



THE CORPORATION OF THE TOWN OF PARRY SOUND
RESOLUTION IN COUNCIL

NO. 2023 – 036

DIVISION LIST

YES NO

DATE: March 21, 2023

- Councillor **G. ASHFORD**
- Councillor **J. BELESKEY**
- Councillor **P. BORNEMAN**
- Councillor **B. KEITH**
- Councillor **D. McCANN**
- Councillor **C. McDONALD**
- Mayor **J. McGARVEY**

MOVED BY:



SECONDED BY:

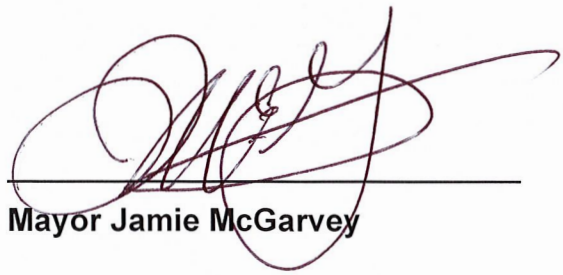


CARRIED: DEFEATED: _____ Postponed to: _____

That Council of the Corporation of the Town of Parry Sound, receive the attached 2023 Culture, Parks and Recreation Plan and Implementation Plan, as prepared by MGA Group Inc.

AND FURTHER THAT staff be directed to prepare future Business Plans where needed and/or annual workplans to address the implementation of recommendations contained in the Master Plan for Council consideration during annual capital and operation budget submissions.

AND FURTHER THAT staff report back to Council in 2028 with a 5-year update of progress made on the recommendations in the Culture, Parks and Recreation Master Plan.



Mayor Jamie McGarvey



Town of Parry Sound
DRAFT PARKS, RECREATION, AND CULTURE MASTER PLAN
January 2023

Contents

A MASTER PLAN FOR PARKS, RECREATION, AND CULTURE FOR PARRY SOUND	3
Parks, Recreation, and Culture in Parry Sound	3
Parry Sound - A Community Profile	4
Trends Affecting Parks, Recreation, and Culture – The Pandemic Influence	5
The Master Plan Process	8
The Hierarchy of Strategic Planning	8
A Community-Driven Plan	9
Resident Survey Highlights	14
INDOOR FACILITIES	18
Bobby Orr Community Centre (BOCC)	18
Charles W. Stockey Centre for the Performing Arts & Bobby Orr Hall of Fame	18
West Parry Sound Recreation and Cultural Centre	19
Indoor Facility Needs Summary	21
PARKS	24
Sports/Active Parks	24
Gardens, Memorial and Heritage Parks	24
Neighbourhood Parks	24
Parry Sound Parks Map	25
Parkland Supply	26
OUTDOOR FACILITIES	27
Outdoor Facility Needs Summary	27
Playfields	28
Pickleball/Tennis	28
Sport Court	29
Play Structures	30
Trails	32
Outdoor Ice	33
Asset Management – Outdoor Facilities	34
SERVICE DELIVERY	36
Service Delivery Model	36
Program and Service Planning for the WPSRCC	39
School Facilities	40

Financial	41
Marketing & Communications	42
Organizational Structure	43
IMPLEMENTATION PLAN	45
APPENDIX A - STAKEHOLDER CONSULTATION.....	46
APPENDIX B – TRENDS	50
APPENDIX C – SERVICE DELIVERY MODEL ANALYSIS	68
APPENDIX D – FACILITY INVENTORY & CONDITIONS ANALYSIS	69
APPENDIX E – FINANCIAL ANALYSIS.....	74
Bobby Orr Community Centre	76
Parks and Recreation Operating Budget.....	78
Stockey Centre Operating Budget	79
APPENDIX F – CITIZEN SURVEY RESULTS.....	82

A MASTER PLAN FOR PARKS, RECREATION, AND CULTURE FOR PARRY SOUND

Parks, Recreation, and Culture in Parry Sound

As a distinct objective of Town of Parry Sound's Strategic Plan, Council recognized the importance of developing a comprehensive Parks, Recreation, and Culture Master Plan to ensure that the municipality has a guiding framework to plan service delivery, while ensuring ease of implementation through alignment with annual performance plans.

The Municipal pillars of the Strategic Plan include Organizational Excellence, Economic Growth, and Quality of Life, all of which are directly influenced by, and improved by this ten-year Culture, Parks, and Recreation Master Plan.

Through their historical commitment to quality of life for residents, the Municipality has many indoor and outdoor recreational opportunities available to residents and visitors alike. The Bobby Orr Community Centre, Charles W. Stockey Centre & Bobby Orr Hall of Fame, and the Rotary & Algonquin Regiment Fitness Trail are only a few of the cherished sport, recreation, and cultural assets that residents are proud of.



With defined staff resources, the Town of Parry Sound relies on and supports community volunteers in the provision of parks, recreation, and cultural activities and amenities. With an aging demographic and a decline in community volunteerism, the Town will need to plan strategically to maintain and grow community participation in the provision of programs and activities.

The Town is also a major contributor to a regional partnership model to construct and operate a new West Parry Sound Recreation and Cultural Centre. This new Multi-Use Recreation Centre is anticipated to include a Four Lane/25 Meter Lap Pool, a Leisure/Therapeutic Pool, Sauna, Gymnasium, Walking Track, Fitness Area, Fitness Studio, and Multi-Purpose Rooms for programs and social gatherings.

In addition to having the longest trestle bridge in Ontario at 517 metres, Parry Sound has several unique features which contribute to the continuum of leisure services for residents and visitors including:

Big Sound Marina - worlds deepest freshwater port, providing marina services for Cruise Lines, and resident access to boating, angling, and numerous water sports.

30,000 Islands - considered the world's largest freshwater archipelago, all of which add to a popular boating and cottage destination.

Provincial Parks - The Parry Sound area contains three Provincial Parks including Oastler Lake Provincial Park, The Massassauga, and Killbear Provincial Park.

Parry Sound - A Community Profile

The following demographic profile summary is primarily based on 2016 Census information. At the time of writing this report, only population growth data has been released from Statistics Canada. The municipality should have some degree of confidence that the information remains reliable for the purpose of long-term planning. It is recommended that this data be updated on a continuous basis to better respond to changing demographics.

GROWTH	<i>Parry Sound grew by 471 net new residents in the past five years. The Town is estimated to grow by 8.4% by 2030 resulting in a net 579 new residents.</i>
AGE	<i>The Town has a relatively aged population with a median age 53.2 years. The largest age cohorts are between 50 to 69 years of age with the largest being aged 55 to 59 years.</i>
HOUSEHOLDS	<i>Consistent with an aging population, 52% of private households have no children.</i>
CHILDREN	<i>Most households with children have one child (54%). Thirty-two percent of those household have 2 children, while thirteen percent of households have 3 or more children.</i>
LANGUAGE	<i>English is the dominant language spoken at home at 99%. Less than 1% of residents speak French (15), while the remaining (75) speak a non-official language representing a variety of languages.</i>
ETHNICITY	<i>Most residents (93%) reported as non-immigrant. In descending order, the number of immigrant residents come from Asia, Africa, America, and Oceania countries.</i>
ABORIGINAL	<i>Of the 510 aboriginal residents 360 are First Nations, 150 are Metis, and no Inuit residents were reported in 2016.</i>
EDUCATION	<i>Parry Sound’s education profile is consistent with the provincial average.</i>
INCOME	<i>The average after-tax household income \$56,009 is \$24,313 lower than the provincial average.</i>
AFFORDABILITY	<i>Children, Adults, and Older Adults living in LICO households are all below the provincial average. Of these age cohort’s adults 19-65 years represent the highest percent of residents (9.2%) living in LICO households.</i>

Trends Affecting Parks, Recreation, and Culture – The Pandemic Influence

At the time of this study, the COVID 19 pandemic has affected many recreation behaviours, including indoor and outdoor recreation and leisure patterns and access to facilities due to lack of availability because of public health guidelines. This has impacted families’ and individuals’ opportunities to engage in an active lifestyle. Society saw a shift in interest from travel overseas and exploring new and different tourist destinations to “staycations”, exploring their own communities, and visiting local tourist attractions.

Many programs and indoor facilities were shutdown for significant periods and even parks, playgrounds, courts, and outdoor gathering spaces had temporary closures. We can’t determine the lasting impacts on participation and program availability quite yet; however, it was evident during the pandemic that trail usage and enjoyment of nature where access was available had a dramatic increase in usage. Investment in private leisure spaces and equipment like backyard pools, bicycles and home gyms are other indicators of changing activity forms and options that people pursued as households redirected their non-discretionary funds to home-based activities.

Many municipalities quickly developed re-deployment programs for staff to ensure that priority needs were being met. Recreation staff were seen as key allies to assist with all aspects of the pandemic including facility re-configuration, helping on the front lines with public health, offering creative online programs for all ages, being strong members of the Community Emergency Response Team.

The pandemic also affected the working world in a significant way, with many people able to work from home while their children attended school virtually or in a hybrid setting. These drastic changes to what was the norm, are likely to continue at least partially. Changing travel patterns will also affect local access to facilities and services.

COVID Related Transitional Trends

Changes to work arrangements, access to facilities, reduced commute times, urban relocation to remote/rural communities, increased access to high-speed internet, changes to volunteer patterns, early retirement, social isolation, and an increase in pet ownership will continue to have impact for the foreseeable future. How long and to what degree is still unknown, but there will be lasting impacts to service delivery that include, but are not limited to:



Transitional Trends – COVID-19

ACCESS	<i>Work from home opportunities will impact when residents want access to recreation and sport, necessitating changes to program and facility schedules.</i>
PRIME-TIME	<i>Re-visiting what was traditionally known as “prime time”, and ensuring up-to-the minute schedules and program information is available on social media</i>
SCHEDULING	<i>Hours of operation for facilities will be impacted and may affect staff scheduling requirements.</i>
RURAL MIGRATION	<i>More families and young professionals moving to rural/remote communities could place unexpected demand for new and emerging recreation and sport activities.</i>
VOLUNTEERISM	<i>Decreasing volunteer involvement (already a trend) could be more severely impacted as people return cautiously to volunteering and/or change volunteer patterns to activities with less public interaction.</i>
PETS	<i>Increased pet ownership could place demand on communities to provide more leash-free facilities.</i>
OUTDOOR AMENITIES	<i>Volume increases at parks, trails and open space areas will place continued pressure on supporting amenities - washrooms, parking, signage, guidelines for capacity limits.</i>
EARLY RETIREMENT	<i>Early retirement (evidenced in Nursing and other professions) can impact demand for new, active leisure opportunities as “healthy active seniors” demand more year-round options</i>
SOCIAL ISOLATION	<i>Reduced social interaction will continue to affect seniors, vulnerable populations and young adults who may be struggling with the effects of the pandemic and lack of contact with others.</i>
ONLINE PROGRAMMING	<i>Service providers to continue to use creative methods to reach out to various audiences to engage people in new and inspirational ways.</i>
FINANCIAL PRESSURES	<i>Beyond the financial pressures municipalities faced prior to the COVID-19 Pandemic, significant reductions in revenues from user fees and charges compounded these pressures further.</i>

