARY REPORT**

November 4, 2020

Prepared by:



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1.0 Introduction

The Town of Halton Hills has embarked upon the development of a new Recreation & Parks Strategic Action Plan (“the SAP”). First prepared in 2007 and guiding the Recreation & Parks Department for over a decade, the renewed SAP provides an opportunity to revisit priorities for the next five years based upon changes that have taken place in Halton Hills over the past decade. The SAP provides an opportunity to re-engage Halton Hills’ residents to understand their needs and priorities for the future, while re-examining recreation and parks’ services in light of current trends and industry best practices.

This Background Summary Report is intended to be an internal technical document that informs subsequent phases of the SAP’s development. Its purpose is to identify the various works already undertaken by the Recreation & Parks Department in support of the SAP, while articulating pertinent information from other internal and external sources. This Background Summary Report may refer to findings and recommendations from other documents but in no way is intended to make recommendations specifically for the SAP at this point in the planning process.

The SAP Terms of Reference indicates that the goal of the plan is to build upon the background information developed by the Town in order to facilitate discussion and seek input from the community. The key strategic elements for the five year plan being undertaken by staff include:

- i. Mandate and Values (based on the Framework for Recreation in Canada)
- ii. Demographics
- iii. Recreation Trends
- iv. Facility Inventory and Current Service Levels
- v. Supplemental information and studies including facility usage, Key Performance Indicators, Service Delivery Continuum, and a Rates and Fees Strategy

This Background Summary is structured around these five elements noted above, referencing work prepared by Town Staff where appropriate.

2.0 Mandate and Values

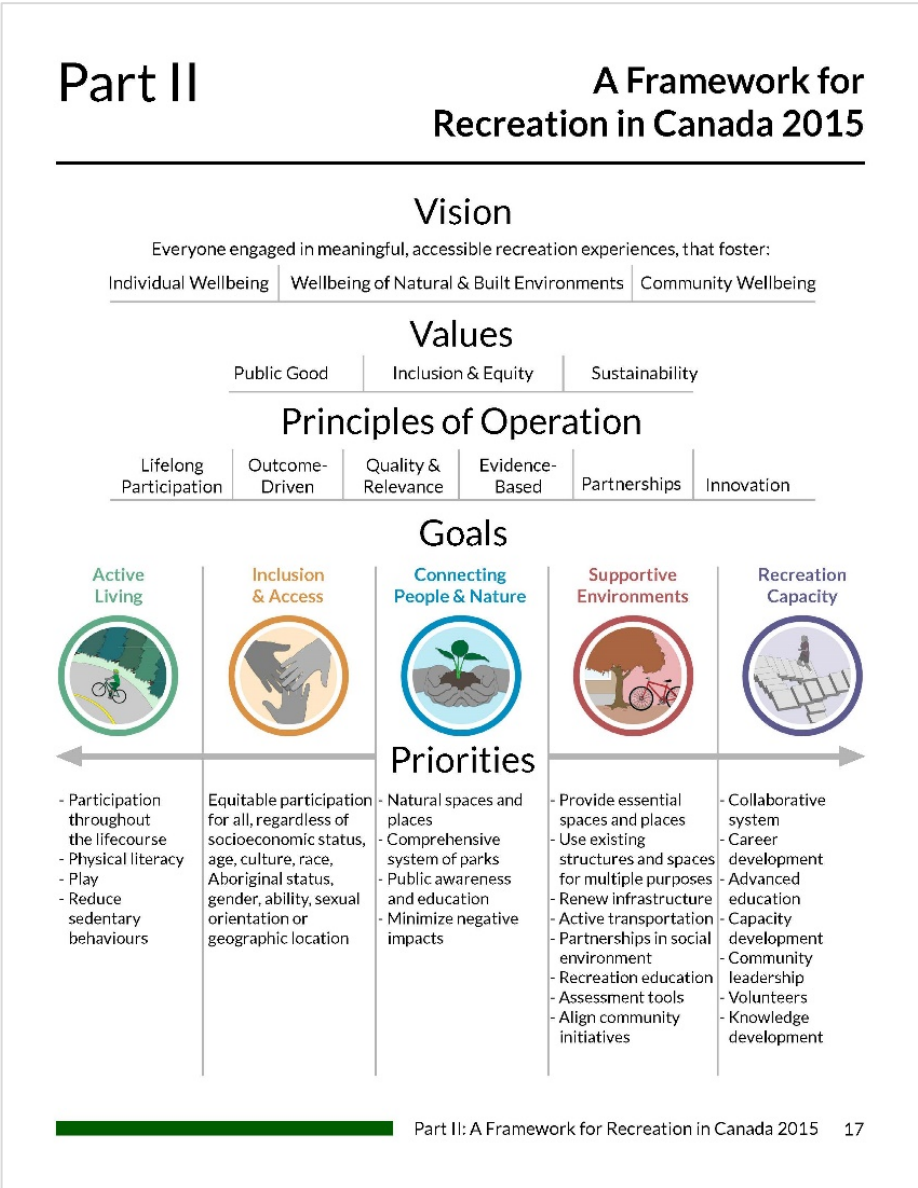
Of relevance to the SAP are national frameworks specific to the recreation and parks sector, applicable provincial legislation, and corporate frameworks prepared specifically by the Town of Halton Hills.

2.1 Framework for Recreation in Canada

The Framework for Recreation in Canada (FRC) was developed through significant consultation with Canadians as to their thoughts on the benefits and importance of recreation.

The Canadian Parks and Recreation Association – in collaboration with the senior levels of government and the Provincial Recreation and Parks Associations – developed a framework that rejuvenates the definition of recreation and parks, articulates the economic impacts of recreation and parks, identifies their benefits, and states five evidenced-based goals for communities across Canada to strive towards.

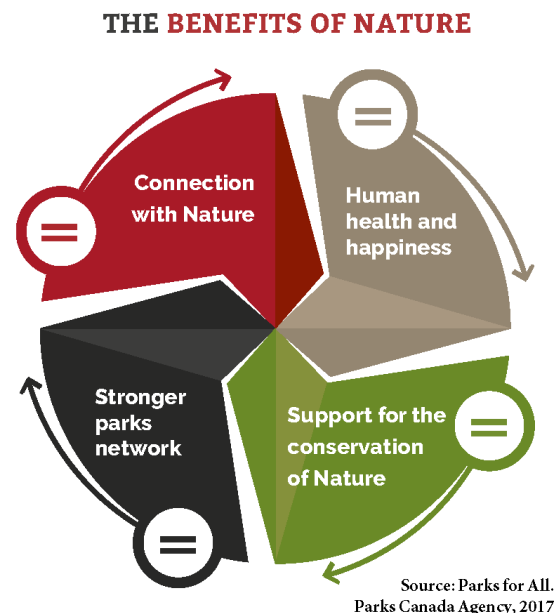
The Town of Halton Hills’ Recreation & Parks Department has integrated elements of the FRC into its vision, mission and values recognizing the benefits of aligning with the nationally-supported framework.



2.2 Parks for All

Parks for All is **An Action Plan for Canada's Parks Community**, published in 2017 through a collaboration between the Canadian Parks Council and the Canadian Parks and Recreation Association. This document aligns with and supports the Connecting Canadians with Nature document prepared by the Canadian Parks Council as well as the Framework for Recreation in Canada, particularly the FRC's third goal of "Connecting People and Nature".

Parks for All focuses on how all Canadians benefit from healthy parks and natural areas and shares the community's vision and goals for our parks. Parks for All includes a variety of perspectives that helped form a distinct set of responsibilities and practices moving forward. Parks for All is intended to unite the parks community through specific actions, priorities and strategic directions. The plan is guided by four strategic directions: **Collaborate**, **Connect**, **Conserve**, and **Lead**. Some specific actions that may be considered through the SAP or subsequent implementation initiatives include:



Collaborate

- Reach out to unconventional partners and organizations that could creatively contribute to the Parks for All vision.

Connect

- Forge connections between community parks and less accessible wilderness parks by sharing information and coordinating activities and campaigns.
- Support the creation of new parks and the expansion of current parks to offer more opportunities for local connections.

Conserve

- Share expertise and best practices among the parks community.
- Champion the economic, social, cultural and environmental benefits provided by healthy ecosystems. Ensure these are accounted for in decision-making as contributing to stronger economies.

Lead

- Invest time and money in employees for the development of high-performing, dynamic, and caring leaders.

2.3 Town of Halton Hills Strategic Plan

The Town of Halton Hills 2019–2022 Strategic Plan is intended to identify key priorities and outcomes for the current Council term. The vision, mission and values is summarized below.

“Small town living at its best”

- Characterized by spectacular countryside, natural heritage, cultural heritage and small town feel;
- Enriched by a unique blend of urban and rural interconnected communities and neighbourhoods; and
- Supported by prosperous employment areas

The Corporate Mission is to plan for a vibrant urban and rural community through which the Town of Halton Hills will provide community leadership on issues of concern, and deliver a broad range of public services in order to achieve the following values (formerly described as strategic directions):

- A. Foster a Healthy Community
- B. Preserve, Protect and Enhance Our Environment
- C. Protect and Enhance Our Agriculture
- D. Foster a Prosperous Economy
- E. Preserve, Protect and Promote Our Distinctive History
- F. Preserve, Protect and Enhance Our Countryside
- G. Achieve Sustainable Growth
- H. Provide Responsive, Effective Municipal Government

The Strategic Plan resulted in seven key priorities:

- | | |
|------------------------------------|--|
| 1. Shaping Growth | 5. Local Autonomy and Provincial Advocacy |
| 2. Transportation | 6. Ensure a Vibrant Agricultural Community |
| 3. Climate Change and Environment | 7. Youth and Seniors Initiatives |
| 4. Fiscal and Corporate Management | |

2.4 Integrated Community Sustainability Strategy (Imagine Halton Hills)

The Integrated Community Sustainability Strategy (ICSS), which is also known as Imagine Halton Hills, establishes a framework and long-term vision for community sustainability and achieving a higher quality of life by 2060. The Town's vision for creating a sustainable future is expressed as:

In 2060, the urban and rural communities of Halton Hills balance economic prosperity with a deep commitment to the natural environment, while retaining viable local agriculture and small-town feel, and being socially equitable, culturally vibrant and strongly connected.

The Strategy is intended to guide future decision-making and provide direction on setting future priorities, which are organized into four pillars of sustainability: cultural vibrancy; economic prosperity; environmental health; and social wellbeing. For each sustainability pillar, the Strategy contains key goals to make Halton Hills a more sustainable community. Some of the key goals contained within the Strategy that have relevance to the Town's recreation and parks system include:

- Foster a pro-volunteer culture by increasing the opportunities and the attractiveness of volunteerism.
- Investigate feasible alternative service delivery methods as needed.
- Ensure youth needs are known and continually being addressed.
- Designate, provide and promote a wide range of inviting parks, trails and greenspaces through cross-sector partnerships and resource models.
- Continuously plan for, provide and extensively promote affordable and accessible recreation and leisure opportunities that support a healthy and active lifestyle for all ages, abilities and interests.
- Continue to maintain high quality recreation and sports services and opportunities through innovative cross-sector approaches.
- Ensure access to local recreational and leisure opportunities for those without access to a private vehicle or financial means.
- Ensure older adults are incorporated into active, healthy communities in ways that enhance the quality of life for all Halton Hills residents in a reciprocal way.
- Provide community services and facilities that recognize and meet the community's diverse needs, as well as overcome any barriers experienced by the community.

2.5 Recreation & Parks Department Vision, Mission and Mandate

The Recreation & Parks Department is responsible for the delivery of quality programs, services and facilities to improve the quality of life for its residents in line with the following goals:

- Fostering active living through physical recreation.
- Increasing inclusion and access to recreation.
- Helping people connect to nature through recreation.
- Providing supportive environments to encourage participation and help build strong communities.
- Ensure continued growth and sustainability of the recreation field.

In consideration of national frameworks, the Town's Strategic Plan, and input from Departmental staff, the Recreation & Parks Department Vision and Mission are as follows.

Vision Statement:

Recreation for All

Mission Statement:

We provide meaningful services with our partners to enhance quality of life for Halton Hills residents through the physical, mental and social benefits that recreation and parks bring.

The Department achieves its mandate through:

- **Proactive planning** in order to understand and to respond to the physical, mental and social health needs of the community by aligning work programs with the key strategic objectives of the department and corporation;
- Ensuring that the community enjoys a **wide range of choices** for all income levels, abilities, interests, cultures, age groups and genders through quality leisure opportunities;
- Encouraging the **availability and accessibility** of parks, open spaces, recreation and cultural facilities;
- Promoting partnerships and **encouraging opportunities** for the delivery of recreation and cultural events, activities and programs;
- Creating **public awareness** and stimulating a life-long interest in all available leisure opportunities and services;
- **Building partnerships** with other Town departments, community groups, agencies, other levels of government and private enterprise involved in the delivery of leisure opportunities;

- Assisting in **building volunteer and leadership capacity** and providing support to individuals, local groups, organizations and agencies; and
- Recognizing **valuable contributions** by individuals, businesses and groups who enhance the Department's mandate.

In fulfilling its mandate, the Department is structured to deliver upon four key areas:

1. **Recreation Services:** Deliver community programs (children, youth, active living), aquatics programs, seniors and youth centres, marketing and promotion, and sales and service (programs, arenas, parks, cemeteries, schools).
2. **Facilities:** Design, construction and operation of community centres, arenas, cultural centre, libraries, and park/ancillary buildings.
3. **Parks and Open Space:** Acquisition, design and construction of parks, trails and cemeteries.
4. **Community Development:** Community support in areas of capacity building, events, and social planning coordination.

2.6 Recreation & Parks Department Organizational Structure

The Recreation and Parks Department (Figure 1) is led by the Commissioner of Recreation and Parks. Four Managers report to the Commissioner on areas of responsibility, which include Facilities, Parks and Open Space, Recreation Services, and Corporate Assets. A comprehensive staffing complement can be found in each division, which are comprised of coordinators, operators and caretakers, specialists, and administration staff. The Halton Hills' organizational structure and staff team ensure that the Town is positioned to meet the expectations of a growing community and deliver quality recreation and parks facilities, programs, and services.

RECREATION AND PARKS

CURRENT ORG CHART

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graph TD
    Commissioner[Commissioner of Recreation and Parks] --> AdministrativeCoordinator[Administrative Coordinator]
    Commissioner --> ManagerOfFacilities[Manager of Facilities]
    Commissioner --> ManagerOfParksAndOpenSpace[Manager of Parks and Open Space]
    Commissioner --> ManagerOfRecreationServices[Manager of Recreation Services]
    Commissioner --> CorporateAssetManager[Corporate Asset Manager]

    ManagerOfFacilities --> FacilitySupervisor1[Facility Supervisor]
    FacilitySupervisor1 --> MaintenanceCoordinator1[Maintenance Coordinator]
    MaintenanceCoordinator1 --> AdminAssistantMMSP[Admin Assistant MMSP]
    AdminAssistantMMSP --> ArenaOperators1[Arena Operators (various)]

    ManagerOfFacilities --> FacilitySupervisor2[Facility Supervisor]
    FacilitySupervisor2 --> MaintenanceCoordinator2[Maintenance Coordinator]
    MaintenanceCoordinator2 --> FacilityCaretaker1[Facility Caretaker]
    FacilityCaretaker1 --> SalesServiceCoordinatorGellert[Sales & Service Coordinator – Gellert & Aquatics]

    ManagerOfFacilities --> FacilityCapitalProjectsSupervisor[Facility Capital Projects Supervisor (Contract) vacant]

    ManagerOfFacilities --> FacilitySupervisor3[Facility Supervisor]
    FacilitySupervisor3 --> ArenaOperators2[Arena Operators (various)]
    ArenaOperators2 --> AdminAssistantPT[Administrative Assistant – PT]

    ManagerOfFacilities --> FacilitySupervisor4[Facility Supervisor]
    FacilitySupervisor4 --> MaintenanceCoordinator3[Maintenance Coordinator]
    MaintenanceCoordinator3 --> FacilityCaretaker2[Facility Caretaker]
    FacilityCaretaker2 --> FacilityCaretaker3[Facility Caretaker]
    FacilityCaretaker3 --> FacilityCaretaker4[Facility Caretaker]

    ManagerOfParksAndOpenSpace --> SeniorLandscapeArchitect[Senior Landscape Architect]
    SeniorLandscapeArchitect --> LandscapeArchitect[Landscape Architect]
    LandscapeArchitect --> LandscapeArchitectTechnologist[Landscape Architectural Technologist]

    ManagerOfParksAndOpenSpace --> SupervisorCommunityDevelopment[Supervisor Community Development]
    SupervisorCommunityDevelopment --> CommunityDevelopmentCoordinator1[Community Development Coordinator]
    CommunityDevelopmentCoordinator1 --> CommunityDevelopmentCoordinator2[Community Development Coordinator]
    CommunityDevelopmentCoordinator2 --> VolunteerCoordinator[Volunteer Coordinator]

    ManagerOfRecreationServices --> RecreationSupervisorCommunityPrograms[Recreation Supervisor – Community Programs]
    RecreationSupervisorCommunityPrograms --> RecreationCoordinatorActiveLiving[Recreation Coordinator – Active Living]
    RecreationCoordinatorActiveLiving --> RecreationCoordinatorChildren[Recreation Coordinator – Children]
    RecreationCoordinatorChildren --> RecreationCoordinatorYouth[Recreation Coordinator – Youth]

    ManagerOfRecreationServices --> RecreationSupervisorAquatics1[Recreation Supervisor – Aquatics]
    RecreationSupervisorAquatics1 --> RecreationCoordinatorAquatics1[Recreation Coordinator – Aquatics]
    RecreationCoordinatorAquatics1 --> RecreationCoordinatorAquatics2[Recreation Coordinator – Aquatics]

    ManagerOfRecreationServices --> SupervisorMarketingCustomerService[Supervisor Marketing & Customer Service]
    SupervisorMarketingCustomerService --> SalesServiceCoordinatorAdminFacilityPermitting[Sales & Service Coordinator – Admin & Facility Permitting]
    SalesServiceCoordinatorAdminFacilityPermitting --> SalesServiceCoordinatorRegistrationParks[Sales & Service Coordinator – Registration & Parks]
    SalesServiceCoordinatorRegistrationParks --> SalesServiceCoordinatorPermitCemeteries[Sales & Service Coordinator – Permit & Cemeteries]
    SalesServiceCoordinatorPermitCemeteries --> SalesServiceCoordinatorArenas[Sales and Service Coordinator - Arenas]
    SalesServiceCoordinatorArenas --> MarketingCoordinator[Marketing Coordinator]

    CorporateAssetManager --> RecreationSupervisorSeniorsServicesGeorgetown[Recreation Supervisor – Seniors Services, Georgetown]
    RecreationSupervisorSeniorsServicesGeorgetown --> AdminAssistantSeniorServicesGeorgetown[Admin Assistant – Senior Services Georgetown]
    AdminAssistantSeniorServicesGeorgetown --> CaretakerHillsviewGeorgetown[Caretaker – Hillsview Georgetown]
    CaretakerHillsviewGeorgetown --> RecreationSupervisorSeniorServicesActon[Recreation Supervisor – Senior Services, Acton]
    RecreationSupervisorSeniorServicesActon --> AdminAssistantSeniorServicesActonPT[Admin Assistant – Seniors Services, Acton (PT)]
  
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Recreation & Parks Strategic Action Plan BACKGROUND SUMMARY REPORT

3.0 Halton Hills at a Glance

Understanding who lives in Halton Hills, both now and in the future, is crucial to positioning the Town’s recreation and parks system to respond to community needs. This section summarizes Halton Hills’ demographic profile based on the 2016 Census with 2019 and 2024 estimates from Environics Analytics. Population projections for 2020 and 2025 have been provided by the Town of Halton Hills.

3.1 Population and Age Group

Halton Hill’s population influences the type and number of recreation and parks opportunities required for current and future residents. The Town estimates that Halton Hills has a population of 63,000 residents for 2020, which will be used as the population baseline for the Strategic Action Plan.

Population projections provided by the Town of Halton Hills revealed the following findings:

- Halton Hills’ population is expected to increase by 10% by 2025, reaching 69,000 residents.
- Georgetown has a current population of 43,000 and it is anticipated that all of the five-year population growth will occur in this community. It is anticipated that Georgetown will increase by 14% (+6,000), reaching 49,000 residents by 2025.
- Acton currently has a population of 10,000 residents and another 10,000 residents live in rural areas, both of which will remain unchanged over the next five years.

Developments attributable to Vision Georgetown are anticipated to accommodate 18,000 residents by the year 2030; however, Vision Georgetown lands are not expected to be developed until at least 2024 (near the end of this planning period) and thus its projected population is not considered as a part of this Strategic Action Plan.

Table 1: Current & Forecasted Populations

Area	Population Estimate		
	2016 Census	2020	2025
Town of Halton Hills	61,161	63,000	69,000
Acton	n/a	10,000	10,000
Georgetown	n/a	43,000	49,000
Rural	n/a	10,000	10,000

Source: Statistics Canada 2016 Census; Population projections provided by the Town of Halton Hills. Population projections exclude Vision Georgetown given that this area is not expected to accommodate residents until at least 2024.

Halton Hill's age structure provides insight into the types of recreation and parks activities that are or could be in demand. For example, a large market of children and youth tends to drive demand for active activities such as sports, while a large segment of older adults and seniors may result in greater interests in passive or low impact activities that centre on social interaction and cognitive stimulation.

Based on age cohort projections contained in Table 2, it is estimated that:

- Seniors and older adults will experience the most growth, increasing by 22% and 16%, respectively.
- Young adults will increase by 11%.
- Children and mature adults will grow by 6% and 5%, respectively, while youth will increase marginally by 3%.
- Growth in all age groups will drive the need a balanced recreation and parks system that appeals to all age groups.

Table 2: Forecasted Population Growth by Age Group, 2020 – 2025

Age Group	Forecasted 5-Year Growth Rate
Total	10%
Children (Age 0-9)	6%
Youth (Age 10-19)	3%
Young Adults (Age 20-34)	11%
Mature Adults (Age 35-54)	5%
Older Adults (Age 55-69)	16%
Seniors (Age 70+)	22%

Sources: 2020 and 2025 estimates have been extrapolated by Monteith Brown Planning Consultants using 2019, 2024 and 2029 age group estimates by Environics Analytics, 2019

3.2 Income and Education

Research has found that income and education levels influence (or at least are an indicator of) participation in recreation and parks activities. Generally speaking, the greater a person's level of income and education, the more likely they are to participate.

- The 2016 Census reported a median household income \$106,349, which is greater compared to Halton Region and the Province. By 2024, projections developed by Environics Analytics estimates that the median household income in Halton Hills will increase by 24% to \$131,812.
- 5.2% of the population lived in low income households in 2015, which is lower compared to Halton Region and the Province.
- 48% of residents over the age of 15 have completed a college or university-level degree (or equivalent).¹

Table 3: Selected Income & Education Statistics

Median total income of households in 2015 (\$) (Pre-Tax)	2016 Census	2019 Estimate	2024 Estimate
Halton Hills	\$106,349	\$115,963	\$131,812
Halton Region	\$103,009	\$111,901	\$128,005
Ontario	\$74,287	\$80,925	\$93,379

Source: Statistics Canada, 2016 Census; estimates from Environics Analytics, 2019

Prevalence of low income based on the Low-income measure, after tax (LIM-AT) (%)	2016 Census
Halton Hills	5.2%
Halton Region	8.2%
Ontario	14.4%

Source: Statistics Canada, 2016 Census

Education	2016 Census	2019 Estimate
Halton Hills Total	48,770	53,203
No Certificate, Diploma Or Degree	7,930	8,004
High School Certificate Or Equivalent	14,530	15,893
Apprenticeship Or Trades Certificate Or Diploma	3,090	3,242
College, CEGEP Or Other Non-University Certificate Or Diploma	11,425	12,736
University Certificate Or Diploma Below Bachelor	945	840
University Degree	10,850	12,488

Sources: Statistics Canada, 2016 Census; estimate from Environics Analytics, 2019

¹ Statistics Canada 2016 Census; 2019 estimate and future projections from Environics Analytics, 2019

3.3 Diversity, Language and Immigration

Halton Hills is a diverse community with a variety of cultural backgrounds and spoken languages. The Town's diversity drives the need to respond to the recreation and parks requirements of these groups with consideration given to demand for non-traditional sports and activities, multi-lingual services, encouraging immigrant populations to participate in physical activities, and more.

- 16% of Halton Hills' population are immigrants; the majority of whom arrived prior to 2006.
- The top five immigrant countries are the United Kingdom, Poland, Portugal, India, and the United States.
- The top five languages spoken at home are English, Polish, French, Spanish and Portuguese.
- The top five visible minority groups are South Asian, Chinese, Black, Arab, and Filipino.
- Approximately 2% of the Town's population identifies as Aboriginal.

Table 4: Selected Immigration & Ethno-Cultural Statistics

Top 5 Visible Minority Groups		Language Spoken Most Often at Home	
2016 Census	2019 Estimate	2016 Census	2019 Estimate
South Asian	South Asian	English	English
Chinese	Black	Polish	Polish
Black	Chinese	French	French
Arab	Latin American	Spanish	Croatian
Filipino	Filipino	Portuguese	Portuguese

Aboriginal Identity	2016 Census	2019 Estimate
Total (Household Population over 15 yrs.)	60,200	64,283
Non-Aboriginal Identity	59,175	63,133
Aboriginal Identity	1,025	1,150
Proportion of Aboriginal Identity	2%	2%

Knowledge of Official Languages	2016 Census	2019 Estimate
Total Knowledge of Official Languages	60,770	64,283
English Only	55,450	58,665
French Only	25	26
English and French	4,920	5,199
Neither English nor French	375	393

Immigration	2016 Census	2019 Estimate
Total Population	60,200	64,283
Non-Immigrant	50,310	53,653
Immigrant	9,745	10,460
Proportion of Immigrants	16%	16%
Immigrants prior to 2006	8660	8,403
Percentage of Immigrants prior to 2006	89%	80%

Top 5 Countries of Immigration	
2016 Census	2019 Estimate
United Kingdom	United Kingdom
Poland	Poland
Portugal	Portugal
India	India
United States	United States

Sources: Statistics Canada, 2016 Census; estimate from Environics Analytics, 2019

4.0 Trends in Parks and Recreation

The pages that follow are largely a verbatim summary of trends research that has been compiled by the Town of Halton Hills in the months leading up to the SAP Update. The Consulting Team has reviewed these and are generally in agreement with the trends noted as being pertinent for consideration as the planning process moves forward.

4.1 Summary of Key Trends

This section summarizes key recreation and parks trends, and slightly adapts research previously prepared by the Town of Halton Hills staff. Following the summary tables presented in this section is a more detailed discussion on key sector trends.