COVID-19 Inspired Pillars for Action

The Government of Canada has supported a recent strategy “Reimagine RREC - Renew, Retool, Engage and Contribute” being delivered by the Canadian Parks and Recreation Association. The Reimagine RREC¹ outlined five pillars that can act as a benchmark to shape and influence policy and practice. These include:

REIMAGINE RREC - PILLARS FOR ACTION

***Parks, Recreation and Community Sport** are essential and widely considered vital supports to achieving and maintaining community health.*

***Equity, Diversity, Inclusion and Access** – the pandemic exposed many inequalities in society including the parks, recreation, and sport sector. Vulnerable and at-risk communities were even more limited in their ability to participate.*

***Clarity and Consistency** – the need for sector leaders and decision makers to provide clear and consistent guidelines, standards, policies, and messaging.*

***Sustainability** – recovery from the impact of the pandemic will take years, thereby emphasizing the need for infrastructure and human resource support availability when demand returns.*

***Innovation and Flexibility** – many lessons were learned through the creative and innovative response from within the sector. Maintaining creativity and being able to quickly pivot to new and different challenges will be paramount in all aspects of service delivery for parks, recreation, and*

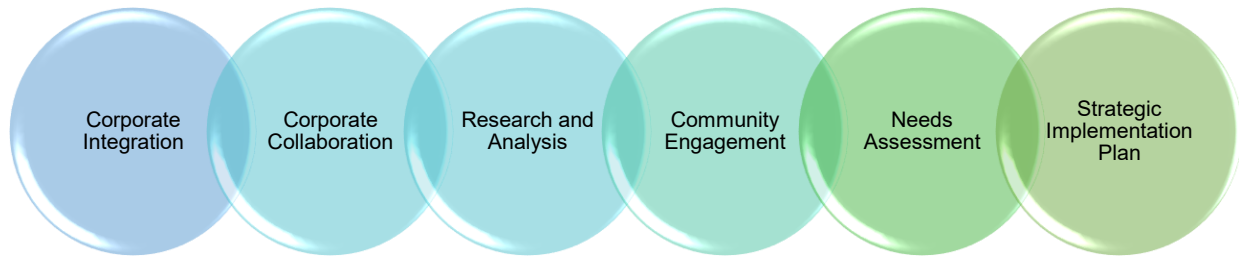
different challenges will be paramount in all aspects of service delivery for parks, recreation, and response from within the sector. Maintaining creativity and being able to quickly pivot to new and
***innovation and flexibility** – many lessons were learned through the creative and innovative*
the need for infrastructure and human resource support availability when demand returns.

Trends impacting parks, recreation, and cultural services is by no means limited to those outlined in this section of the Master Plan. A more fulsome account of trends is outlined in Appendix B. These trends have been divided into three sections, including (i) General Community Trends, (ii) Sector Trends, (iii) Specific Activity Trends (traditional and emerging). The potential “Parry Sound” impact related to trends is also noted in Appendix B.

¹ *Reimagine RREC – Renew, Retool, Engage and Contribute. An initiative supported by the Government of Canada and delivered by CPRA, May 2021.

The Master Plan Process

This Master Plan was developed using a proven methodology that is embedded within the strategic goals of the Town, guided by continuous dialogue and information sharing with Municipal officials, and informed by key stakeholders within the community. It employed an evidenced-based approach involving a mix of historical quantitative data, as well as current and future qualitative information that uncovers distinct recommendations related for programs, services, and facilities for Parry Sound. The resulting recommendations are underscored by a strategic implementation plan designed to be realistic, ensure action, and instill accountability for results.



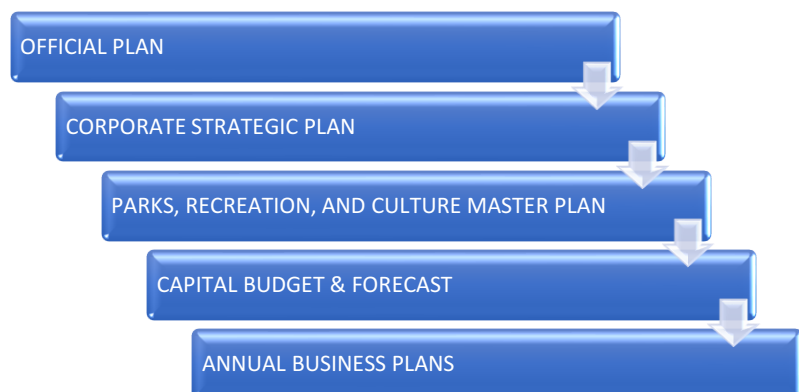
The Hierarchy of Strategic Planning

The Parks, Recreation, and Culture Master Plan is an integral part of the strategic planning context for the Town of Parry Sound. There are different planning cycles for a municipality's responsibilities. The Town's Official Plan should represent the over-riding direction for how the Town wishes to grow. Embedded in these policies, the Parks, Recreation, and Culture Master Plan reflects the policies of the Official Plan and ensures alignment for the ensuing ten-year planning period. In some cases, the results of the Master Plan process may recommend amendments to the Official Plan to better reflect the community's desire in a specific area related to parks, recreation, and/or cultural Official Plan policies.

The Parks, Recreation, and Culture Master Plan is premised on recommending short, medium, and long-term goals over a ten-year horizon based on quantitative and qualitative evidence in 2022. In this regard the Town's Capital Budget and Forecast should be informed by such recommendations. It is acknowledged that there can be internal and external factors that may influence the proposed priorities of the ten-year plan. The current Pandemic is illustrative of this point.

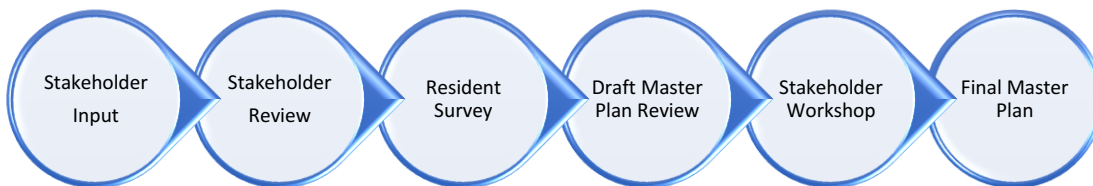
The Town of Parry Sound, like all Ontario municipalities, is subject to new municipal leadership every four years. Each new Council, in their efforts to reflect evolving community needs, reserve the right to establish a new Strategic Plan that may revise the priorities of the Parks, Recreation, and Culture Master Plan.

Each subsequent Corporate Strategic Plan will determine the direction of the annual capital budget and business plan.



A Community-Driven Plan

Community and stakeholder consultation was established as an underlying pillar of this Parks, Recreation, and Culture Master Plan. The engagement strategy involved four distinct consultation strategies as illustrated below.



Community Stakeholders

Understanding stakeholder needs and challenges is fundamental to determining the direction the Town of Parry Sound should focus on to ensure continued leadership and contributions to parks, recreation, and culture. Stakeholders represent community leaders representing a spectrum of community interest in supporting, delivering, or benefiting from community leisure services.

In their capacity as a community stakeholder, they represent the views of their respective members, colleagues, and clients. These community leaders also have a unique perspective that represents a historical perspective and a more strategic view of the future. A total of 50 stakeholders representing hundreds of members participated in either in-person focus groups, individual interviews, and on-line forums ultimately representing hundreds of participants. Their comments and results of the SWOT



(Strengths, Weaknesses, Opportunities and Threats) Analysis is illustrated in the following section. It reflects direct feedback as gathered from the stakeholder participants and categorized accordingly.

STRENGTHS

- Fitness Trail
- Waterfront Area & Access - Beach, Boating, Viewing, Kayaking, Paddling, Relaxation, Sunsets, Natural Beauty
- Stockey Centre
- Bobby Orr Community Centre
- Tower Hill Heritage Garden and the Museum on Tower Hill
- Resident & Downtown Commitment to Beautification.
- Special Events
- Kinsmen Park
- Restaurants
- Market Square
- Hall of Fame
- Salt Dock Trail
- Georgian Bay
- Sailing
- Champlain Park
- 80+ acres of parkland
- Part of Georgian Biosphere Reserve.
- 3 Olympians in last Olympics.
- Events and banquet accommodations.
- Existing reciprocal use of facilities agreement with High School.
- Diversity of parks, recreation, and cultural amenities.
- Canada Day/ Ribfest / Poutine Fest remain strong events.
- Centralizing cultural activities and special events would create better synergies and coordination of effort.
- YMCA accommodate childcare and school break activities/camps for children.
- Privately operated Curling Club and Golf Club are important contributors to the Town's continuum of services.
- Opportunity to engage people with disabilities and indigenous population in community activities.

WEAKNESSES

- Parry Sound taxes are up to 4 times higher than surrounding municipalities.
- Higher density housing options are limited and un-supported by single detached homeowners.
- Surrounding municipalities reliance on Town amenities with no financial contribution.
- Non-resident fees have rescinded due to political and non-resident pressures from neighboring municipalities.
- 17.5% of the Town's assessment is non-taxable institutions.
- Cruise Line guests have limited spending motivation.
- Inconsistent ice maintenance at Kinsmen Park (Staff Resourcing).
- Fragmented promotion, marketing, and communications on overall activities across the municipality.
- Cultural events and activities are de-centralized.
- Lack of trail connectivity to Fitness Trail and other sections of The Town.
- Historical road allowances impact the ability of facilitating safe pedestrian linkages (trails or sidewalks).
- Temporary loss of tennis courts and some school amenities due to reconstruction.
- No Indoor Pool
- Resident access to a complete and thriving waterfront park experience.
- Temporary loss of High School Library
- Third party service providers are required to accommodate interest - so subject to a champion to run programs.
- Volunteer led activities have decreased.
- Lack of recreation and cultural activities.
- No dedicated outdoor maintenance resources at Stockey Centre.
- Stockey Centre landscape plan was never implemented.
- Town needs to have access to horticultural services/expertise.
- Limited resources to explore strategic initiatives leaving the Town in a reactive operations mode.
- Need to take care of existing assets and ensure they are in proper operating order (Beach, Trails, Library)
- Gymnasium space at the school is in high demand.
- Library staff receive complaints about lack of parking when "art in the park" is operating. Visitors to the park place additional demand on washroom facilities.
- Limited play equipment for young children at Market Gardens Park.
- Perceived lack of coordination among Town departments in providing services.
- Tower Hill Heritage Garden area requires resources to address deck maintenance, clearing of brush that obstruct views, and pond maintenance.
- Town website is not as user-friendly as it could be.