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, cultural activities that enhance individual well-being and create a sense of community belonging. Future growth in Halton Hills will challenge what and how we plan our programs, services, facilities and open spaces.²

New and emerging trends in recreation and parks affect who Halton Hills residents are, where they live, how they work, and how they participate. Awareness of the shifting context within which services are provided is necessary for future planning. Recreation and parks faces a number of future challenges including changing demographics, affordability, customer expectations, and investing in new and aging infrastructure to support active and inclusive living for all persons.³

An internal action team comprised of staff members from various sections within the Recreation and Parks Department researched and compiled data reflecting current, new and emerging trends in Halton Hills. Aligning with the goals of the Framework for Recreation in Canada, Halton Hills is looking to the future and planning in a way to be proactive to respond to emerging trends and to support service delivery in community recreation and parks.⁴

² Town of Halton Hills. (2019). Trends in Recreation.

³ Ibid

⁴ Ibid

Table 5: Summary of Key Trends

Topic Area	Trends / Considerations
Physical Inactivity	<p>Obesity among all age groups is growing, although it is most prevalent among children and youth leading to significantly increased risk of threatening cardiac events and obesity.</p> <p><u>Best Practices / Considerations</u></p> <ul style="list-style-type: none"> • Expand upon and educate the community related to new research on benefits of physical activity (e.g. reversing aging, brain health, and mental health) and detriments of excess screen time, sedentary behaviours and sleep deprivation. • Provide opportunities for regular and easy access to participation that reach the largest population at a basic, general or introductory level. • Provide incentives and easy opportunities to participate (e.g., Halton Hills Active Living Strategy).
Aging Population	<p>Like many municipalities, Halton Hills' population is aging, primarily due to the large baby boomer population. Leisure activities that appeal to this age group have shifted as there is a growing popularity for low-impact recreation and parks activities, although demand for traditional older adult activities continues to exist.</p> <p><u>Best Practices / Considerations</u></p> <ul style="list-style-type: none"> • The need is increasing for specialized programs and services, and facility design features that support healthy, active aging and reduce social isolation to keep them connected to the community. • The aging population wants more personal choice at an affordable price. • There is a general shift from traditional "seniors" activities towards more active recreation, seeking quality wellness, social and healthy living opportunities.
Lack of Free Time	<p>The lack of free time has traditionally been the number one barrier to participation, largely due to busy lifestyles and a number of socio-economic circumstances.</p> <p><u>Best Practices / Considerations</u></p> <ul style="list-style-type: none"> • Evolving programs to provide more convenient and flexible opportunities to participate. • Extend hours of operation to allow people to participate at times that are most suitable to their needs. • Provide more unstructured and self-scheduled opportunities in a casual or drop-in nature.

Topic Area	Trends / Considerations
Focus on Youth	<p>Youth have varying interests and to engage this group, a variety of different resources and approaches must be utilized.</p> <p><u>Best Practices / Considerations</u></p> <ul style="list-style-type: none"> • Provide affordable opportunities to engage youth in low income households. • Flexible opportunities with low or no cost. • Integrated service delivery models with a focus on community-based programming through partnerships creates a “one stop shop” for programs and services.
Economic Influences on Participation	<p>A household’s level of income can become a significant barrier to participation in recreation.</p> <p><u>Best Practices / Considerations</u></p> <ul style="list-style-type: none"> • Provide a balance between affordability, access and cost recovery, as well as targeting lower cost for activities that serve the broadest audience and provide greatest community benefit. • Affordable drop-in programs and subsidies for those who have an inability to pay due to lower income levels can help provide specific demographic groups with access to recreation and parks programs and services. • Utilize fee subsidy programs to minimize or eliminate user fees, transportation costs and equipment to enable low-income persons and families to access recreational programs and services that they would otherwise not be able to afford.

Topic Area	Trends / Considerations
Evolving Customer Expectations	<p>Growing municipalities such as Halton Hills experience increasing demands for high quality recreation and parks experiences as the population becomes more diverse. There is an increasing desire for quality facilities, programs and services that appeal to all age groups and segments of the community.</p> <p><u>Best Practices / Considerations</u></p> <ul style="list-style-type: none"> • Develop a marketing strategy in step with current customer service expectations to provide convenient access to valuable information. • Customer-centric marketing model – map the user journey and improve customer service at each touchpoint (both digital and in-person levels). • Improve two-way customer communications. • Given the majority of smartphone users, evaluate website and web services with a mobile first perspective. • Content written in plain language.
Using Data to Acquire New Customers	<p>The analysis of customer data can provide communities with an understanding of where pressures exist or where there are gaps in the recreation and parks system.</p> <p><u>Best Practices / Considerations</u></p> <ul style="list-style-type: none"> • For customer acquisition, use research in demographics and behaviour to develop appropriate cross-channel marketing programs that meet customer expectations. • Primary web traffic from millennial parents using smartphones, followed by early seniors. • Search engine optimization (SEO) is a primary means of web traffic – evaluate current systems to improve SEO. • Convey program value, quality and service standards in all marketing programs. • Content and video marketing to improve engagement and depth of content. • Performance measurement – collect, monitor, trend and report baseline data annually to measure quantitative and qualitative performance.

Topic Area	Trends / Considerations
Partnership and Collaboration	<p>A collaborative service delivery approach provides an opportunity to make efficient use of community resources, minimize duplication of programs and services, and gain a competitive advantage in having programs and services delivered by specialized community groups.</p> <p><u>Best Practices / Considerations</u></p> <ul style="list-style-type: none"> • Work with non-municipal organizations to share resources and to provide more opportunities to participants across all areas of recreation. • Encourage community participation among neighbourhood groups to take ownership of their park and link to other residents.
Volunteers	<p>Volunteers are essential to the operation and delivery of high quality recreation and parks services. Reduced long-term volunteer commitment, trends towards event-based volunteering.</p> <p><u>Best Practices / Considerations</u></p> <ul style="list-style-type: none"> • Consideration should be given to new ways of encouraging people to volunteer making it more accessible and automated. • Create volunteer opportunities where they are already frequenting. • Market information about volunteer roles describing purpose to match to persons skills & interests.
Create Places that Foster a Connection to Nature	<p>Environmental protection and conservation are top of mind issues among many Canadians. There is an increasing desire to connect with nature and enjoy the outdoors, although this should be balanced with strategies to minimize human impacts.</p> <p><u>Best Practices / Considerations</u></p> <ul style="list-style-type: none"> • Promote environmental stewardship. • Create naturalized playgrounds and/or incorporate naturalized features to encourage active living outdoors and the development of new skills, reducing nature-deficit.

Topic Area	Trends / Considerations
Demand for High-Adrenaline Activities	<p>Adventure tourism is growing at a rapid rate as residents seek new recreation and parks opportunities. However, it is important to avoid duplicating services already offered by the private sector.</p> <p><u>Best Practices / Considerations</u></p> <ul style="list-style-type: none"> • The development of adventure playgrounds is gaining traction around the world as communities are encouraging children and youth to take more risks and encourage play using their imagination and creativity. • Some communities have experimented with niche activities that encourage users to take more risks in safe environments such as ropes courses or zip lining (either alone or in partnership with another organization).
Embedding Technology	<p>Technology has transformed our everyday lives, particularly when it comes to the use of personal devices. Municipalities have embedded technology into the recreation and parks system that has evolved how residents receive information and engage in activities.</p> <p><u>Best Practices / Considerations</u></p> <ul style="list-style-type: none"> • Support individuals in achieving their physical activity goals by emphasizing the benefits of tracking devices to and promoting the use of mobile exercise apps and national/provincial physical activity campaigns. • Integrate technology as a part of recreation and parks programs such as virtual reality, geocaching, and programs focusing on computers, multi-media, and more. • Use technology to promote recreation and parks opportunities through the Town's website, social media, and mobile applications. • Increasing internet access through the integration of WIFI in recreation facilities and parks.

Topic Area	Trends / Considerations
New and Aging Infrastructure	<p>The provision of quality recreation (built and natural environment) is a cost-effective, proactive solution to promoting healthy lifestyles through physical activity and participation. Capital investment in Town facilities and open spaces, with new builds and renovations, is required to meet future program and service demands.</p> <p><u>Best Practices / Considerations</u></p> <ul style="list-style-type: none"> • Development of stand-alone facilities that are designed for singular uses should be discouraged. • Increase focus on the provision of multi-use, multi-seasonal, and multi-generational facilities to achieve social and economic benefits and efficiencies. • Universal and age-friendly design and green building standards will support accessibility and inclusivity to all persons.

Source: Town of Halton Hills internal working file, adapted by Monteith Brown Planning Consultants

4.2 Trends in Parks and Open Spaces

Parks offer natural solutions to many environmental and societal problems. They provide habitat for wildlife, contribute towards healthy ecosystems and watersheds, and build resiliency to climate change. Parks and open spaces can inspire creativity and energize individuals through play and recreation.

Access to Nature

Nature deficit disorder has become a recent buzzword. Although it is not a formally recognized medical condition, concerns about its effects on well-being are attracting widespread attention. People have an inherent need to connect with the natural world and the recreation field plays a vital role in meeting that need. Connecting with nature is associated with improved cognitive, mental, and physical health, enhanced creativity and positive social behaviours. Communities also see economic benefits associated with ecotourism.

To increase children's exposure to natural elements in urban settings, the installation of natural playgrounds is a growing trend across North American cities. These playgrounds contain elements that are part of nature or are made from natural materials such as trees, shrubs, grass, logs, stones, sand, water, wooden tree houses, and wood chip trails. They provide space for children to run and play as well as natural and prefabricated materials which are movable and can be manipulated. The materials enable children to construct new objects and express their creativity. Natural playgrounds, like traditional playgrounds, help children develop a variety of skills and gross motor skills as well as other beneficial behavioral outcomes such as cooperation and problem solving abilities. In addition, natural playgrounds

stimulate imagination and creativity more than a traditional playground. Natural playgrounds may also help children appreciate nature and to learn about their environment.

Building Community

Parks provide space for neighbourhood residents to interact with each other and meet new people. They are also great spaces for events and for people to engage in recreational activities. This allows people to develop a sense of community.

A diverse outdoor recreation system contributes to community capital by providing a high quality of life for residents. With increasing urbanization and emphasis on active living, communities are continuously seeking new ways to provide outdoor spaces and activities to residents.

Health & Fitness

Outdoor exercise is another growing segment of outdoor recreation. Outdoor fitness stations, such as the one at West Bank Park in Georgetown, can be located by new and existing recreation centres, allowing users to exercise while enjoying natural and designed landscapes in an open air environment. Other emerging outdoor recreation activities observed in communities similar to Halton Hills include community allotment gardens, off-leash dog parks, and sand volleyball courts.

Across Ontario, there is a growing demand for outdoor pickleball courts, such as at Prospect Park in Acton. Pickleball has quickly become one of the fastest growing sports in North America due to the large playing population and as communities (including Halton Hills) continue to age, municipalities can expect to continue receiving more requests for pickleball courts.

Table 6: Summary of Trends in Parks and Open Spaces

Trend	Best Practices/Considerations
There is an increasing desire for outdoor fitness equipment.	<ul style="list-style-type: none">• Provide open opportunities for families to participate in physical activities through outdoor fitness activities.
Creative naturalized places that foster a connection to nature.	<ul style="list-style-type: none">• Explore features on trails and in parks to increase physical activity levels outdoors.
Incorporate environmental features in parks and trails to create a cohesive transition between the built environment and nature.	<ul style="list-style-type: none">• Encourage environmental stewardship.
Seek collaborative partnerships to make connections beyond park boundaries and into neighbourhoods.	<ul style="list-style-type: none">• Create naturalized playgrounds and/or incorporate naturalized features to encourage the development of new skills.
There are growing demands for outdoor activities and spaces such as community allotment gardens, leash free areas, pickleball courts, and sand volleyball courts	<ul style="list-style-type: none">• Based on demonstrated demand, respond to demonstrated demand for emerging activities or requests for new types of spaces on a temporary basis to evaluate demand and determine long-term implementation.• Where possible, collaboration with established organizations to provide and deliver new programs should be encouraged.

4.3 Trends in Facilities

Provision of built recreation facilities and amenities is a vital component in a well-rounded municipal recreation strategy. Pools, arenas, recreation and meeting spaces, gymnasiums, etc. contribute to the livability of a community and provide opportunity for healthy active and passive leisure activities.

Industry trends in recreation facility design indicate a focus on:

- Multi-use recreation facilities;
- Community hubs;
- Accessibility for all; and
- Energy efficiency and green operations.

Multi-Use Facilities Multi-use facilities contain a variety of amenities and services such as a gymnasium, ice surface, a swimming pool, senior's centre, meeting space, etc. all under one roof. Studies show this "one stop" recreation building provides the varied recreation opportunities that patron's desire all in one location. There are also design, staffing and energy efficiencies to be gained by designing a multi-use facility.

Community Hubs The provision of multi-use facilities has evolved in recent years with some municipalities combining multi-use recreation facilities with other civic or community uses (with non-municipal organizations). This 'community hub' concept has been gaining traction by offering strong social benefits, strengthening community cohesion, and fostering enhanced quality of life in a central location to deliver multiple civic services. Not only can a community hub be a community or recreation centre, it can also integrate a school, library, or another type of public and private sector service.

Accessibility for All Trends indicate that in any facility design consideration of accessibility requirements for all is paramount. This goes beyond design for physical accessibility but should consider gender access and the needs of shared space for families.

Energy Efficiency Technological and design developments in energy efficiency and green operations need to be considered in facility design. This could include use of natural light, where feasible, use of reclaimed heat from machinery, facilities incorporating solar panel arrays, as examples. The trend to green operations also includes sourcing maintenance products for their low environmental impact and minimal health implications for the user.