OPPORTUNITIES

- Proposed new indoor pool and recreation complex.
- \$250,000 grant to revitalize the fitness trail.
- Planner tasked to link new development to and through neighborhoods to fitness trail.
- Becoming a four-season destination with trails and ATV-friendly access.
- Better use of marine by marina by residents.
- Starting to see younger families moving back home to Parry Sound.
- Most development is securing CIL (Cash-in-Lieu) due to perceived notion of park supply per Development Charges study.
- Allowing ATV's has been good for business.
- Cruise lines – older residents 70's
- Come for nature settings and vistas.
- Parry Sound Bikes – starting to link with cruise line especially with e-bikes.
- Fitness trail is ideal to avoid vehicular traffic.
- Waterfront Park would be desirable for events.
- There are potential green and brownfield sites that could be acquired for public waterfront access.
- Synergies between departments is improving.
- Changing small equipment from fuel to battery would improve efficiency.
- Craft Brewery a big draw for tourists.
- Increase interest in active transportation in water and land.
- Additional equipment (bucket for tractor) could improve efficiency in parks.
- Increased promotion of all outdoor ice within the region.
- Expanding role of Economic Development to include tourism.
- New pool and recreation centre will contribute to inter-municipal and reserve relations.
- Universal support for amalgamation in order to better serve and fund required parks, recreation, and cultural facilities in a more balance and sustainable manner.
- Need to consider a regional approach to serving the needs of the region and mitigate pressure on Parry Sound.
- New business has increased greatly in the new business park which is nearing build-out.
- Old-timers' softball increasing with over 100 players.
- Create a common vision of the waterfront to guide future development of a balanced and thriving waterfront area.
- Create a coordinated and consolidated “community calendar” of events and activities from all sources.

THREATS

- 2019 – houses were inexpensive ; since COVID – housing prices have exploded
- Non-resident fees were tried years ago but received backlash from surrounding municipalities.
- Surrounding residents use of Town fields, and arenas.
- Insufficient “destinations” to keep cruise line guests within Parry Sound geographical area.
- Difficulty in getting residents to participate in new programs.
- Graffiti on public infrastructure.
- Some traditional events are at the end of their lifecycle.
- Threat area – socially disadvantaged part of town has access to water but kids use of water conflicts with boat traffic. This area is about to be consumed by wealthy homes.
- Increasing demand on programs/activities from surrounding municipalities.
- Re-engaging people to attend events from “pandemic culture”.
- Limited number of young Parry Sound residents returning home.
- Shifting and more diverse interest in non-traditional activities (ice sports) among younger residents.
- Concern over addressing capital cost premiums and operating sustainability of the new MURC.
- Concern over smaller municipalities rescinding their partnership interest.
- Use of vacant lands for commercial development as opposed to public waterfront access.
- Short term financial relief from waterfront development could jeopardize future public use.
- Rental costs for Town facilities is a barrier for some groups.
- Concern that MURC multi-purpose space won’t be appropriately sized to accommodate activities.
- Migration of activities to other municipalities due to lower rental fees.
- Continued reduction in financial assistance to the Museum on Tower Hill from various levels of government.
- Limited staff resources are affecting ability to rent available space.

In addition to their initial input to the master plan, these same community leaders were consulted throughout the master plan process to ensure that their needs were effectively represented. Refer to Appendix A for a listing of stakeholders and the SWOT matrix.

Resident Survey Highlights

Residents of the Town were encouraged to complete an on-line survey designed to receive specific insight into facility and activity importance and satisfaction. Understanding what is important to people is critically important to guide future planning and investment. Determining levels of satisfaction to areas of importance offers insight into how existing facilities and services need to be improved.

The complete survey results can be referenced in Appendix F of this Master Plan. The following section offers an overall summary of the profile of respondent, and priorities they have identified for them and their families.

By the Numbers

21	<i>The on-line survey remained open to residents for twenty-one days between September 21 to October 12th. It was distributed through the municipal website, Facebook, and hard copies were also available at the Bobby Orr Community Centre.</i>
197	<i>People completed the survey with a 100% completion rate.</i>
33	<i>The survey included 33 open and close-ended questions and was designed to focus indoor facilities, outdoor facilities, parks and trails, culture facility (Charles Stocky) and the waterfront.</i>
68	<i>The percent of females who completed the survey.</i>
50	<i>Fifty percent of respondents were adults yet all age groups, except for youth (12-17 years), comprised the overall cross section of ages.</i>
60	<i>Sixty percent of respondents were residents of Parry Sounds followed by McDougall (16%) and Sequin (9%) residents.</i>
90	<i>Ninety percent of respondents had four or fewer people in their household.</i>

Survey Highlights

AREA OF FOCUS	RESULTS
UTILIZATION	<p>Top 4 facilities used by respondents.</p> <ol style="list-style-type: none"> 1) Waubuno Park and Beach 73% 2) Trails and pathways 73%, including the Rotary and The Algonquin Waterfront Trail 3) Charles Stockey Centre for Performing Arts 4) Parks and open spaces
IMPORTANCE	<p>Top 4 facilities deemed most important.</p> <ol style="list-style-type: none"> 1) Trails and pathways including the Rotary and The Algonquin Waterfront Trail 2) Waubuno Park and Beach 3) Marina/Waterfront 4) Public Library
SATISFACTION	<p>Top 3 facilities that respondents felt most satisfied with.</p> <ol style="list-style-type: none"> 1) Rotary and the Algonquin Regiment Waterfront Trail at 66% 2) Tower Hill Heritage Garden at 59% 3) Rugged Trail at 54%
DISSATISFACTION	<p>Top 4 activities/facilities respondents expressed dissatisfaction with.</p> <ol style="list-style-type: none"> 1) Tennis/pickleball/basketball 2) YMCA 3) Parry Sound High School 4) Waterfront/Marina

Parks

When asked what types of programs and activities (things to do) do you prioritize at the parks in Parry Sound? The top five priorities were:

- Walking trails
- All-season trails
- Outdoor skating
- Playground
- Splash pads

When asked what types of facilities (things to support your visit) do you prioritize at the parks in Parry Sound? (Select your top 5 priorities) were;

- Public washrooms
- Bench seating
- All season trails
- Shade structure
- Water filling stations

When asked about the overall needs of the people who live in your household, how would you rate the parks available in the Town of Parry Sound.

- The parks were viewed “poor’ for people with disabilities and youth?

Additional Programs

When asked when it comes to meeting the overall needs of the people who live in your household, how would you rate the recreation programs and facilities available in the Town of Parry Sound.

All age categories the majority were in the fair to poor categories with people with disabilities, youth, and preschoolers being in the top three.

Culture programs

When asked When it comes to meeting the overall needs of the people who live in your household, how would you rate the arts and culture programs and facilities available in Town of Parry Sound.

All age categories, however, slightly less than the question about recreation programs and facilities, come with the largest percentile in the ‘fair to poor’ categories. Children programs and youth programs were the highest in the poor category.

Facilities outside Parry Sound

When asked what recreation facilities their household uses outside of Parry Sound the top three responses were:

- Trails
- Parks and Open Spaces
- Indoor Pool

And they chose these facilities outside of Parry Sound because they are desired facilities/activities that are not available in Parry Sound and are more satisfactory than the facilities in Parry Sound. The respondents use these facilities outside for walking/walking the dog, attending events, or using the playgrounds.



INDOOR FACILITIES

Bobby Orr Community Centre (BOCC)

The Bobby Orr Community Centre was constructed in 19xx which originally included an ice surface (185' x 85'), 700 spectator seating area, 2 accessible heated viewing areas, and the Stanley Cup Hall featuring a capacity of 350 people. The Centre was expanded in 20xx to include elevator access to the Stanley Cup Hall, an additional meeting/programming area with a capacity of 150 people, and administrative space that hosts the Manager of Parks and Recreation and Recreation Coordinator. The community centre is



well maintained and will continue to serve the needs of Parry Sound residents and ice users beyond 2032. Staff estimate that Parry Sound residents comprise 30% to 40% of annual minor ice use. Should the need for prime-time ice ever come

to surface, the Town can readily amend their allocation policy to ensure Parry Sound residents are appropriately prioritized for ice needs, floor needs, and multi-purpose space needs available at the BOCC.

Charles W. Stockey Centre for the Performing Arts & Bobby Orr Hall of Fame

The Stockey Centre and Bobby Orr Hall of Fame has been well maintained over the past 19 years. Opening in 2003 the facility has many contemporary features and universal design characteristics. As the primary performance venue for the annual Festival of the Sound classical music festival, the centre draws patrons from the greater Parry Sound Region and beyond. With a seating capacity for 400 patrons the performing arts centre offers space for concerts, films, theatre, and a wide variety of performing arts. The Festival



Performance Hall can accommodate up to 180 people for banquet, weddings, conferences, and private reception functions. The smaller Festival and Prelude Rooms can host meetings, gatherings, and programs

for up to 50 people. The facility will continue to serve Parry Sound residents and their interest in performing and visual arts, programming, and social function space well into the future.

RECOMMENDATION #1

To commission Facility Conditions Assessments every 3-5 years, by qualified engineers to assess and project the capital lifecycle requirements of the Bobby Orr Community Centre and the Charles W. Stockey Centre for the Performing Arts and Bobby Orr Hall of Fame over the future ten-year time horizon.

RECOMMENDATION #2

To develop a ten-year capital forecast as part of the annual capital budget process, inclusive of the capital requirements informed by the Facility Conditions Assessment to ensure that capital funding is planned and funded to ensure the facilities remain in good working order.

Facility staff of the Charles W. Stockey Centre and Bobby Orr Hall of Fame are responsible for the exterior landscaping of the facility. This contrasts with how the Town of Parry Sound maintains its other outdoor areas. Development and maintenance of all other outdoor areas is completed by the Town's parks operations section, supplemented by a wide range of volunteers, resulting in a different level of service in various locations. This is inconsistent with the Town's standard.

RECOMMENDATION #3

The Town should allocate sufficient resources to the parks operation section to assume responsibility for and maintain the Town standards for outdoor areas at the Stockey Centre and Bobby Orr Hall of Fame.

West Parry Sound Recreation and Cultural Centre

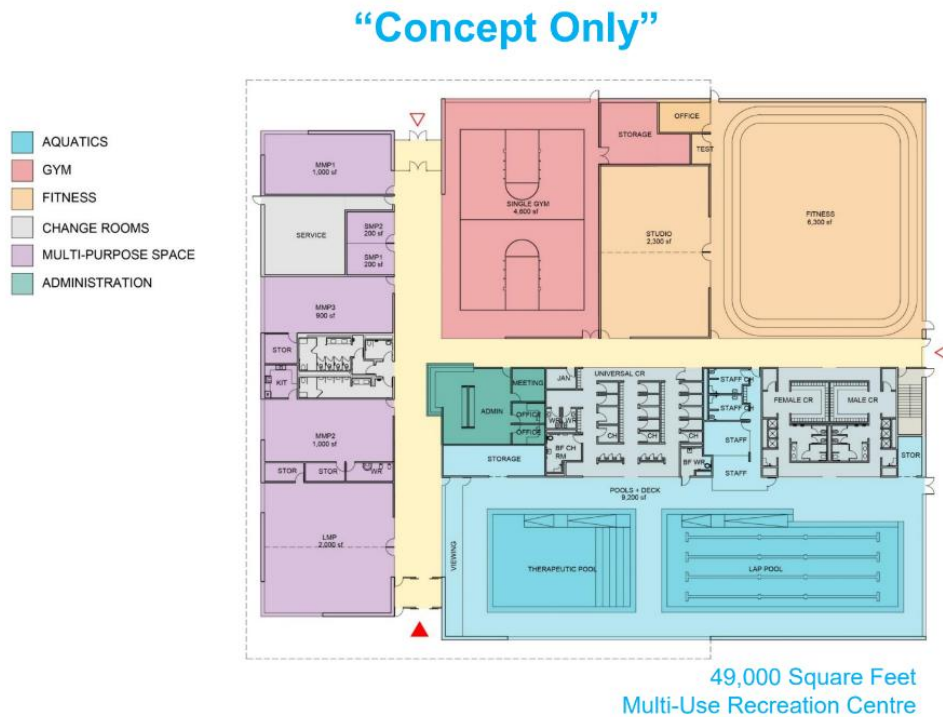
The Town of Parry Sound will benefit greatly from the future West Parry Sound Recreation and Cultural Centre (WPSRCC). On November 22, 2022, the Town of Parry Sound issued an RFP for Architectural Services to complete detailed design drawings for the WPSRCC.

This capital project is the result of a multi-party partnership model to fund and operate a proposed 49,000 square foot recreation and cultural centre. The partnership model is represented by a Board of Directors acting on behalf of six area municipalities including, The Archipelago, Carling, McDougall, McKellar, Parry Sound, Seguin, and two non-voting First Nations: Shawanaga and Wasauksing. Additionally, the Municipality of Whitestone will be a donor to the Centre and will have a separate agreement with the Board. The Board is vested with complete control of the facility and it is anticipated that the operation and programming of the Centre will be through an agreement with the YMCA.

Funding of up to 73% of the proposed \$32 million facility was provided through an Investing in Canada Infrastructure Program (ICIP) with the remaining capital contributions to be funded through a pro-rated formula-based model agreed to by the Board.

The proposed conceptual plan for the WPSRCC anticipates the following amenities to serve residents of the West Parry Sound area.

- Six Lane/25 M pool
- Leisure/Therapeutic Pool with defined play area/amenities and relaxation area
- Sauna - off Pool Deck
- Gymnasium
- Walking Track – 2 lane 100m, within Fitness Area
- Common Area with Vending Machines
- Viewing Areas (Pool & Gymnasium)- local viewing from ground floor lobby
- Fitness – 5000 sf Fitness Area, plus 1500 sf Studio
- Multi-purpose (MP) Rooms- 2 Small MP, 1 Medium MP, 1 Large divisible MP Room



*Final Concept Plan not complete at time of drafting report.

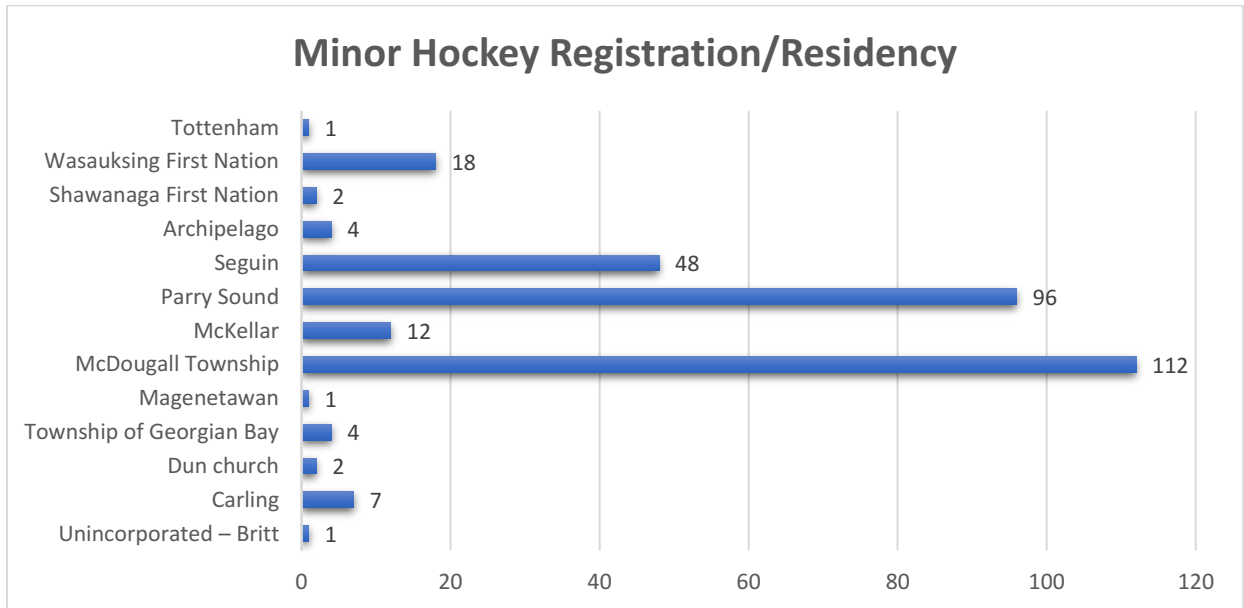
The net operating costs associated with the WPSRCC will also be funded through the same formula established for capital contributions. The West Parry Sound Recreation and Cultural Centre project represents a truly inspiring partnership approach to accommodating regional recreation and cultural needs in a fiscally prudent model. Ensuring a proactive monitoring mechanism is in place to ensure that residents are able to access all programs and services while working within established financial parameters as well as providing affordable access will need to be a key priority for the Board.

Indoor Facility Needs Summary

Facility Type	Current Inventory	Provision Standard	2022 to 2025	2026 to 2029	2030 to 2032
Ice Pads	BOCC	1:400 minor ice sport registrants	✓	✓	✓
Performing Arts	Stockey Centre	NA	✓	✓	✓
Museums	Bobby Orr Hall of Fame	NA	✓	✓	✓
Multi-Purpose Space	BOCC (2)	NA	✓	✓	✓
	Charles Stockey (3)		✓	WPSRCC (3)	✓
Indoor Pool	None	1:30,000 population	✗	WPSRCC	✓
Gymnasium	None	1: 20,000 population	✗	WPSRCC	✓
Walking Track	None	1: community	✗	WPSRCC	✓
Fitness Centre	None	NA	✗	WPSRCC	✓

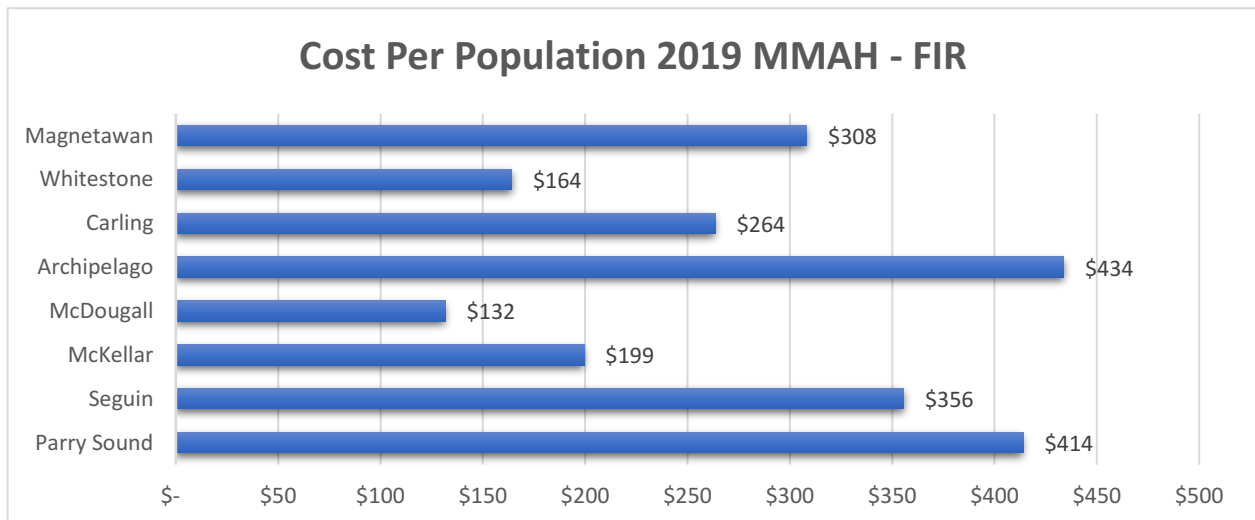
The Town of Parry Sound has sufficient capacity within its existing facilities to accommodate ice sports, performing arts, museums, and multi-purpose space needs for the next 10 years and beyond. With the introduction of the West Parry Sound Recreation and Cultural Centre, the Town of Parry Sound will benefit from the provision of an indoor aquatic facility, gymnasium (indoor pickleball and other court sports), walking track, fitness centre, and additional multi-purpose space which will serve residents needs well into the future and beyond what many municipalities their size has local access to.

The Bobby Orr Community Centre is used heavily by surrounding municipal residents. By example, minor hockey has reported that of the 308 registered participants, 31% of their registrants are Parry Sound residents. In examining the Town’s actual revenues and expenditures of the BOCC over the past six years we note that the tax impact of the BOCC ranged from a low of \$656,607 to a high of \$953,671 between 2016 and 2021.



According to the 2019 Financial Information Return (FIR) of the Ministry of Municipal Affairs and Housing (MMAH), the Town of Parry Sound tax levy per population illustrates that cost for parks, recreation, and culture is ranked second highest among surrounding municipalities. The 2019 FIR was analyzed as being the most recent fiscal year not impacted by the pandemic.

Cost Per Population for Parks, Recreation, and Culture²



² Net cost of Parks, Recreation, and Culture reported in the 2019 FIR divided by most recent 2021 population counts reported in 2021 Census.

In future, it is reasonable to re-engage surrounding municipalities based on the cost sharing precedent of the West Parry Sound Recreation and Cultural Centre.

RECOMMENDATION #4

- A) To monitor the results of the pro-rated formula-based financial framework developed for the West Parry Sound Recreation and Culture Centre.**
- B) Work with surrounding municipalities to use a similar model based on lessons learned from the WPSRCC contributory operating subsidy model for the operation of high non-resident use of the Bobby Orr Community Centre.**

PARKS

The Town of Parry Sound has distinct and strong policies regarding the provision of public parks and open spaces. The Town's Park Classification system reflects the policies of their Official Plan and includes (i) Sports and Active Parks, (ii) Gardens, Memorial, and Heritage Parks, and (iii) Neighborhood Parks.