Table 7: Summary of Trends in Facilities

Trend	Best Practices/Considerations
Design for multi-use facilities.	<ul style="list-style-type: none"> • Development of stand-alone facilities that are designed for singular uses should be discouraged. • Increase focus on the provision of multi-use, multi-seasonal, and multi-generational facilities to achieve social and economic benefits and efficiencies. •
Combine multi-use recreation facilities with other civic or community uses to create 'community hubs'	<ul style="list-style-type: none"> • Collaborate with other municipal departments or non-municipal community partners to establish community hubs to create civic spaces where residents can access a broad range of public services at a single location.
Facility design for energy efficiency and/or green design.	<ul style="list-style-type: none"> • The design of facilities with a focus on "green" goals can increase energy efficiency (through hydro/gas/water savings), adapt to climate change, and patron health and wellness (through "green" clean programs, use of natural light, etc.)
Design facilities for accessibility for all abilities and demographics, with a particular focus on an aging population.	<ul style="list-style-type: none"> • Future design should continue to address accessibility for all. Consideration should be given to ease of access across the demographic spectrum rather than to any specific disability.
Design of facilities for all-gender access.	<ul style="list-style-type: none"> • Consideration given to designing facilities with all gender access through the provision of single stall washroom and change rooms for example.
Aging infrastructure across the province.	<ul style="list-style-type: none"> • Two of the three pools in Halton Hills are 50 years of age. This should be addressed through the Collegiate Pool Revitalization project.
Healthy eating options available in concessions.	<ul style="list-style-type: none"> • Explore alternatives to traditional concession food products.

4.4 Trends in Aquatics

Trends in aquatics vary from renovating existing older facilities, adding splash pads and water park designs to municipal facilities to multi-programmable water. The idea of having everything from swimming lessons, rehab programs and drop in times, exercise programs and leisure swims happening all in the same space is appealing.

There are always new and exciting forms of exercise and latest trends seem to be on float boards and with poles. The pool fitness trend continues, regardless of the equipment use.

Another trend within aquatics is providing free or low cost options to the community, whether they are leisure swims or program based. This allows more people access and the opportunities to learn how to swim.

While the ideas of new pools are exciting, the trend of staff shortages nationally in recent years is something to consider when looking at expanding our existing offerings in Halton Hills.

Table 8: Summary of Trends in Aquatics

Trend	Best Practices / Considerations
Aquatic staff shortage.	<ul style="list-style-type: none">• Review demographics within the next 5 years to understand the number of residents between the ages of 16 and 18 years.• Develop additional staff retention strategies. Is there a need for a new pool or revitalization of existing pools? What would be the number of Lifeguards or Swim Instructors required at any time to run programs?
Offering a variety of aqua-fit classes.	<ul style="list-style-type: none">• Look at interest in new programs such as aquatic cycling (requires storage space), float (fit boards/paddleboards) and aquatic pole.• Explore new aquatic-based programs (e.g., therapy fitness programs, rehab or expanding our offerings of masters or lane swim opportunities).
Multi-programmable water.	<ul style="list-style-type: none">• Design a facility that can host lessons, leisure, rehab, competition and exercise programs.• Consider water park designs which allow families to experience a “mini vacation” while close to home in their own municipality. This includes slides and splash pad features along with the multi programmable facilities.
Free or low cost programs and drop in opportunities.	<ul style="list-style-type: none">• Opportunities for general public to enjoy recreational opportunities at low or no cost (specific swims or days), provide lesson opportunities at low cost for families, youth or adults requiring subsidy.

4.5 Trends in Diversity

Research suggests that immigrant and minority populations are generally less likely to participate in recreation and parks opportunities compared to non-immigrants due to a number of factors such as lack of skill or knowledge, cultural or religious beliefs or traditions, income barriers, isolation, fear of discrimination, and community segregation. Recent immigrants are also less likely to participate in recreation and parks activities due to higher priorities such as seeking employment and financial stability.

To combat these factors, there are a number of strategies and best practices that have been implemented in many municipalities to minimize participation barriers such as offering female-only classes, equipment rentals, celebrating cultural backgrounds, offering materials in multiple languages, educating the public about sport safety and the benefits of physical activity, and more.

Table 9: Summary of Trends in Diversity

Trend	Best Practices / Considerations
Immigrants and minority populations are less likely to participate in recreation and parks activities due to high priority needs	<ul style="list-style-type: none">Explore strategies to minimize participation barriers for immigrants and the minority population such as providing female-only programs, equipment rentals, celebrating cultural backgrounds, offering materials in multiple languages, educating the public about sport safety and the benefits of physical activity, and more.

4.6 Trends in Accessibility

The 2017 Canadian Survey on Disability estimated that one in five Canadians have some form of disability. Applying the national rate to the Town’s population suggests that over 13,000 residents in Halton Hills may have some form of disability, growing to 17,000 by 2029. Given these statistics, combined with Halton Hills’ aging population, inclusive recreation and parks opportunities are paramount. Universal design, barrier-free elements and customer service training are key tools in this regard. Halton Hills’ inclusion policy ensures that recreation programs and services are fair and equitable for all residents. The policy outlines three types of supports that are available to residents that require assistance – mobility and adaptive equipment supports, interpretive supports, and individualized support.

Table 10: Summary of Trends in Accessibility

Trend	Best Practices / Considerations
Over 13,000 residents in Halton Hills are estimated have some form of disability. This figure is expected to grow to over 17,000 by 2029.	<ul style="list-style-type: none">Establish an inclusion policy to minimize barriers for persons with disabilities (the Town of Halton Hills has an inclusion policy).
Recreation facilities and parks that are designed to be barrier-free	<ul style="list-style-type: none">Retrofit existing recreation and parks to minimize accessibility barriers and design new facilities to be barrier-free.

4.7 Trends in Affordability

Research suggests that participation in recreation and physical activity is related to household income due to the availability of disposable income. The 2016 Census median household income reported for Halton Hills (\$106,349 in 2015) was higher compared to Halton Region and the Province. The Census also reported that 5.2% of the Town’s population live in low-income households, which was lower compared to Halton Region and the Province.

Regardless of income levels, it is important for a portion of the Town’s recreation and parks services are affordable to maximize participation among all residents. The Town has an affordability policy to minimize financial barriers to participation and outlines a strategy to allocate funding to recreation programs for persons in need. Fee assistance programs are also provided through Halton Region, local user groups, and other programs such as Canadian Tire Jumpstart.

The Town is currently in the process of undertaking a Recreation Rates and Fees Strategy to ensure that user fees are fair and transparent, as well as to maintain cost recovery levels in the context of service utilization given recent population growth and future population projections.

Table 11: Summary of Trends in Affordability

Trend	Best Practices / Considerations
There is a need to ensure that recreation and parks opportunities are affordable for all in order to minimize financial barriers to participation and maximize opportunities for physical activity.	<ul style="list-style-type: none">• Establish a recreation fee policy to outline the strategy for allocating funding to residents in need.• Promote fee assistance programs provided through upper-tier governments, local user groups, and other organizations such as Canadian Tire Jumpstart.• Undertake a Rates and Fees Strategy to ensure that user fees are fair, transparent, and maintains appropriate cost recovery levels.

4.8 Trends in Community Development

The non-profit and charitable sector in Canada is a significant economic force. It accounts for \$90 billion in the Canadian economy. These organizations can take the form of foundations, corporations, partnerships, individual enterprises and others as long as they meet the legal standards for non-profit organization recognition. There are tremendous benefits to operating as a non-profit.

The charitable and non-profit sector now relies on three main sources of revenue: government funding, charitable donations and earned income. Funding challenges and regulatory entanglements amount to the huge administrative burden on already over-burdened organizations.

Organizations in the sector share key characteristics. They are dedicated to their work and pragmatics in their approach to working around the obstacles they face in pursuing their missions. For many years the pragmatic approach worked and the non-profit and charitable sector grew and thrived. In the past 15 years, the pace of change in the sector has accelerated and the complexity of the obstacles it faces. Community supports need to be in place to take a closer look at the legislative and regulatory environment in which the non-profit sector works.

Table 12: Summary of Trends in Community Development

Trend	Best Practices / Considerations
Recognize the importance of the non-profit community organizations and their commitment to social values and capital	<ul style="list-style-type: none">• Provide necessary supports to stimulate community development to reduce the reliance of Town services and resources.

4.9 Trends in Volunteerism

Volunteer involvement has a powerful impact on society, communities, organizations and individuals. Through participation in volunteer committees, local sports boards, and local community projects, volunteering is fundamental in the community.

- It promotes civic engagement and active participation in shaping the community
- It encourages everyone to a role and contribute to the quality of life
- It promotes change and development through collective efforts
- It identifies and supports local strengths and assets
- It provides organizations with the skills, talents and perspectives essential to their relevance, vitality and sustainability
- It promotes a sense of belonging and general wellbeing
- It builds capacity of organizations

According to Statistics Canada, in 2013, there were 12.7 million Canadians or 43.6% of the population, aged 15 and older who did volunteer work. Younger Canadians had high volunteer participation rates, but those aged 55 and over contributed a much higher number of hours on average. The following include the broader benefits of volunteering:

- Canadians volunteer and donate because they want to make a positive contribution to the community.
- Charitable activities can improve the life satisfaction of volunteers and may improve their health.
- Research suggests that volunteers gain a range of business relevant skills and can improve their work-related outcomes.
- More and more workplaces are encouraging their employees to volunteer.

The economic value of volunteering in Canada is in the ballpark of an astounding \$50 billion each year.

Table 13: Summary of Trends in Volunteerism

Trend	Best Practices / Considerations
Families are choosing to volunteer together as a unit.	<ul style="list-style-type: none">• The Town should review the volunteer requirements and policy to foster family volunteering in our programs and services.
Corporations can have a collective impact on volunteering	<ul style="list-style-type: none">• Town staff will work with local community organizations to incorporate family volunteerism where appropriate.
Make volunteering digitally accessible	<ul style="list-style-type: none">• Where possible, the Town should foster local organizations and businesses to volunteer in a group activity or for a large impact.

4.10 Trends in Early Years and Children (Age 0-12)

Through online research, news releases and the Parks and Recreation Ontario annual conference (2019), the key issues related to early years are identified as nature deficit disorder and managing technology. There are physical, emotional, and cognitive concerns related to excess screen time, which seems to have replaced outdoor unstructured play. Children are dually impacted as a result – not getting benefits from outdoor/nature play and experiencing negative impacts from screen access.

A focus on education and awareness directed to parents would be beneficial to the community coupled with enhanced opportunities for structured and unstructured play, indoors and outdoors.

Table 14: Summary of Trends in Early Years and Children

Trend	Best Practices / Considerations
Children are less active than they need to be to achieve health benefits.	<ul style="list-style-type: none">• Education parents and provide opportunities for physical literacy development for preschoolers.
Preschoolers are not meeting the physical activity and screen time guidelines.	<ul style="list-style-type: none">• Education parents and provide opportunities for physical literacy development for preschoolers.
Evidence suggests that the broad movement to connect children to nature could send calmer, more curious, better balanced children into the classroom.	<ul style="list-style-type: none">• Provide education to parents regarding the health risks associated with nature deficit.
Sport participation is on the decline.	<ul style="list-style-type: none">• Provide casual physical activity opportunities for all ages.
Sporty parents have sporty children.	<ul style="list-style-type: none">• Encourage and provide opportunities for family activity.
Soccer is the most popular sport among children.	<ul style="list-style-type: none">• Provide simple, low cost, casual physical activity opportunities for all ages.

4.11 Trends in Youth (Age 12-24)

There is a growing preference for unstructured activities among youth. This trend is one of the contributing factors that has resulted in declining (or stabilizing) participation in organized sports and prompted the emergence of dedicated and shared spaces (or community hubs) that allow youth to engage in their desired activities on their own schedule. These spaces also function as a safe environment that offers positive reinforcement to combat concerns surrounding physical, social, and mental health among youth.

Youth are constantly balancing school with work, social lives, and other competing interests, resulting in fewer opportunities to engage in physical activities. Participation in physical activity levels is further impacted by sedentary activities such as using the computer or watching TV. As a best practice, municipalities across the Province have strived to provide more drop-in programs and self-structured activities that youth can participate in at their convenience.

Table 15: Summary of Trends in Youth

Trend	Best Practices / Considerations
A generally more sedentary lifestyle and lack of engagement in organized recreation activities in youth leading to an increased rate of obesity.	<ul style="list-style-type: none">• Free to low-cost drop-in programming to allow more frequency and flexibility
Align dedicated youth space with Youth Wellness Hub model.	<ul style="list-style-type: none">• Plan spaces with co-location of multiples services to support integrated youth service delivery and increase access to health, social service and life skills supports within community facilities.
Decline in sports participation for youth ages 15 to 18 years.	<ul style="list-style-type: none">• Varied interests and engaging youth must use different resources and approaches

4.12 Trends in Adults and Active Living

The ParticipACTION Pulse Report tells us that most Canadians are well aware of the benefits associated with physical activity, and the potential health risks of sedentary living. They are aware that there is an inactivity crisis. This information should be considered in our health promotion messaging. Continuing to look at a systems approach to re-engineer physical activity back into the everyday lives of our community members should be a key focus across the municipality, with Recreation and Parks playing a role through advocacy, reducing barriers to access, and the maintenance of high quality facilities/parks/trails, programs and services (e.g. building on the action items in the Active Living Strategy).

Consideration of our aging population and the associated chronic health conditions that may emerge as the lifestyle lengthens will be important factors for future programming (see Older Adult Trends). Understanding technology and supporting adults in how they wish to engage (e.g. purchase a drop in using my smartphone) as well as campaigns that encourage “unplugging” and returning to nature will also be valuable to this segment of the population.

Table 16: Summary of Trends in Adults and Active Living

Trend	Best Practices / Considerations
Canadians know there is a physical inactivity crisis; know they should be more active.	<ul style="list-style-type: none"> Educate the community related to new research on benefits of physical activity (e.g. reversing aging; brain health; mental health) and detriments of excess screen time, sedentary behaviours and sleep deprivation.
Use of wearable technology; use of mobile exercise apps.	<ul style="list-style-type: none"> Support individuals in achieving their physical activity goals by emphasizing the benefits of tracking devices to and promoting the use of mobile exercise apps and national/provincial physical activity campaigns.
Emphasize/Cater to older adults.	<ul style="list-style-type: none"> Expand upon opportunities to provide programs and services that focus on healthy, active aging.
Employing certified fitness professionals.	<ul style="list-style-type: none"> Support the hiring of credentialed fitness staff; continue to support professional development opportunities for fitness staff.
Increased interest in Yoga, Functional Fitness Training; HIIT.	<ul style="list-style-type: none"> Monitor program registration numbers and participant feedback by expanding program offering to reflect interests and needs.
Programming for specific medical conditions.	<ul style="list-style-type: none"> Provide programs that respond to chronic disease prevention and management.
Increased opioid abuse in parks.	<ul style="list-style-type: none"> Combat the opioid crisis and improve park safety; provide related training for staff.
More technology and customer demands related to technology	<ul style="list-style-type: none"> Embrace the use of technology to improve to improve the overall customer experience.
Understanding of Nature Deficit Disorder	<ul style="list-style-type: none"> Educate and encourage the use of outdoor activity, both structured and unstructured

4.13 Trends in Older Adults

Over the next ten years, the Town's older adult population (between the ages of 55 and 69) is projected to increase by 45%, while the number of persons ages 70+ is forecasted to grow by 70%. Older adults are more active than ever before. As of 2015, one in five Halton Region residents between 65 and 74 years of age were still working, which is nearly twice as many compared to ten years prior. Greater numbers of active older adults and seniors translates into a higher demands for a variety of recreation activities, as well as a desire for high quality spaces geared towards this segment of the population.

Multi-purpose seniors' centres are flexible, have rooms available for a variety of uses, and are accessible and inclusive. As we become a more global society, senior centres need to promote ethnic and cultural diversity, and have multi-generational interactions in order to be truly inclusive. Boomers want buildings that don't make them feel old and that are appropriate for the activities and services they accommodate. Program models include cafes, new technology training, lifelong learning activities, and fitness programs.

Table 17: Summary of Trends in Older Adults

Trend	Best Practices / Considerations
Older adults are living longer, independently in their community, and are aging in place.	<ul style="list-style-type: none"> • Prepare / implement Active Living Strategies to ensure that adequate older adult facilities, programs and services are provided.
Social support is a key determinant of successful aging. It delays the onset of chronic illness. It is a preventative measure that also prevents social isolation and loneliness.	<ul style="list-style-type: none"> • Social programs and opportunities are embedded in the way we provide our programs and services. • Ensure there is appropriate space for social connectivity to take place. • Promote social inclusion.
There is a need for programs for Boomers and older Seniors aged 80+. Baby Boomers are more demanding with regard to the quality of programs and services provided.	<ul style="list-style-type: none"> • Provide programs geared to the older age cohort. • Expand active programming, technology courses. • Accreditation ensures standards that meet the needs of all membership.
Greater increase of older adults with cognitive impairments and mental health issues.	<ul style="list-style-type: none"> • Adequate staff training. • Services for residents coping with dementia and mental health.
Program trends include education, lifelong learning, instructor led exercise/fitness programs, health education and disease management, food and nutrition education, and intergenerational programs.	<ul style="list-style-type: none"> • Respond and continue to include all of these program trends. • Use grant funds to augment hiring professionals to deliver programs.
Individuals want more personal choice, they prefer to have a 'buffet of options' for programs.	<ul style="list-style-type: none"> • Include availability, accessibility and variety for personal choice.

4.14 Trends in Marketing

Technology has transformed the way municipalities communicate with residents, while using very little resources. Halton Hills has embraced social media and collectively boasts nearly 10,000 Facebook, Twitter, and Instagram followers, which can be used as an outlet for marketing recreation and parks opportunities. Social media can also be used as a forum to collect valuable information (e.g., surveys) and community feedback in an efficient manner.

While it is clear that technology has changed the way municipalities approach marketing, it is important to balance modern communication means with traditional resources such as the Town's Activity and Service Guide to reach residents that are less technology-savvy or do not have access to the internet.

Table 18: Summary of Trends in Marketing

Trend	Best Practices / Considerations
Approximately one-third of local recreation website visitors are between the ages of 35 to 44 years old (35.4%).	<ul style="list-style-type: none"> Cater marketing accordingly using mobile-friendly online services, excellent customer service and levels of interaction, and highlight word of mouth, program quality, and convenience.
Google is the primary access for information.	<ul style="list-style-type: none"> Consider use of Google as primary customer acquisition tool.
According to Halton Hills data, the majority of internet users are using mobile devices (63%). This is likely to increase as smartphone use is ubiquitous in North America.	<ul style="list-style-type: none"> Optimize mobile experience. Consider opportunities during wait times at recreation facilities.
Customers expect excellent service at every level.	<ul style="list-style-type: none"> Amazon, TIVO and Uber Eats bring exactly what you want, when you want it - this is the new expectation. Evaluate areas of opportunity within marketing that create convenience (e.g., online forms, swipe check-in systems, personalized communications, 24/7 online self service).
Video and editorial / content marketing continues to surpass traditional advertising in success rates, especially among Gen-X and Millennials.	<ul style="list-style-type: none"> Focus on user-generated content, reviews, ratings, videos, reposts of user content, etc. Encourage video and content marketing, including how-to and short demos. Consider a recreation 'blog', possibly supporting Active Easy initiatives and covering industry topics (e.g., active aging or movement education), constantly linking back to our program offerings.

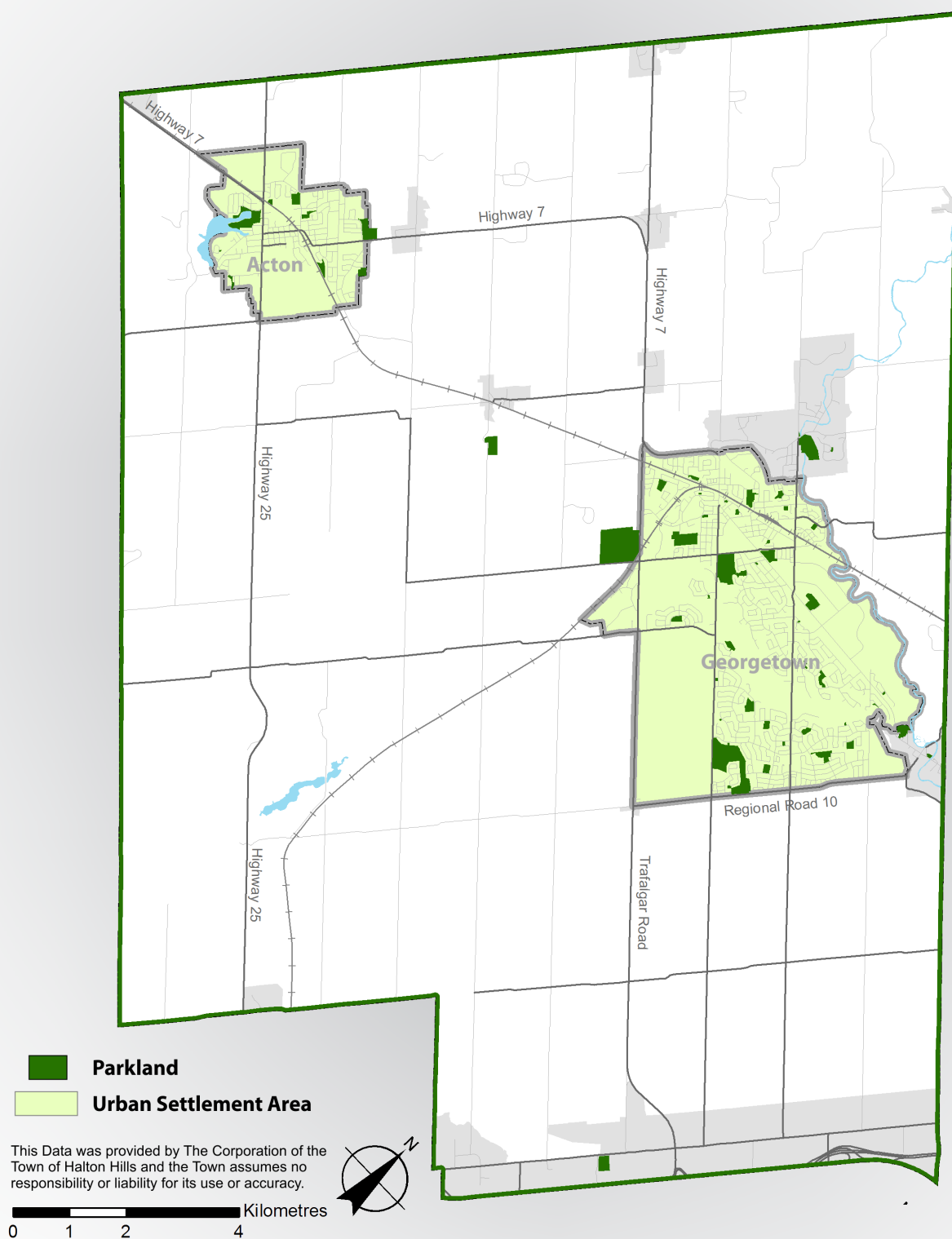
5.0 Parkland Inventory and Current Service Levels

According to the Town's Development Charges Parkland Inventory, Halton Hills has 58 active parks spanning 159.6 hectares (394.44 acres) in total. It is recognized that in Appendix A of Town's 2015 Parkland Policy Paper, Halton Hills had 199.1 hectares (491.99 acres), which is a discrepancy of approximately 40 hectares (97.60 acres). Town staff will be required to reconcile this area prior to moving forward. Additional details of the Town's active parkland inventory can be found in the Master Inventory & Assessment Spreadsheet. A listing of active parks in Halton Hills is identified below.

With approximately 160 to 200 hectares of active parkland and a population estimate of 65,236 for 2019, Halton Hills currently provides a service parkland service level between 2.4 and 3.1 hectares per 1,000 residents.

- | | |
|--|--|
| 1. Acton Rotary Park | 30. Kinsmen Parkette |
| 2. Acton Sports Park | 31. Limehouse Park (Leased) |
| 3. Ainley Trail Parkette | 32. Lions Club Park (To be replaced in the future) |
| 4. Barber Drive Park | 33. Maple Creek Park |
| 5. Barber Mill Park | 34. Maple Creek Parkette |
| 6. Berton Boulevard Park – Phase 1 | 35. Mary Street Park |
| 7. Birchway Place Parkette | 36. McKenzie Smith Bennett School Park |
| 8. Bovis Park | 37. McNab Park |
| 9. Calvert Dale Park | 38. McNally Street Park |
| 10. Cedarvale Park | 39. Meadowglen Boulevard Park |
| 11. Danby Road Park | 40. Meadowlark Parkette |
| 12. Danville Park | 41. Miller Drive Park |
| 13. Dayfoot Park | 42. Mold-Masters SportsPlex Park |
| 14. Delrex Parkette | 43. Morden Neilson Parkette |
| 15. Dominion Gardens Park | 44. Norval Park |
| 16. Dr. Charles Best Parkette | 45. Prospect Park |
| 17. Durham Street Parkette | 46. Remembrance Park |
| 18. Eaton Street Park | 47. Rennie Street Park – Phase 1 |
| 19. Emmerson Park | 48. Shelagh Law Parkette |
| 20. Ewing Street Park | 49. Sir Donald Mann Park |
| 21. Gellert Community Park | 50. Smith Drive Parkette |
| 22. Georgetown Fairgrounds | 51. Standish Street Parkette |
| 23. Glen Williams Park (Includes leased portion) | 52. Tanners Drive Park |
| 24. Greenore Park | 53. Tolton Park |
| 25. Hidden Lake Trail Parkette | 54. Trafalgar Sports Park |
| 26. Hornby Park | 55. Upper Canada Parkette |
| 27. John Street Park | 56. Wallace Street Park – Phase 1&2 |
| 28. Joseph Gibbons Park | 57. West Branch Drive Park |
| 29. Jubilee Park & Woodlot | 58. Willow Park Ecology Centre (Leased) |

Figure 2: Distribution of Parkland



6.0 Facility Inventory and Current Service Levels

An inventory of the City's indoor and outdoor recreation facilities is contained in this section and where appropriate, supporting mapping is provided to illustrate geographic distribution. Details regarding recommended provision standards and service levels can be found in the Master Inventory & Assessment Spreadsheet. Only facilities owned and/or operated by the Town of Halton Hills are identified in this section, although it is recognized that residents rely on a number of non-municipally operated facilities such as the Dufferin Rural Heritage Community Centre (indoor turf), school gymnasiums, etc.

6.1 Summary of Indoor Recreation Facilities

A summary of Town-owned indoor recreation facilities are presented in Table 19. Generally speaking, the Town operates two multi-use recreation centres, seven community facilities, and provides community access to two non-municipal facilities. These facilities provide the community with ice pads, indoor pools, seniors and youth space, and indoor turf facilities. Current and projected service levels can be found in the supporting Master Inventory and Assessment Spreadsheet. The distribution of indoor recreation facilities is illustrated in Figure 3.