Sports/Active Parks

- Kinsmen Centennial Park
- Skate Park
- Basketball Court
- Tennis Courts
- Waubuno Beach Park
- Old Town Beach
- Rotary and the Algonquin Regiment Fitness Trail (Waterfront Trail)

Gardens, Memorial and Heritage Parks

- Big Sound Marina
- Town Dock, Town Dock washrooms and Gazebo
- Seguin River Parkette
- Market Square Park
- Yvonne Williams Park
- Tower Hill/Heritage Gardens
- Waterfront Trail Monument and Memorial Gardens
- Great North Road Gazebo and Parkette

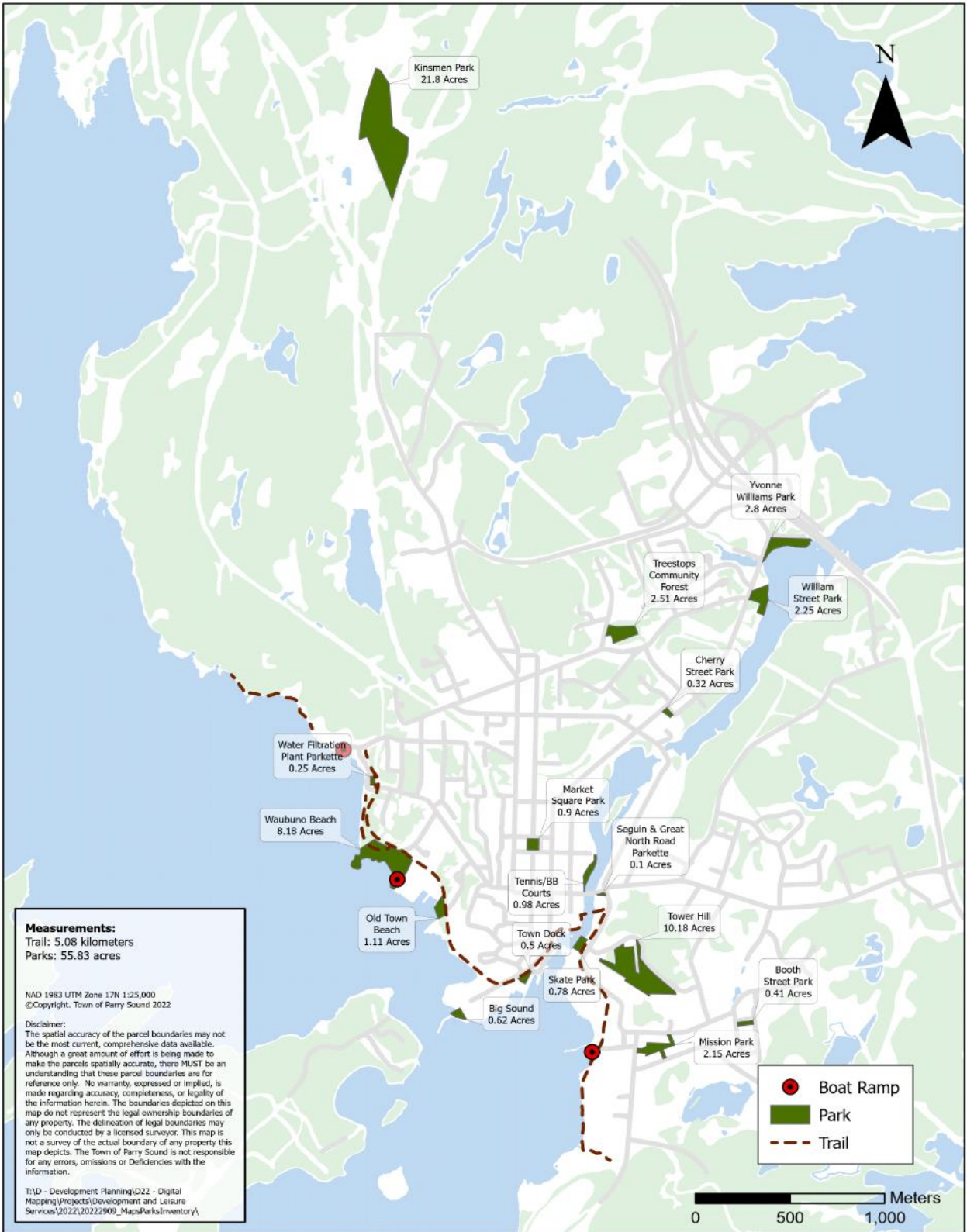


Neighbourhood Parks

- Booth Street
- Cherry Street
- Mission Park
- William Street
- Treetops Community Forest



Parry Sound Parks Map



Parkland Supply

The Town of Parry Sound parkland supply comprises 55.83 acres or 22.6 hectares of various sized parks. Based on the 2021 population count (6,879) the parkland supply results in 3.28 hectares/1,000 population and will decrease to 3.03/1,000 by 2030 based on growth projections. The Town will need to secure an additional .25 hectares of parkland by 2030 to maintain the Town's current parkland supply standard for its residents. The Town has two "community-wide parks" being Kinsmen Park and Waubuno Beach Park, and its neighbourhood parks are generally smaller in size otherwise limiting the type of outdoor facility that can be included such as a playfield.

RECOMMENDATION #5

To acquire a parkland block of .25 hectares or greater to serve as a neighbourhood park for new growth to maintain the Town's current parkland supply of 3.28 hectares/1,000 residents.

The National Recreation and Parks Department's (NRPA) standards for parkland supply is 4 hectares / 1,000 population. This results in a general parkland deficiency of .72 hectares/1,000 residents in 2022. The resident survey concluded that parks and trails were very important to residents, yet they did not express dissatisfaction with the overall supply of parkland. The focus of resident comments appeared to be more around the state-of-repair and required amenities which will be discussed in the outdoor facilities section.

RECOMMENDATION #6

- A) The Town should monitor resident satisfaction regarding the supply of parkland throughout the term of the master plan (2032).**
- B) Continue to consult with the Town's Accessibility Advisory Committee on recommendations to improve access to current and future parks and trails.**



OUTDOOR FACILITIES

The Town of Parry Sound currently offers outdoor sport, recreation, and cultural facilities for its residents. It is common knowledge that residents of bordering municipalities also rely on much of the Town's outdoor facilities as they are not provided by their own municipality. The purpose of this section is to assess the Town of Parry Sound's provision standard against provincial provision standards to determine if the Town may need to offer additional outdoor facilities based on resident needs.

Outdoor Facility Needs Summary

Facility Type	Current Inventory	Provision Standard	Current Capacity	2022 to 2025	2026 to 2029	2030 to 2032
Ball Diamonds	2 major lit 2 junior	1 ULE/90 Minor Registered Players	450 registered players	✓	✓	✓
Soccer Fields	1 senior	1 ULE/90 Minor Registered Players	90 registered players	✓	Monitor Registrants	Monitor Registrants
Skate/Action Parks	1 Skatepark	1/Town		✓	✓	✓
Tennis/ Pickleball	1 Court 3 BOCC	1:5,000 pop.		✓	✓	Monitor Demand
Sport Court	1 Full Court	1:5,000 pop.		✓	✓	Plan site for new sport court
Outdoor Rinks	1	1/Town		✓	✓	✓
Neighborhood Rinks		Volunteer Demand		TBD	TBD	TBD

Facility Type	Current Inventory	Provision Standard	Current Capacity	2022 to 2025	2026 to 2029	2030 to 2032
Play Structures	5	1/500 meter in residential area.		Add 1 Play Structure	Add 1 Play Structure	Add 1 Play Structure
Splashpad	0	1 per 2000 M		Plan	Construct	
Dog Parks	1	NA		Monitor	Monitor	Monitor

Playfields

The Town of Parry Sound is in a good position regarding its current supply of outdoor facilities. Regarding playfields, the Town should monitor annual registration numbers from both minor soccer and minor baseball to determine how their resident registration numbers are trending. Based on stakeholder consultations and resident survey there was no expressed concern over playfield availability, suggesting an adequate supply.

RECOMMENDATION #7

The Town should monitor playfield registration numbers to ensure the existing supply of playfields will remain adequate for the next ten years.

Pickleball/Tennis

The Town has an adequate supply of tennis and pickleball facilities. The combination outdoor tennis/pickleball facility near the BOCC is further supplemented by three indoor pickleball courts that are available on the arena floor during the non-ice period. The West Parry Sound Recreation and Cultural Centre will also have three additional indoor pickleball courts. Pickleball is desired in both outdoor and indoor settings and as such the Town will need to monitor participant demand for



outdoor pickleball considering the future supply of indoor pickleball courts. While the current supply of

pickleball/tennis is sufficient, these facilities ranked highest in terms of dissatisfaction among residents. Maintaining existing assets in good repair should be prioritized.

RECOMMENDATION #8

Resurface the tennis/pickleball and basketball/sport court at the BOCC and revitalize the area ensuring adequate shade, benches, waste receptacle, and water fill station, while integrating the area to serve as a “gateway area” to the Fitness Trail.

Sport Court

The Town has an adequate supply of sport courts with the current court adjacent to the pickleball/tennis facility (BOCC). The Town’s 2021 population was 6,879 and is expected to grow to 7,458 in 2030. For those outdoor facilities that have a standard of “1 facility/5,000 population” such as tennis, pickleball, and sports courts, the Town should consider planning for desirable locations for such facilities. These facilities are not anticipated to be constructed in the next 10 years, however ensuring future parkland areas for eventual construction would represent good planning.

RECOMMENDATION #9

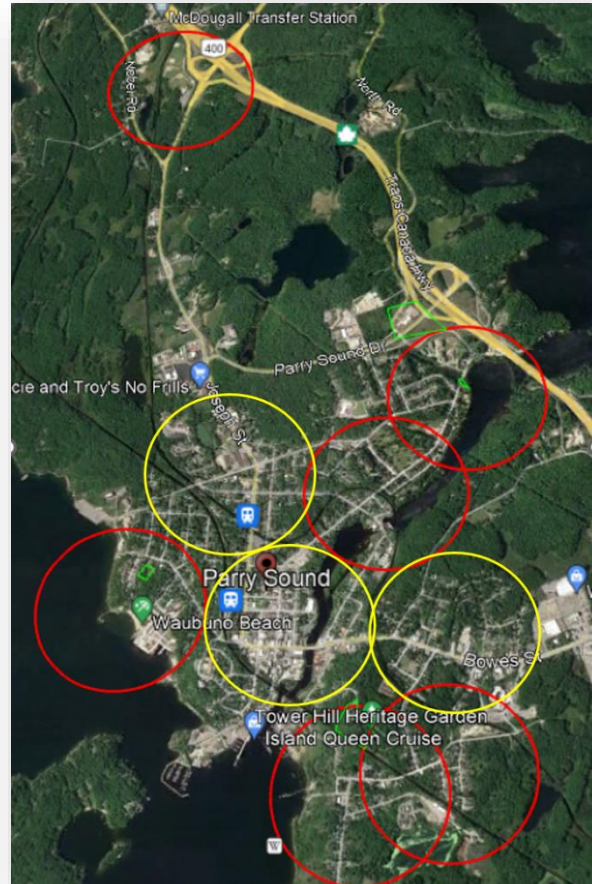
The Town should consider planning for parkland space to accommodate future pickleball/tennis court and a future sport court beyond 2032.

Play Structures

The Town of Parry Sound's current supply of play structures does not meet contemporary standards. Good planning practices promote one play structure within a radius of 500 metres in a residential area. The Google Earth map to the right illustrates the Town's current play structure locations and includes a 500-meter radius (red circle) to define the residential capture area.

To achieve this standard, the Town could consider the installation of a play structure in up to three residential areas identified by the 500-meter circles in yellow.

Most households with children have one child (54%). Thirty-two percent of those household have 2 children, while thirteen percent of households have 3 or more children.



We know that 52% of Parry Sound households have no children at all. Grandparents are also more active and playing a more active role in the leisure life of their grand children. It's a given that older adults do not benefit any longer from play structures yet the ability to take their grand children to a play space within walkable distance is profound. Introducing a new play structure in an established neighborhood is a challenge. The Town may not have sufficient parkland or the ability to acquire parkland to accommodate a new play structure. Notwithstanding this there are agencies and contributors that would be willing to work with the Town to accommodate a play structure.

RECOMMENDATION #10

The Town should explore opportunities to install play structures in existing under-serviced neighborhoods. This could include installations in existing parkland areas or joint venture with a third-party service provider (school, church, agency) with lands that could accommodate a municipally funded play structure.

The existing play structures are basic and offer limited play value for the potential range of users. As the existing inventory of play structures reach their useful life or fail to meet CSA Safety Standards, the Town should expand their design considerations to include universal design to promote accessibility, a diversity of users through junior and senior play features, and outdoor exercise equipment for adults and older adults.



The Town does not currently have a splashpad or spray features in their existing inventory of parks. The provision standard for splashpads is one per 2000 metre radius of a residential area. We note the Town has a popular and well utilized beach area which could serve to mitigate this need. During the process of revitalization of one of their play structures, the Town should also include introducing some spray features to add further play value for children and guardians alike.

RECOMMENDATION #11

- A) Adopt a play structure revitalization program that includes universal design standards to promote accessibility, junior and senior play structure components, age friendly design, outdoor fitness equipment to create a multi-generational play space. Include the phased program within annual budgets and capital forecasts to ensure timely and responsive revitalization.**
- B) Ensure that spray features are included in the design of future revitalized play structures areas, particularly in residential areas further from Waubano Beach.**



Stock photo of contemporary playground structure illustrating good play value.

Trails

The Town of Parry Sound commissioned the development of a Trails Master Plan which was completed in 2015. This was a comprehensive trails master plan that included pedestrian trails, sidewalks, bicycle routes, and motorized trails for snowmobiles and ATV's.

The Fitness Trail and pathways ranked highest amongst resident use and were identified as most important and most satisfied among all facilities.

The Fitness Trail and rugged trail are highly desirable features among residents. This interest and utilization can be expected to increase as outdoor activities including walking and hiking continue to rise as popular leisure pursuits.

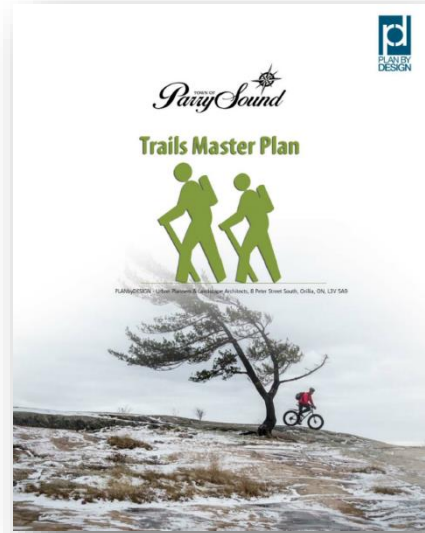


The Town of Parry Sound should continue to implement the recommendation contained within the Trails Master Plan with a stronger emphasis on residential links to the Fitness Trail. The resident survey also indicated significant support for all-season use of trails within the Town.

Resident and community group feedback also supported more year-round access to the Fitness Trail. As the Municipality has had a longstanding agreement with the Ontario Federation of Snowmobile Clubs for winter maintenance, community expectations for pedestrian use can cause confusion regarding levels of service. For example, when the trail is not being regularly used, it can become icy, prompting calls to the municipality for maintenance. Shared use between vehicular and pedestrian use could become more difficult.

RECOMMENDATION #12

- A) Continue implementation of the 2015 Trails Master Plan with an increased focus of linking existing and new public access points to the Fitness Trail and the Rugged Trail.**
- B) Solicit more public input regarding expectations for winter use of the Fitness Trail, levels of service for maintenance and opportunities to continue to maximize safe access for all users.**



Outdoor Ice

Outdoor ice ranked high among residents who responded to the survey. This has two distinct implications to the Town. Firstly, the existing outdoor ice surface at Kinsmen Park is significant and important to be maintained. The current operations and maintenance of the Kinsmen outdoor ice surface is not reliable. Staff who are otherwise dedicated to the BOCC ice operations during the prime indoor ice season assume the responsibility of the outdoor ice surface at Kinsmen Park on a voluntary over-time basis. Not only does this approach cost the Town 1.5 times the regular cost of staff time, but it also relies on the will of existing operators to take additional time away from their families to provide this Town service.



This approach also contributes to issues with levels of service related to maintenance at the outdoor facility as priority is given to indoor operations and related parking lots prior to staff being able to provide maintenance at Kinsmen Park.

Given the increased interest among residents to have all season trail access, the Town should consider an additional seasonal staff position, or contract service to assume responsibilities for the outdoor ice surface at Kinsmen Park as well as winter control activities for the Fitness Trail. This position could be funded in part by cost savings in over-time wages currently allocated to operations staff at the BOCC.

RECOMMENDATION #13

Allocate additional staff resources or contract services to maintain the outdoor ice operations and maintenance at Kinsmen Park and new trails within the trails network.



Asset Management – Outdoor Facilities

The Municipality's Asset Management Plan, the consultant's facility inventory analysis, and resident survey identified several areas that require repair and revitalization. Maintaining public assets in a state of good repair is a resident expectation and contributes to increase use and user satisfaction. Areas that are in a poor state of repair are also susceptible to ever-increasing degradation rates and attracts increased vandalism. The Town should ensure that its existing inventory of outdoor facility assets are proactively maintained.

RECOMMENDATION #14

That the Municipality commission a facility conditions assessment on its parks, trails, waterfront, and open space assets that will serve to inform the repair and lifecycle needs and associated costs for each outdoor facility/amenity. That the resulting 10-year cost schedule be included in the Municipality's 10-year parks and open space capital budget and forecast.

Accelerated by the COVID-19 Pandemic, public interest in parks, trails, and outdoor areas has increased dramatically. From the citizen survey and recent experience with other municipalities, clean, accessible, and open public washrooms are topping the priority list as desired outdoor amenities. As the user base has increased both in terms of size and profile, so has their needs. The Town should develop a park design standards document that has broader considerations for desired and contemporary amenities.

Top 5 outdoor amenities Parry Sound Residents identified:

- 1) Public washrooms
- 2) Bench seating
- 3) All season trails
- 4) Shade structure
- 5) Water filling stations

RECOMMENDATION #15

Develop a park design standard document that considers public washrooms, bench seating, shade structures, water fill stations, universal (accessible) and age-friendly design, as well as linkages to all season trails.

There are significant discrepancies in how the Town maintains their parks and outdoor facilities from a landscaping and maintenance standpoint. In some cases, such as the Stockey Centre Town staff do not provide maintenance, landscaping, or horticultural services. In other cases, maintenance and landscaping services are noticeably different as illustrated in the images below.

The same point can be made regarding their horticulture practices. The Tower Hill Heritage Garden and the flowers in the downtown are highly regarded features led by volunteers. This volunteer effort should continue to be supported and enhanced if the needs of volunteers change.



RECOMMENDATION #16

Develop maintenance, landscaping, and horticulture standards for the Town Park system and facility exteriors and build-up the necessary staffing and equipment resources to achieve such standards.

RECOMMENDATION #17

Continue to support volunteer led gardens and horticulture initiatives and develop standards of support while encouraging new volunteer led opportunities.



SERVICE DELIVERY

Service Delivery Model

The Town of Parry Sound service delivery model can be regarded as a “facilitator” of parks, recreation, and cultural services. This role is very common in municipalities across the province of Ontario and is supported in the Provincial Policy Statement ³ for recreation services.

The facilitator or community development model is premised on the Town of Parry Sound investing, operating, and maintaining both facility and park infrastructure, and supporting community groups, organizations, and local business to program the space.

In some cases, there are groups and organizations such as minor hockey, figure skating, and baseball who have been historically self-directed groups who are duly constituted to provide seasonal programs. In other cases, such as special events, rope jumping, and fitness classes that have been influenced by a local leader who is passionate about providing certain programs and activities. In these cases, the Town simply needs to support, schedule, and rent their facilities to accommodate these offerings to residents. An assessment of the Town’s role in parks, recreation, and culture is illustrated in Appendix C.

The preceding “facilitator” model can be described as a passive approach to leisure service delivery. A more optimal strategy is to assume a proactive approach to promoting, encouraging, and incenting potential business and activity leaders to provide new and emerging activities. This strategy requires additional staffing resources or focus to actively promote and recruit specific leaders to initiate these activities. In the initial stages the Town could consider additional discounts and promotional assistance provided to the activity leader. The ultimate benefit comes from accommodating resident interest, building a self-sustaining activity, and better utilization and rental revenues for Town facilities.

Recreational and Cultural Programs availability was ranked as fair to poor, particularly for pre-schoolers, children, youth, and participants with disabilities.

Special Events & Program Support

Staff in Parks and Recreation support a variety of programs and special events hosted in municipal facilities including the Stockey Centre. This includes the provision of third-party insurance to support rental groups using facilities (as well as joint use agreements), collaboration to ensure complimentary programs and events including March Break, Christmas events, Art and Wine Classes and recreation programs held at the Stockey Centre.