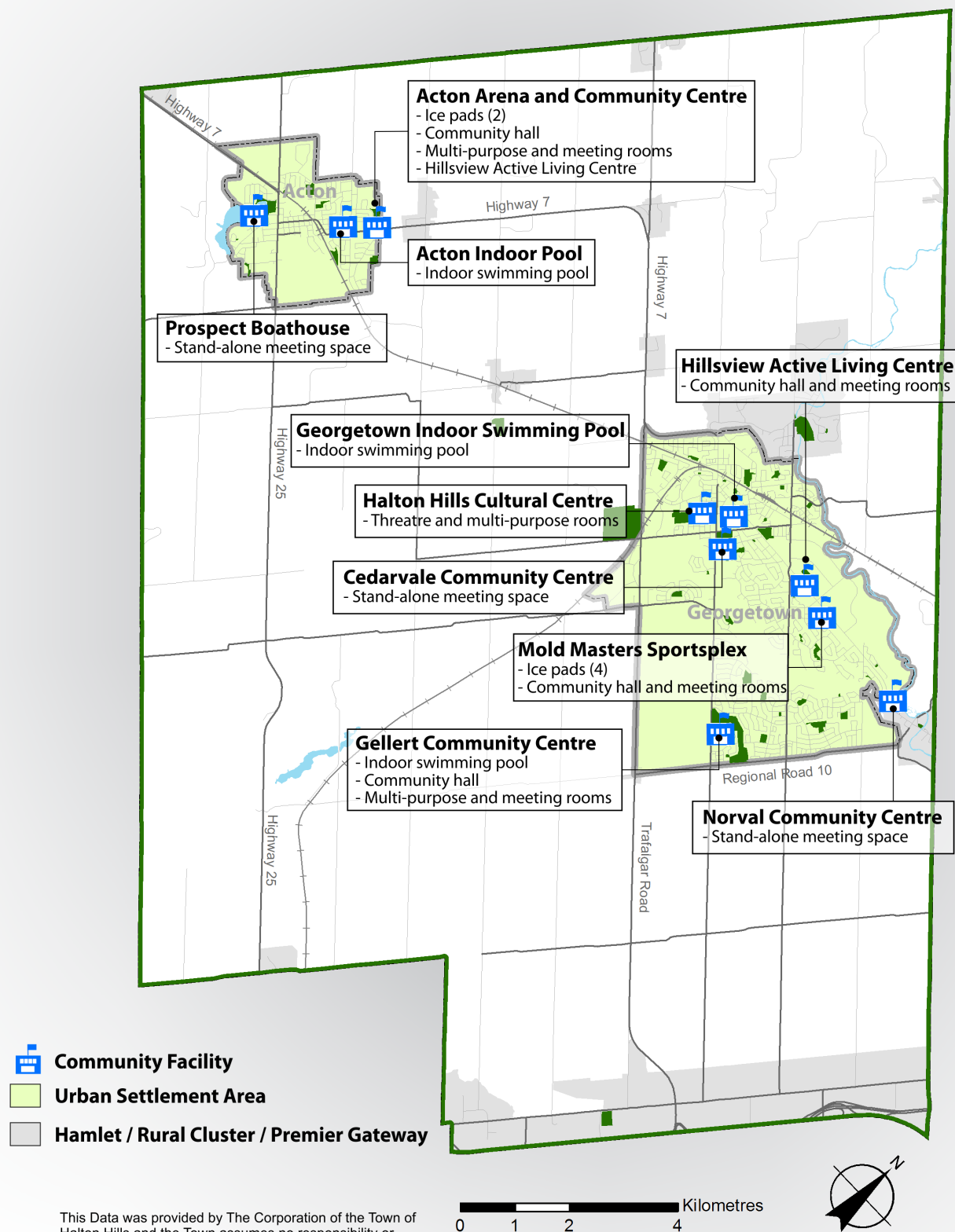
Table 19: Summary of Indoor Recreation Facilities

Facility Type	Effective Supply	Location(s)
Ice Pads	6.5	Acton Arena and Community Centre (2.5), Mold Masters Sportsplex (4)
Indoor Pool Locations	3	Acton Lion's Indoor Pool, Georgetown Indoor Pool, Gellert Community Centre
Community Centres	4	Acton Arena and Community Centre, Gellert Community Centre, Halton Hills Cultural Centre, Mold Masters Sportsplex
Stand-Alone Meeting Space*	3	Cedarvale Community Centre, Norval Community Centre, Prospect Boathouse
Seniors Facilities	2	Hillview Active Living Centre Acton, Hillview Active Living Centre Georgetown
Youth Facilities	2	Off the Wall (Acton), Open Door Youth Centre Gary Allan School (Georgetown)
Gymnasiums	0	n/a
Dedicated Fitness Space	0	n/a

*Stand-Alone Meeting Spaces are small buildings that are available for rentals and programs.

Note: Excludes non-municipally owned facilities (e.g., Dufferin Rural Community Centre, school gymnasiums, etc.).

Figure 3: Distribution of Indoor Recreation Facilities



This Data was provided by The Corporation of the Town of Halton Hills and the Town assumes no responsibility or liability for its use or accuracy.

6.2 Summary of Outdoor Recreation Facilities

A summary of Town-owned outdoor recreation facilities are presented in Table 20. The Town provides a wide variety of outdoor recreation facilities including sports fields, hard surface courts, spray pads, playgrounds, and more. Current and projected service levels can be found in the supporting Master Inventory and Assessment Spreadsheet. The distribution of outdoor recreation facilities is illustrated in Figure 4, Figure 5, and Figure 6.

Table 20: Summary of Outdoor Recreation Facilities

Facility Type	Effective Supply	Location(s)
Soccer Fields*	41.5 unlit equivalents	Various Locations
Ball Diamonds*	41 unlit equivalents	Various Locations
Multi-Use Fields (Soccer, Football, Rugby, Lacrosse)*	4	Gellert Community Centre, Trafalgar Sports Park (1.5), Kiwanis Artificial Turf Field (1.5)
Tennis Courts	13	Emmerson Park (2), Gellert Community Centre (6), Joseph Gibbons Park (2), Prospect Park (3)
Pickleball Courts (Dedicated)	2	Prospect Park (2)
Basketball Courts	6	Acton Sports Park (1), Ainley Trail Parkette (0.5), Barber Drive (0.5), Barber Mill (0.5), Danby Rd (0.5), Hidden Lake Trail Parkette (0.5), Maple Creek Park (0.5), Meadow Glen (0.5), Prospect Park (1), West Branch Drive Park (0.5)
Outdoor Pools	0	
Waterplay / Spray Pads	3	Dominion Gardens, Gellert Community Centre, Prospect Park
Skateboard / BMX Parks	3	Acton Sports Park, Gellert Community Centre, Mold Masters Sportsplex
Playgrounds*	50	Various locations
Off-Leash Dog Parks	2	Cedarvale Park, Prospect Park
Outdoor Ice Rinks	3	Acton Sports Park, Georgetown Fairgrounds, Prospect Park Note: Excludes volunteer rinks

Note: Includes school facilities

Figure 4: Distribution of Outdoor Sports Fields

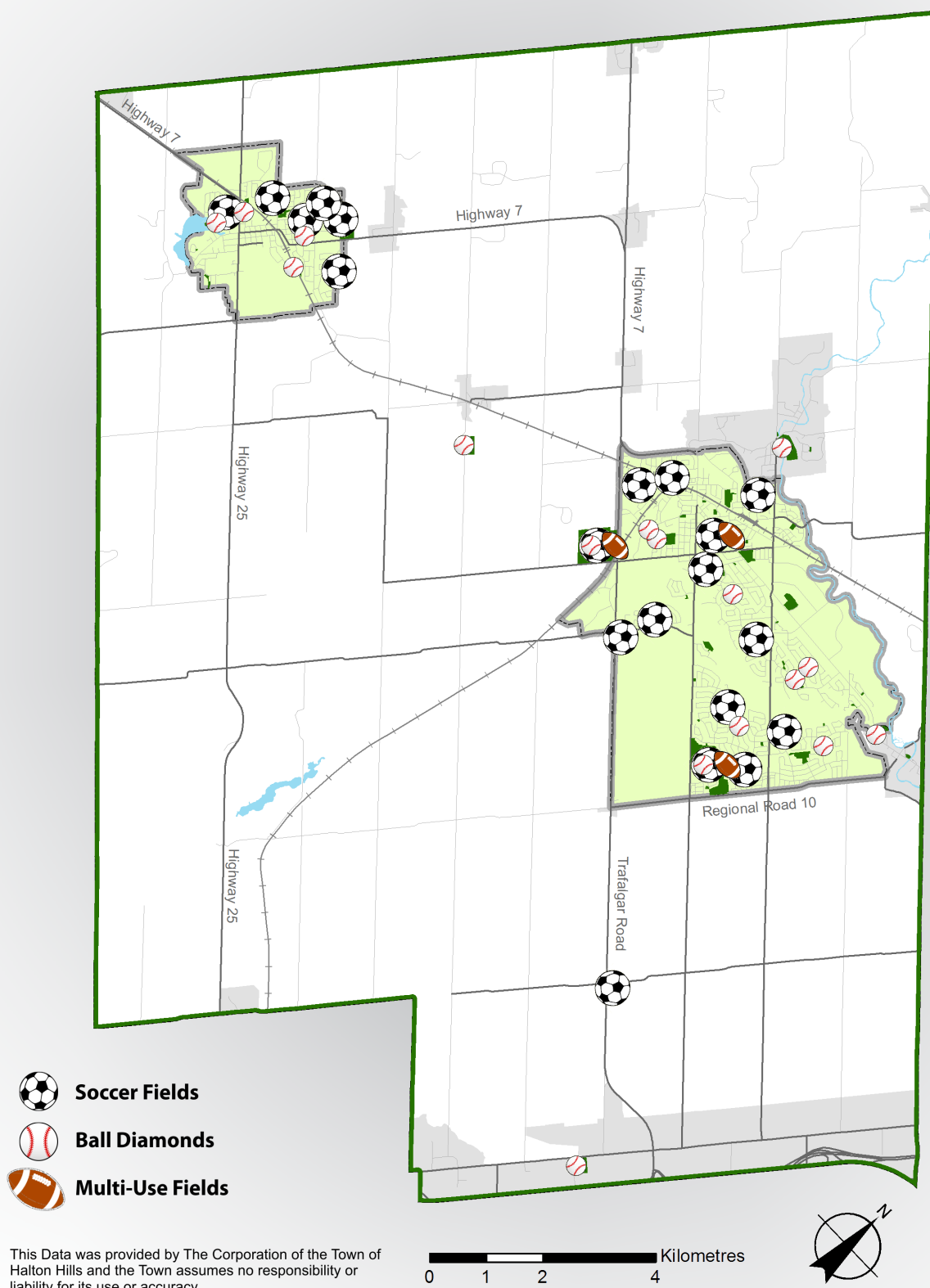
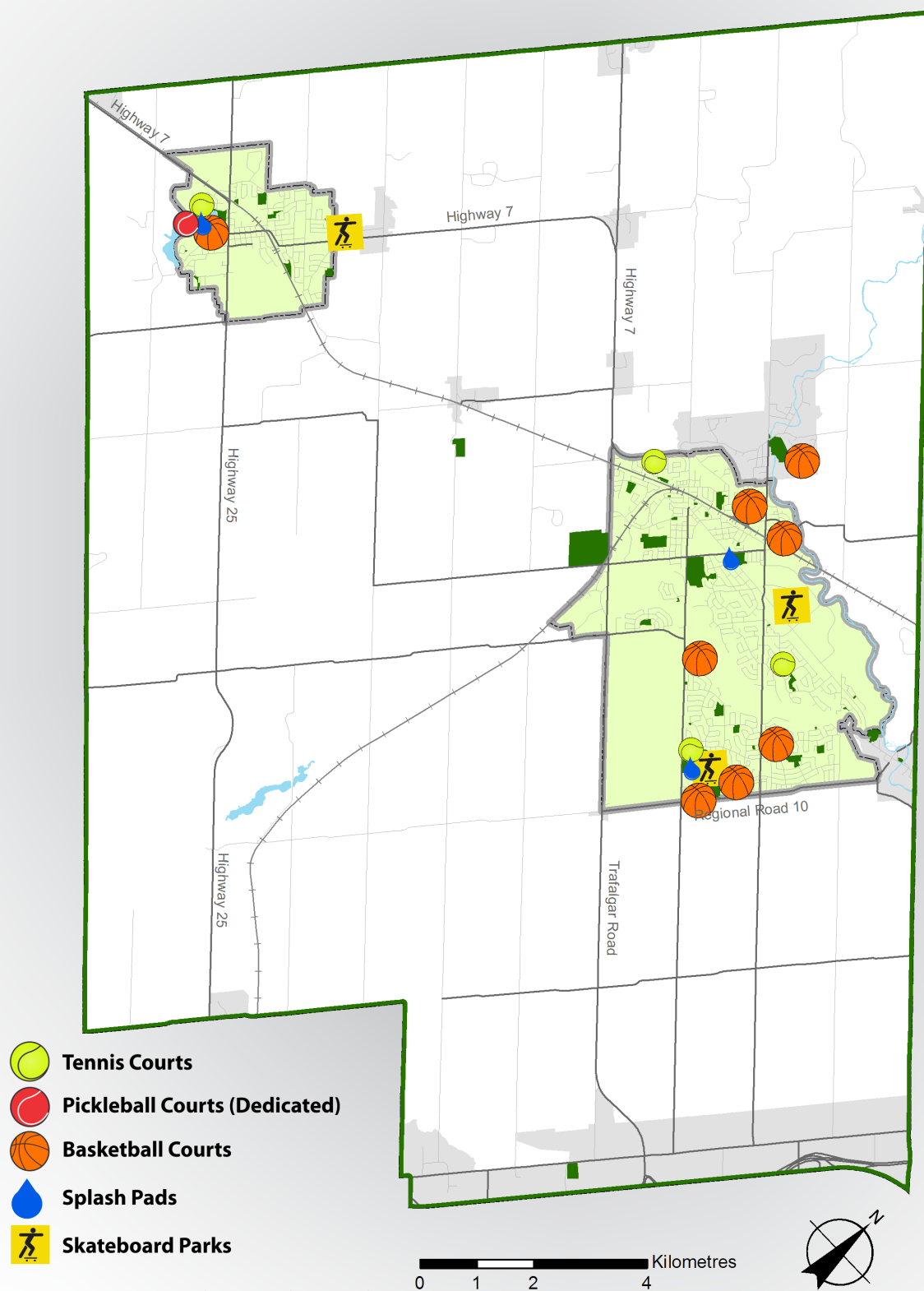
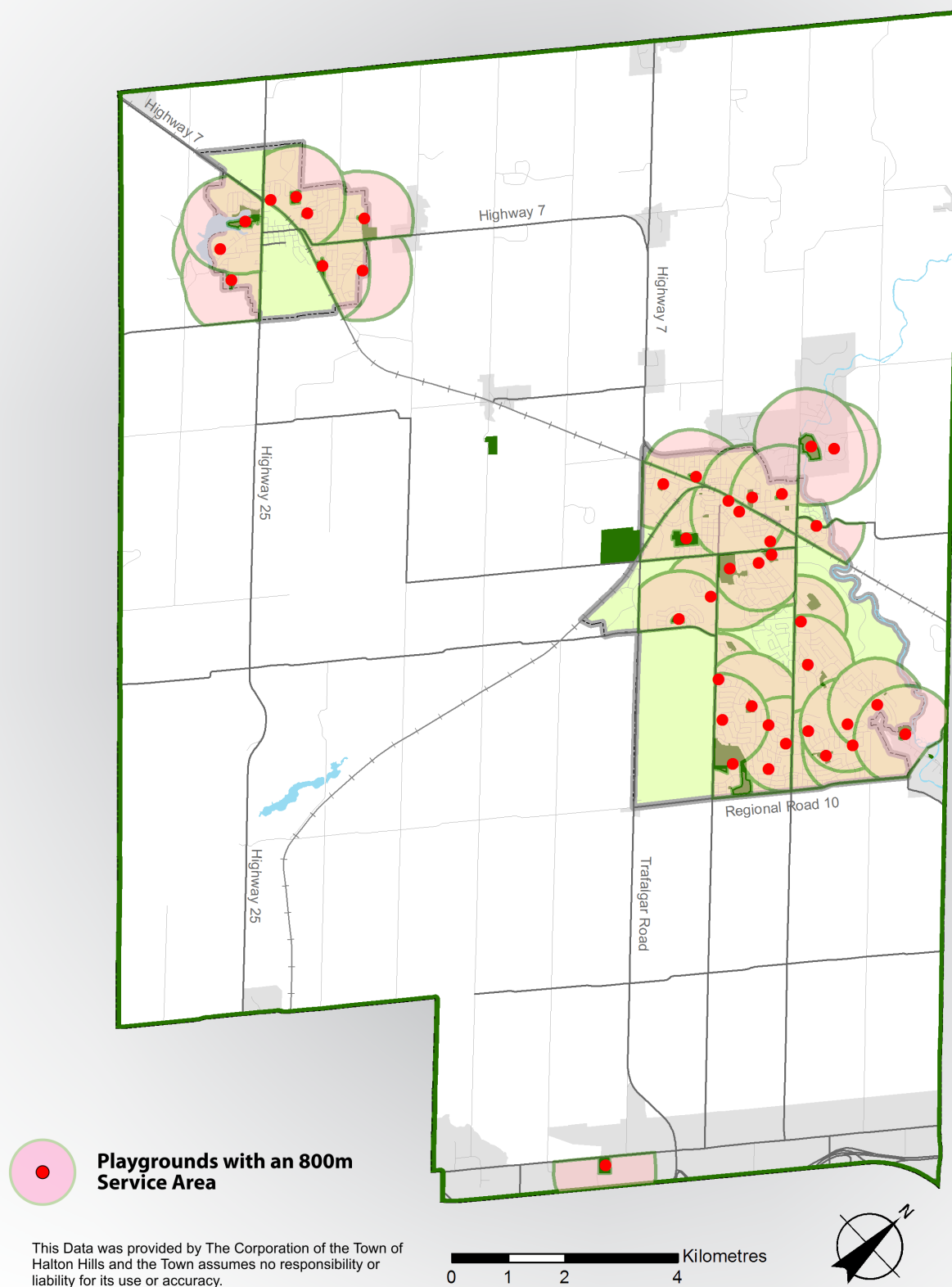