For major community special events, both staff units work together, drawing on expertise to ensure smooth and efficient delivery, these include:

³ Planning Act No.229/2020 Sections 1.5/1.6

- Canada Day & Ribfest (Led by P&R)
- Snow fest; (Led by P&R)
- Bobby Orr Hall of Fame Ball Tournament.
- P&R run programs at the Stockey Centre, Art Class & Wine Glasses, Town of Parry Sound Volunteer Appreciation Night.

The Town is also involved with the direct coordination of the following special events:

- Canada Day – Always July 1st (Ribfest the same weekend if Rib Vendors available)
- Snow fest Winter Carnival: Annual Winter Carnival February Family Day Weekend (Friday – Monday)
- Earth Day/Pitch In Week (April)
- Movies in the Park (Summer/Fall)
- Light up the Park (Winter)
- Breakfast with Santa (Winter) – was partnership prior to this year. 2022 Town only
- Santa Claus Parade (Winter) – was partnership prior to this year. 2022 Town only
- Recreation & Leisure Fair (early Spring)
- Soap Box Derby (last year was 2019, due to lack of participation)
- June is Parks and Recreation Month activities and workshops (6K fitness Trail Trek and Park Passport)

It is noted that like many municipalities across Ontario, the Town’s labour force of Union, Non-Union, seasonal, and school break staff all work together for the collective good and goals of the municipality.

RECOMMENDATION #18

A) Enhance the Town’s role in promoting, recruiting, and incenting community and business leaders to provide new and emerging leisure activities in Town facilities for all age groups.

B) Implement a quarterly “call for service providers” to promote seasonal program opportunities.

C) Continue to explore opportunities to combine resources more officially between staff in Parks and Recreation and staff in the Stockey Centre to maximize skills, continue to create efficiencies and take advantage of all opportunities to reach the residents of Parry Sound in being the beneficiaries of these programs and events.

Insurance for individual service providers is often cited as being problematic in offering programs to the community. By the time insurance cost are built onto facility rental cost, instructor costs, and promotional expenses, the program is no longer affordable to families. Some municipalities, including Parry Sound, have addressed this common issue by assuming liability under the Town’s insurance subject to risk assessment and compliance with safety standards or working with a third-party insurance provider to assist community access to adequate coverage.

RECOMMENDATION #19

Continue to offer a low to no cost liability insurance program for approved third-party service providers subject to a risk assessment and compliance with Town safety standards. Ensure proactive communication and strive to simplify the process so community groups and organizations are informed of their liabilities and take full advantage of this program.

Awareness of what programs are available is a common issue among municipalities who play a facilitator role. The underlying reason is that since individual program providers are on their own to promote their activities, they employ their own promotional strategies that work best for them. In the absence of a centralized source for program and event information, residents are left to source information using their own network. Whether the Town is offering a program or event their role as a facilitator should include offering a central promotion portal that proactively encourages service providers to list their programs, event, and services. This objective can be accommodated on the Town's website by expanding the on-line events calendar and introduce a program provider webpage that provides a summary of the program with a link to their webpage, Facebook page, and/or phone number. It should be noted that Parry Sound residents much like other municipalities are citing Facebook as their primary source for information. The Town should actively promote links and posts on their Facebook page with program and event information.

RECOMMENDATION #20

Introduce a dedicated webpage on the Town's website that provides program and event information from community service providers and proactively engage service providers to include their information in this centralized location.

It may also be necessary for the Town's recreation and cultural centre staff to offer new programs directly. This ensures a more controlled and predictable approach to programming for residents. In so doing, Town staff should view direct programming as a strategy or means to attracting a third party to ultimately take over or supplement the provision of the program. Being able to illustrate that a program is sustainable takes the risk away from a potential risk-averse service provider.

55 % of survey respondents said they would like to see the Town offer outdoor programs.

RECOMMENDATION #21

Offer new and emerging programs directly to illustrate their degree of sustainability to potential third-party service providers.

RECOMMENDATION #22

Grow the Town's service and programming initiatives based on existing provincial and national standards for "Youth Friendly" and "Age Friendly" designations, achieving "HIGH FIVE" registration and/or accreditation, aligning with the Life Saving Society for Aquatics as well as the Framework for Recreation in Canada.

Program and Service Planning for the WPSRCC

From the time construction commences on the West Parry Sound Recreation and Culture Centre, the governing board will have a 24 – 30-month window to formulate who, what, when, how, and at what price programs and services will be provided to an eager participant base. The indoor aquatic program alone will represent the Board’s most significant challenge to plan for. As the Board will be directly responsible for providing the aquatics program directly (through agreement with the YMCA of Simcoe and Muskoka), they will need to start building the leadership capacity of required qualified staffing complement.

Prior to the pandemic, the aquatics sector has had challenges in recruiting daytime lifeguards and instructors. The impact of the pandemic has had a substantial adverse impact on the recruiting of part-time and contract staff in all areas including aquatics. The aquatics area has encountered a subsequent setback in that 2 years of leadership development to bring qualified guard staff into the market was lost. Town staff has already experienced this shortfall with their own summer swim program at Waubano Beach.

As the Board envisions a third-party service provider (YMCA) to operate the aquatic program at WPSRCC, the Board should plan for discussions to commence immediately to ensure that a feasible implementation plan is in place to hit project timelines for operation. Given the location for the new facility, it will be imperative to conduct a robust recruitment and training program for aquatic leadership staff.

The same can be said for other recreation and culture programs and services to be offered at the WPSRCC. As recommended in the previous section, the Town needs to increase their capacity to expand programs and services within the community even if they must provide them directly. Even if the Town is not directly involved in direct program delivery at the WPSRCC, demand will be high for residents to participate in a full range of recreation and sport programs for all ages and abilities. Therefore, building the leadership development capacity at the WPSRCC to offer a meaningful program and achieve revenue budget targets of the WPSRCC is a fundamental prerequisite and should be a goal of the Parry Sound representatives on the Board of the new entity.

The current assumption is that the Board will work directly with the YMCA to develop the overall operating model for the WPSRCC on the premise that there will be no subsequent tax levy impact to the partner municipalities or contributions from the two First Nation representatives. These operating assumptions are common in the initial stages of partnership development yet tend not to be successful in the actual experience of such models across the province. It should be noted that indoor aquatic facilities tend to heavily subsidized regardless of who operates them. The YMCA, beyond membership and program revenues, have no ability to fund operating shortfalls. Typically, this falls to the municipality or in this case the municipalities because of their taxing capabilities. For this reason, it is important for the Town’s representative to provide the necessary leadership to the Board, in order to ensure that there is a strong operating model in place to mitigate future tax impacts.

The Town of the Parry Sound’s representative on the Board should ensure that due consideration be given to the following key areas to ensure a proactive and responsive operating model for Parry Sound residents.

Affordable Access – The YMCA operating model is generally based on a annual membership fee model to provide a more predictable monthly revenue stream. Lower income residents may not be able to

afford annual memberships (paid monthly) which could severally impact access. Instituting an Affordable Access Policy and complimentary subsidy program will be critical to serving all members of the community. The essence of such a policy would be provided improved customer service if it were consistent across all organizations party to the Operating Agreement.

Staff Resourcing – Municipalities across the province are facing challenges in maintaining their staff complement resulting from significant labour shifts attributed to the Pandemic. This issue compounded by a historical shortage of day-time lifeguard personnel elevates this challenge. A comprehensive staff recruitment strategy will be necessary to meet the staffing requirements of the WPSRCC.

Program Coordination – The WPSRCC should avoid duplicating existing dryland programs and services already provided by the Town and focus on new program and service areas.

Program Input – The WPSRCC should leverage the existing Facebook network within the Town of Parry Sound to solicit ideas for new programs.

Operating Impact – The WPSRCC should monitor the goals and strategy of the Fund-Raising campaign (both capital and endowment components) to ensure that adequate investment in the long term financial sustainability of the facility is achieved.

School Facilities

Access to school facilities is critical to ensure that more groups can access needed space (gymnasiums, cafeteria, classrooms, playfields, play structures) to provide programs and services. Working with School and District School Board personnel can ensure that available times are made known, and the booking process is easy to implement. Two time slots per evening are encouraged.

RECOMMENDATION #23

- A) Continue working with school personnel to maximize access to school space and work on a model that groups can use facilities during the weeknights and on weekends.**
- B) Update School Board agreements for community access to schools by taking control of bookings Monday – Friday and weekends. Work with two time slots 6:00-7:30 and 7:30-9:00 or 6:00-8:00 pm and 8:00-10:00 pm.**

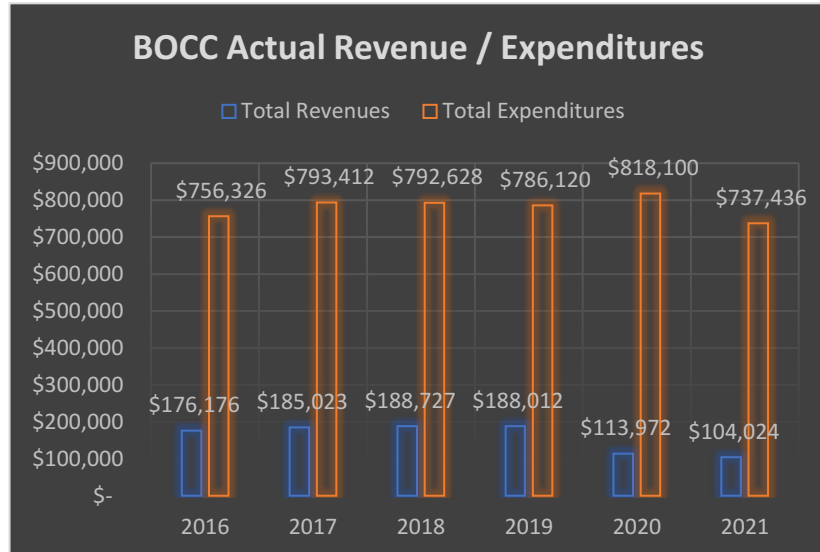
The existing municipal indoor facilities may not be utilized to their fullest extent. Ongoing data collection for all components of the facilities (arena floor, ice, community hall) will assist in defining opportunities to maximize use of space. Improved and consolidate promotion of all facilities will assist in maximizing use of assets and optimizing revenues.

RECOMMENDATION #24

Continue with implementation of the previously acquired software that can collect and track all utilization and residency data for all activities (permitted, registered and drop-in). Ensure data covers all four seasons of use and is tracked in a manner that permits quarter over quarter and year over year comparisons.

Financial

The graph to the right illustrates the investment required by the Parry Sound to operate the Bobby Orr Community Centre. The revenue as a % of expenditures is low, and generally lower as compared to other municipalities that operate a single pad arena. Drop-in activities rely on user honesty to pay the drop-in fee, resulting in a loss of revenue as well as the loss of data related to residency.