Figure 5: Distribution of Outdoor Recreation Facilities



This Data was provided by The Corporation of the Town of Halton Hills and the Town assumes no responsibility or liability for its use or accuracy.

Figure 6: Distribution of Playground Locations



7.0 Facility Utilization

This section summarizes the facility utilization data that has been provided. Detailed usage statistics by facility type can be found in the Master Inventory & Assessment Spreadsheet. The utilization data supports future indoor and outdoor recreation facility needs assessments.

7.1 Arenas

- For the 2018/19 ice season, Halton Hills' arenas were booked for 6,800 hours during the prime time, translating into a booking rate of 73%.
- The McKnight Pad at the Acton Arena was booked the most during the 2018/19 ice season (1,300 prime hours booked or 90%), while the Leisure Pad was booked the least (800 prime hours booked or 48%)

2018/19 Ice Season	Hours Booked	Booking Rate
Total	6,800	73%
Acton Arena McKnight Pad	1,300	90%
Acton Arena Townsley Pad	1,300	85%
Acton Arena Leisure Pad	800	48%
Mold-Masters Saputo Pad	900	72%
Mold-Masters TransCanada Pad	900	77%
Mold-Masters Alcott Pad	900	67%
Mold-Masters Fernbrook Pad	700	72%

Note: Rounded to the nearest 100 hours.

7.2 Indoor Pools

- Halton Hill's indoor pools were booked for 8,400 hours in 2018, translating into a utilization rate of 39%. This was a decline of 8% (or 1,700 booked hours) compared to 2015.
- According to usage data, the decline in utilization is due to fewer bookings at the Gellert Lap and Leisure Pool. In 2018, these two tanks were booked for over 4,300 hours, which was a 30% decline from 2015 (-1,900 hours).

Table 21: Booking Summary, Indoor Pools

	2015	2016	2017	2018	Change
Booking Rate	47%	47%	47%	39%	-8%
Hours Booked	10,100	10,300	10,200	8,400	-1,700
Hours Available	21,700	21,800	21,900	21,700	0

Note: Rounded to the nearest 100 hours.

7.3 General Purpose Rooms (Halls, Multi-Purpose Rooms, Meeting Rooms)

- For 2018, Halton Hills' general purpose rooms were booked for 14,600 hours, resulting in a utilization rate of 12%. Use of the Town's general purpose rooms declined by 5% (or 1,300 booked hours) compared to 2015.
- According to usage data, the decline in utilization is partly due to the fact that more supply was made available in the four year period, particular with the Acton Meeting Room, which added nearly 19,000 available hours after 2015.
- Generally speaking, general purpose rooms with low levels of use normal due to the need to provide flexible community spaces and the fact that they typically have limited bookings during the daytime.

Table 22: Booking Summary, General Purpose Rooms

	2015	2016	2017	2018	Change
Booking Rate	17%	13%	13	12%	-5%
Hours Booked	15,900	16,000	15,900	14,600	-1,300
Hours Available	94,100	121,400	120,900	119,600	25,500

Note: Rounded to the nearest 100 hours.

7.4 Rectangular Sports Fields

- For the 2018 season, the Town's rectangular sports fields were booked for a total of 7,400 hours during the prime time, translating into a booking rate of 31%. The majority of time was booked during the week (6,300 hours or booking rate of 50%), compared to the weekend (1,100 hours or 10%).
- This booking profile is comparable to other municipalities given that there are several factors impacting how fields are booked. For example, lower quality fields may not be desirable for booking. Groups may choose to limit weekend bookings in order to avoid conflicts with other priorities.

Table 23: Booking Summary, Rectangular Sports Fields

	2018			
	Weekday Hours Booked	Weekday Booking Rate	Weekend Hours Booked	Weekend Booking Rate
Total	6,300	50%	1,100	10%
Major Fields	4,300	57%	900	14%
Intermediate Fields	1,800	43%	200	4%
Minor Fields	200	22%	50	7%

Note: Rounded to the nearest 100 hours.

7.5 Ball Diamonds

- For the 2018 season, the Town's ball diamonds were booked for a total of 10,400 hours during the prime time, translating into a booking rate of 47%. The majority of time was booked during the week (6,600 hours or 55%), compared to the weekend (3,800 hours or 38%).
- This booking profile is compared to other municipalities due to factors impacting typical diamond bookings. For example, lower quality or smaller-size ball diamonds may not be desirable for booking, particularly as the Town has a high number of adult users who desire higher quality and full-size diamonds.

Table 24: Booking Summary, Ball Diamonds

	2018			
	Weekday Hours Booked	Weekday Booking Rate	Weekend Hours Booked	Weekend Booking Rate
Total	6,600	55%	3,800	38%
Major Diamond	4,900	66%	3,100	50%
Intermediate Diamond	900	46%	1,300	18%
Minor Diamond	800	32%	1,800	15%

Note: Rounded to the nearest 100 hours.

8.0 Key Performance Indicators

The Town has established a comprehensive set of key performance indicators in Draft form to track and measure various aspects of the municipal recreation and parks sector. There are a number of performance indicators that range from the number of parks, park size, number of programs, recovery levels, satisfaction levels, and more.

A performance measurement quadrant was established to assist with evaluating each indicator:

Effect	<p>Quantity</p> <p>Quadrant 1</p> <p>How much did we do? (how much service was provided?)</p> <p>LEAST Important # Counting</p>	<p>Quality</p> <p>Quadrant 2</p> <p>How well did we do? (how well did we provide the service?)</p> <p>2nd MOST Important % (percent/ratio)</p>
	<p>Quadrant 3</p> <p>How many customers are better off?</p> <p>3rd MOST Important # Counting</p>	<p>Quadrant 4</p> <p>What % of customers is better off and HOW are they better off?</p> <p>MOST Important % (percent/ratio)</p>

For each indicator, a method of analysis is established, as well as an identification of how customers are better off, actions, and a process for data collection. The Town's performance indicators are categorized based on the five key goal areas of the Framework for Recreation in Canada and are summarized in Table 25. These performance indicators are subject to change based on the Town's revisions.

Table 25: Summary of Draft Key Performance Indicators for Recreation and Parks

Goal 1: Active Living							
Strategic Action Priority	Indicator	Quadrant	Analysis	How is Customer Better off?	Actions	Data Collection and How to Track	Lead/Data Collector
Provide participation opportunities for the largest population at a basic and general level	# of participants by age cohort	1	# difference year over year			PM Activity Registration Summary Report by age cohort	
	% of program fill rate by age cohort	3	% of population penetration in each cohort			Participation surveys	
	% of registrants that attend and complete the program by age cohort	4	Measures program utilization				
			Measures need for increased resources and type of program offerings				
	# of programs	1	# difference year over year			PM Activity Registration Summary	
	# of drop in programs	1	% difference year over year			Customer Satisfaction survey	
	# of programs cancelled	1	# casual opportunities created by design				
	# of people cancel after	1					

Goal 1: Active Living							
Strategic Action Priority	Indicator	Quadrant	Analysis	How is Customer Better off?	Actions	Data Collection and How to Track	Lead/Data Collector
	program has started						
	# of returning customers	1					
	# customers cancel due to dissatisfaction	1					
	# of new customers	1					
	% of new residents that we are attracting to our programs	3					
	# of passes purchased	1	Measures usage – conversion to participation	Saved money Attended more		PM Memberships by Month report	
	Out of number of passes bought, % renewed	3				PM Membership Scans	
	% of purchased	4				User satisfaction survey	

Goal 1: Active Living							
Strategic Action Priority	Indicator	Quadrant	Analysis	How is Customer Better off?	Actions	Data Collection and How to Track	Lead/Data Collector
	passes that are being used (pass holders attending drop-ins)						
	# of memberships purchased	1	Measures usage – conversion to participation	Saved money Attended more		PM Memberships by Month report	
	% of members who renew	3				PM Membership Scans	
	% of purchased memberships that are being used (membership holders attending drop-ins)	4				User satisfaction survey	

Goal 2: Inclusion and Access

Strategic Action Priority	Indicator	Quadrant	Analysis	How is Customer Better off?	Actions	Data Collection and How to Track	Lead/Data Collector
Work with support organizations to identify, attract and include an increased number of participants from populations facing constraints accessing recreation and parks services	# Subsidies per amount invested	1	penetration of population - are we reaching 6% identified as low income	Reducing barriers, increased access to recreation and parks		PM discount report	
	% of people in financial need who reach out are being served by the Town	3	impact to operating budget			Summarized on excel chart	
	% of population facing constraints that access Town programs/services through subsidy	4				Stats from subsidy partners	
	# Inclusion participants	1	% of population? Is there census data on this?			Summarized on Excel Chart	
	# population served	2	CD Halton data?				
	% of population served	3 or 4					
	# programs with waiting lists	1	shows % not being served			PM Activity Registration Summary Report	
	% of all programs with waitlist	3	measures increased demand for programs and actions we have to take to improve this				

Goal 2: Inclusion and Access

Strategic Action Priority	Indicator	Quadrant	Analysis	How is Customer Better off?	Actions	Data Collection and How to Track	Lead/Data Collector
	# online registrants	1	% year over year	How many got into program by registering online – faster, easier access, increased chance of obtaining a spot;	Ask customer – how easy was the process?	PM Registration Comparison Report	
	% online registrations vs. other methods	3				User satisfaction survey	

Goal 3: Connecting to Nature

Strategic Action Priority	Indicator	Quadrant	Analysis	How is Customer Better off?	Actions	Data Collection and How to Track	Lead/Data Collector
Provide innovative and meaningful opportunities for residents to enjoy and that connect with local nature based experiences	# park permit issued	1	% difference to last Impact of change			PM – Facility Schedule Report	Parks Permitting (Sales and Service)
	% of usage at outdoor facility	3				User satisfaction survey	
	# parks	1	Are we meeting the target inventory?		Parkland Acquisition Strategy	Park DC inventory	Parks and Open Space
	# ha open space	1	Are we meeting the target inventory? 1.2ha/1000		Parkland Acquisition Strategy	Park DC inventory	Parks and Open Space

Goal 3: Connecting to Nature

Strategic Action Priority	Indicator	Quadrant	Analysis	How is Customer Better off?	Actions	Data Collection and How to Track	Lead/Data Collector
	# of available outdoor recreation opportunities	1	Measure opportunities year over year	Toys in Park Rocks Fitness Features (use of them after being built) – people are them connecting to nature	Active Living Strategy	PM Activity Registration Summary	
	% of participation in registered outdoor programming	4			Georgetown Action Sports Study	Head counting on site User satisfaction: Let's Talk – Poll	
	% of new park development projects with climate change mitigation features	3					
	% of Climate change adaptation plan measures achieved	3					

Goal 4: Supportive Environments

Strategic Action Priority	Indicator	Quadrant	Analysis	How is Customer Better off?	Actions	Data Collection and How to Track	Lead/Data Collector
Accommodate growth in population, changes in demographics, participation rates and evolving interests with recreation opportunities	% facility usage prime time ice pads, pools, sports fields, meeting spaces, halls	3	% difference to last Impact of change Measures utilization during different times		Facility optimization	PM Facility Usage Report User satisfaction survey	
	% usage for each facility type	3					
	# foot traffic at facilities	1	Comparing year over year; uses goes up and down			Recorded on site per facility	
	% of population that is visiting facilities	3					
	# of visitors by program type	2					
	#/length of trails (per 1000 people)	1	% increase in trails per year		Trails Master Plan	DC Inventory Trail Counters	
	% of population that uses trails system	3					

Goal 4: Supportive Environments

Strategic Action Priority	Indicator	Quadrant	Analysis	How is Customer Better off?	Actions	Data Collection and How to Track	Lead/Data Collector
Support efficient, effective and innovative use of new and existing facilities	Conversion of budget into projects – % of amount per year that converts into completed projects	3	Average annual investment	Building of it is a supportive environment but it doesn't actually make people use it to connect with nature Benefit – If we save \$ and don't have escalating operating costs the resident taxes won't go up; fees are kept reasonable	Long Range Financial Plan	Facility Usage Report	
			Annual Business Plan			Annual capital and operating budget and variance reports	
			\$ investment per resident				
			% budget growth				
	% of Operating cost per square foot per facility type	3					
	\$ revenue recovery (% between revenue and expenses)	3					
	# theatre, Hall, room rentals	1	Facility Optimization			PM – sorted by service to understand type of use	
	% of facility rentals that are for social connection/ community gatherings	4	Price compared to private Comparative to sports			User satisfaction survey	

Goal 4: Supportive Environments

Strategic Action Priority	Indicator	Quadrant	Analysis	How is Customer Better off?	Actions	Data Collection and How to Track	Lead/Data Collector
Review the Recreation and Parks Service Delivery Continuum to ensure it is till effective program and facility resourcing guide	# Hillsview users	1		% difference to last			
	# of users who become members	2		Impact of change			
		3					
	% of members who renew annually						
		4					
	% members using the membership						
	Or @ population level:	4					
	% of 50+ population who are using Hillsview programs and services						
	*too big – need to look at service/program success at this stage						

Goal 4: Supportive Environments

Strategic Action Priority	Indicator	Quadrant	Analysis	How is Customer Better off?	Actions	Data Collection and How to Track	Lead/Data Collector
	# of Youth Centre users	1				Manual recording of data	
	% of HH Youth population who are using Youth Centre	3				Combine with user and service provider evaluation tool	
	% of users who are participating in activities at the centre (other than social services)	4				- survey monkey	

Goal 5: Recreation Capacity

Strategic Action Priority	Indicator	Quadrant	Analysis	How is Customer Better off?	Actions	Data Collection and How to Track	Lead/Data Collector
Improve communications, marketing, engagement and access to technology to improve operations and customer experience	Communications # web hits; # social media posts; # followers; # people who engaged with us on social media	1	Effectiveness of communication campaign – campaign tracking Public opinion of your organization	Ex. Analysis of effectiveness of day camp for school strike;	Marketing strategy	Public surveys – let's talk poll?	

Goal 5: Recreation Capacity

Strategic Action Priority	Indicator	Quadrant	Analysis	How is Customer Better off?	Actions	Data Collection and How to Track	Lead/Data Collector
	% of positive interactions Measure a correlation between traffic and sales Measure interaction rate	2	Where are we now? Benchmark. Interaction rate: Total number of likes and comments / # of followers = interaction rate				
Continue promoting volunteerism and engage more volunteers in the delivery of services	# volunteers applicants # of applicants who become volunteers % of volunteers who return % of volunteer who converts to paid employment	1 2 3 4	% growth		Volunteer recruitment; civic engagement; review volunteer application process; consistent message and branding	MySeniorsCentre Volunteer satisfaction surveys	

Goal 5: Recreation Capacity							
Strategic Action Priority	Indicator	Quadrant	Analysis	How is Customer Better off?	Actions	Data Collection and How to Track	Lead/Data Collector
	% of Hillsview members convert to volunteer	4					
	# volunteer hours; equivalent FTE	2					
Develop a Community Development Action Plan to improve the physical, social and mental health of residents	# community groups	1					
	# registered groups	2					
	% of budget to support community groups	3					
	% of community groups that convert to register groups	4					
	% of community events supported by the Town	4					

Goal 5: Recreation Capacity

Strategic Action Priority	Indicator	Quadrant	Analysis	How is Customer Better off?	Actions	Data Collection and How to Track	Lead/Data Collector
	% of staff who completed annual training in their industry	3	Annual growth Type of opportunities and how it aligns with strategic goals % of total staff complement	Public receives service from highly trained staff who are experts in their industry		Tracking staff development; investment of public dollars; compared to total staff complement	

9.0 Supplemental Information

The SAP needs to have regard to a broad range of supplemental information including corporate strategic documents and policies, corporate master plans, planning documents, and recreation and parks documents and studies. In addition, the SAP considers the Recreation and Parks Department's new vision, mandate and values, as well as relevant national documents such as the Framework for Recreation in Canada and Parks for All, as discussed earlier in Section 2.0 of this Report.

The supplemental information is broad in scope and includes information regarding broad strategic direction for the Town, recreation opportunities, facilities, parks, programs, and other municipal details. Information contained within these documents will be utilized as baseline content for the Strategic Action Plan. Supplemental documents reviewed to date include:

9.1 National and Provincial Documents

- Accessibility for Ontarians with Disabilities Act and the Design of Public Spaces Standard (2005)
- Age Friendly Guidelines
- Bill 108 (2019)
- Framework for Recreation in Canada (2015)
- Parks for All (2018)

9.2 Corporate Strategic Documents and Policies

- Corporate Asset Management Policy (2018)
- 2014 – 2018 Corporate Strategic Plan and Priorities (2015)
- Mandate and Values Update (2018)
- Organizational Chart (2019)
- Recreation and Parks 2019 – 2027 Capital Forecast
- Facility Allocation Policy (2002)

9.3 Corporate Master Plans

- Cultural Master Plan (2013)
- Cycling Master Plan (2010)
- Economic Development Strategic Action Plan (2012)
- Transportation Master Plan (2011)

9.4 Corporate Planning Documents

- Development Charges Background Study and Addendum (2010)
- Town of Halton Hills Official Plan (2017 Consolidation)
- Vision Georgetown Secondary Plan and Concept

9.5 Recreation and Parks Documents and Studies

- 2019 Recreation and Parks Business Plan (2018)
- Active Living Strategy (2016)
- Acton Youth Centre Feasibility Study (2019)
- Cedarvale Community Centre Feasibility Study (2018)
- Collegiate Pool Revitalization Strategy (2017)
- Community Activity and Service Guide – Spring and Summer (2019)
- Draft Key Performance Indicators for Recreation and Parks (2018)
- Fairy Lake Water Quality (2009)
- Gellert Community Centre Expansion Feasibility Study (2019)
- Georgetown Action Sports Needs Assessment Study (2017)
- Halton Region 2015 – 2018 Older Adult Plan (2015)
- Hillsvie Active Living Centre – Senior Services Update (2018)
- Hungry Hollow Management Plan (2004)
- Memorandum R&P 2017-0007 Recreation and Parks Strategic Action Plan Update (2017)
- Parks By-Law (2013)
- Parkland Policy Discussion Paper and Review (2015/2019)
- Partnership Agreements
- Recreation Parks Fee Strategy – Draft Findings (2019)
- Seniors Project Charter (2019)
- Seniors Space Needs Study (2010)
- Youth Needs Study (2011)

10.0 Summary of Themes to be Tested through the Strategic Action Plan

The Background Summary Report provides valuable insight into the current state of Halton Hills' recreation and parks system based upon the extensive work prepared by Town staff and others. Throughout this process, a number of issues, observations and findings were identified as having a direct impact on the provision of recreation and parks opportunities in Halton Hills. This section highlights key themes from the Background Summary Report that were tested with the public and used to inform the development of the Strategic Action Plan. The Consultation Summary Report contains a summary of public input received in relation to these themes.

10.1 Developing a Departmental Vision and Mission

The Recreation and Parks Departmental Vision and Mission Statements were renewed in November 2018 in light of national frameworks and in consideration of the Town's Strategic Plan and consultation with Department staff. Based on these inputs, the Vision and Mission Statements are found in Section 2.5 of this Background Summary Report.

10.2 Keeping Up with Changes in the Town's Community Profile

It is clear that Halton Hills has been growing and will continue to do so. Over the next five years, the Town's population is expected to increase by 6% from 63,000 to 69,000 persons. All growth is expected to occur in Georgetown (+6,000 residents), with Acton and the rural area expected to remain stable by 2025. In addition to population growth, the Town is diversifying socio-economically. From a recreation and parks perspective, the Strategic Action Plan aims minimize participation barriers, while maximizing access and inclusion.

10.3 Trends Influencing Halton Hills' Recreation and Parks System

There are a variety of trends that influence the provision of municipal recreation and parks. Research suggests that many of these trends are being experienced in Halton Hills such as the aging of the population, aging infrastructure, shift towards multi-use and multi-field recreation facilities, desire for new recreation and parks activities, maximizing the use of existing spaces, connecting with nature, environmental sustainability (e.g., climate change) and more. Specific attention may be given towards measuring levels of physical activity/inactivity, participation preferences, participation barriers, gaps in recreation and parks opportunities, support for new or improved recreation and parks opportunities, and more.

10.4 Determining Valued Elements of Departmental Service Delivery

The recreation and parks sector is becoming increasingly sophisticated. Municipal staff strive to provide high quality customer service experiences, while evaluating and responding to requests in a timely, transparent, and consistent manner. Establishing progressive service levels for park maintenance, asset management, customer service, program delivery, and community development are just some of the initiatives being championed by growing municipalities. This also means a heightened focus on new funding approaches, staffing models, business practices, policy development, communication and marketing, volunteer support, partnerships and the integration of technology.

10.5 Gellert Community Centre Expansion Feasibility Study

A feasibility study was completed in 2019 for the Gellert Community Centre expansion. The feasibility study presented two building concepts to provide the Town with flexibility in design options and costing. The proposed expansion consists of a gymnasium and walking track, multi-purpose space, youth and seniors space, and ancillary spaces. As a part of this process, a park master plan was also developed to reorient existing outdoor recreation facilities to accommodate the proposed expansion and associated parking. New park uses potentially include soccer fields, multi-use courts, sand volleyball courts, playground, outdoor fitness equipment, trails, public art, concert space, and passive space. Two park options were developed to illustrate potential site layout and circulation. The preliminary concept options were tested with the public to collect feedback on the proposed facility components and other uses that should be considered.

10.6 Collegiate Pool Revitalization Strategy

In May 2017, Town Staff submitted a Report to the Community Affairs Committee of Council to endorse a Collegiate Pool Revitalization Strategy arising out of a recommendation identified in the Five Year Update to the Recreation and Parks Strategic Action Plan. The Strategy would encompass the two collegiate pools (the Georgetown Indoor Pool and Acton Indoor Pool) that were originally constructed by the Halton District School Board but whose operation has since been assumed by the municipality. Upon completing internal work to assess current conditions and implications of future population growth to determine an optimal revitalization strategy, Staff would initiate a Feasibility Study to determine the viability of the strategy. A final draft of the Revitalization Strategy is currently being completed. The consultation process collected input regarding the future of these pool locations.