A more fulsome analysis of the Town’s parks and recreation operations, including the Stockey Centre is illustrated in Appendix E

As new facilities are developed, even those funded through grant programs, there should be a comparable recognition of the need to increase operating costs within subsequent budgets to address the ongoing costs to maintain these new or refurbished assets (i.e., upgrading the Fitness Trail).



RECOMMENDATION #25

Ensure that building rentals and ice rentals are at a competitive rate and track utilization, revenues as a % of expenditures and opportunity to build additional revenue streams. Ensure program convenors that organize drop-in activities within the BOCC (shuffleboard and pickleball) collect fees and track usage data.

Municipalities continue to struggle with a lack of revenue tools. Property taxes, user fees and grants are the most common methods used to fund the delivery of service. There needs to be continued efforts to explore new revenue generation options in all areas of program delivery and facility provision.

RECOMMENDATION #26

Dedicate time within a current staff portfolio to consider new revenue generation opportunities for Culture, Parks, and Recreation. These can include expanded sponsorship and naming rights, signage programs, “adopt-a-facility/park/trail” programs, enhanced concession and vending services, theatre seat sales, advertising rights, other.

With a deliberate move to gradually increase user fees for Municipal facilities and programs, there needs to be the development of a complementary policy to provide affordable access. There are many examples of policies used in other jurisdictions, including processes and protocols to ensure anonymity and discretion for families and individuals seeking support. Service Clubs and other community organizations can also be a source of support for those unable to pay the prescribed fees.

RECOMMENDATION #27

Develop an Affordable Access Policy. Work with local service clubs and philanthropic organizations to source other ways to provide financial support to those in need of subsidy. Consider establishing a Municipal fund to support families needing financial assistance to ensure that individuals and families continue to participate and stay active. Consider working in conjunction with the Board of the WPSRCC to ensure that the policies for affordable access are aligned.

Often the residents are unaware what it costs to provide upkeep to public assets and to ensure regular inspections and investment to ensure facilities are in a state-of-good-repair. Ongoing sharing of this information can assist in educating the public and also on how their tax dollars are being used to invest in their community.

RECOMMENDATION #28

Provide regular public updates to share information about the cost to maintain public assets. This can be using a simple “pie chart” type visual at budget time, regular messaging using existing and proposed media outlets, reporting to Council during budget deliberations on proposed capital investments, and in sharing comparison data outlining staff ratios for facilities maintained (square footage), km of parks and trails maintained.

Marketing & Communications

The Town distributes its Recreation Program Guide to resident homes twice per year and posts the Guide on the Town’s website. Residents can also register to receive the Town’s newsletter electronically. Traditionally the Guide was the most effective way of making all residents aware of what the Town had to offer. The Town should continue this practice yet recognize that there is an increased use and reliance on mobile phones to access information.

Residents in many municipalities including Parry Sound cite Facebook as their number one platform to receive information on Town related programs, activities, and events. Unlike the hard copy guide or the Town’s website, information comes to them without having to search for it on their phones. Whether the Town provides the information or not, people will post Town related information under their own terms. At first glance this may be viewed as beneficial, however the only way that the Town can ensure accuracy in posted information is to post it themselves. Algorithms in social media platforms such as Facebook also mine for related interest areas of users, which in turn serves to provide more information about the topic of recreation, parks, and culture.

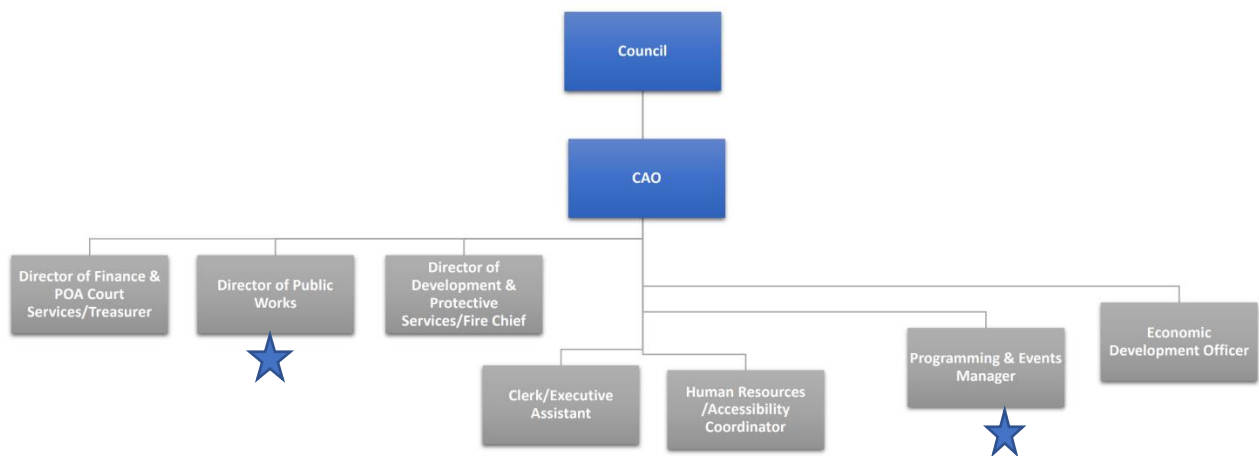
The more regular and topical information the Town shares on Facebook, Twitter, Instagram, the more likely they will be followed by increasing numbers of users. By building a significant network the Town can also use its Facebook presence to get on-going feedback on what people would like or how they think. This medium then is not only effective in promoting the Town’s culture and recreation services, but it also stimulates on-going dialogue that offers Town staff real-time information from residents and more likely users of Town services. Staff at the Stockey Centre have their Facebook, Twitter, and Instagram accounts as part of their “contact us” options along with phone, fax, and email.

RECOMMENDATION #29

The Town should allocate additional resources to ensure that they offer regular and topical program and event promotions through Facebook, Twitter, and Instagram, and continually use their on-line presence to solicit direct feedback from users.

Organizational Structure

The Town of Parry Sound Cultural Services are provided under two separate departments. The cultural services offered by the Parks and Recreation Department reports to the Director of Public Works, while the cultural services provided through the Stockey Centre and Bobby Hall of Fame reports to the CAO.



Through the leadership of the Manager of Parks and Recreation, efforts to integrate cultural services between the two departments has served the Town well. In addition to synergies found among Parks and Public Works there are also common responsibilities between Recreation and Culture such as Facility Operations and Management, Human Resource Management, Landscaping, Staff Training, Customer Service, Seasonal Programming, Event Hosting, Coordination with community partners, Marketing, Promotion, Scheduling, Allocation Policies, Use Policies, Cash Management, Food Services just to name a few.

As noted earlier, there are several synergies evident between the staff teams (Union, Non-Union, Seasonal, and Summer staff) within Parks and Recreation and the Stockey Centre. Examples include (but are not limited to):

- the provision of third-party insurance to support rental groups using facilities (as well as joint use agreements)
- collaboration to ensure complimentary programs and events including March Break, Christmas events, Art and Wine Classes and recreation programs held at the Stockey Centre.
- For major community special events, both staff units work together, drawing on expertise to ensure smooth and efficient delivery, these include:
 - Canada Day & Ribfest (Led by P&R)
 - Snow fest; (Led by P&R)
 - Bobby Orr Hall of Fame Ball Tournament.
 - P&R run programs at the Stockey Centre, Art Class & Wine Glasses, Town of Parry Sound Volunteer Appreciation Night.

To continue to maximize the shared approach to service delivery and the opportunity to build on skill sets, efforts should be directed towards the best operating structure to manage this growing portfolio in the future.

RECOMMENDATION #30

Continue to assess the best operating model to deliver the growing community interest in parks, recreation, and cultural services.



IMPLEMENTATION PLAN

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
1	To commission Facility Conditions Assessments every 3-5 years, by qualified engineers to assess and project the capital lifecycle requirements of the Bobby Orr Community Centre and the Charles W. Stockey Centre for the Performing Arts and Bobby Orr Hall of Fame over the future ten-year time horizon.	\$40,000 Consulting Engineers	√		√
2	To develop a ten-year capital forecast as part of the annual capital budget process, inclusive of the capital requirements informed by the Facility Conditions Assessment to ensure that capital funding is planned and funded to ensure the facilities remain in good working order.	Staff team	√		
3	The Town should allocate sufficient resources to the parks operation section to assume responsibility for and maintain the Town standards for outdoor areas at the Stockey Centre and Bobby Orr Hall of Fame.	Enhance Annual Operating Budget	√	ongoing	ongoing
4	A) To monitor the results of the pro-rated formula-based financial framework developed for the West Parry Sound Recreation and Culture Centre.	A. Staff Team with WPSRCC Board representative input. B. Municipal team led by		√	

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
	B) Work with surrounding municipalities to use a similar model based on lessons learned from the WPSRCC contributory operating subsidy model for the operation of high non-resident use of the Bobby Orr Community Centre.	PS. (Continue to track residency for BOCC use)			
5	To acquire a parkland block of .25 hectares or greater to serve as a neighbourhood park for new growth to maintain the Town's current parkland supply of 3.28 hectares/1,000 residents.	Parkland Dedication	√		
6	A) Town should monitor resident satisfaction regarding the supply of parkland throughout the term of the master plan (2032). B) Continue to consult with the Town's Accessibility Advisory Committee on recommendations to improve access to current and future parks and trails.	Staff led annual survey tools	√	√	√
7	The Town should monitor playfield registration numbers to ensure the existing supply of playfields will remain adequate for the next ten years.	Staff (Potential capital budget impact)	ongoing	ongoing	ongoing
8	Resurface the tennis/pickleball and basketball/sport court at the BOCC and revitalize the area ensuring adequate shade, benches, waste receptacle, and water fill station, while integrating the area to serve as a "gateway area" to the Fitness Trail.	Approx. \$250,000 initial; plus, annual trail amenity additions. (Consider grant funding options for funding)	√		

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
9	The Town should consider planning for parkland space to accommodate future pickleball/tennis court and a future sport court beyond 2032.			Monitor participation numbers and growth in court sports / monitor trends.	√
10	The Town should explore opportunities to install play structures in existing under-served neighborhoods. This could include installations in existing parkland areas or joint venture with a third-party service provider (school, church, agency) with lands that could accommodate a municipally funded play structure.	Capital Budget program: design and features will define budget. Consider Outdoor gym equipment in revitalization program.	√	√	√
11	<p>A) Adopt a play structure revitalization program that includes universal design standards to promote accessibility, junior and senior play structure components, age friendly design, outdoor fitness equipment to create a multi-generational play space. Include the phased program within annual budgets and capital forecasts to ensure timely and responsive revitalization.</p> <p>B) Ensure that spray features are included in the design of future revitalized play structures areas, particularly in residential areas further from Waubano Beach.</p>	Staff team to create long term program. Engage neighbourhood residents to confirm features desired / age appropriateness. Budget annually for improvements. Work with Accessibility Committee.	√	√	√

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
12	<p>A) Continue implementation of the 2015 Trails Master Plan with an increased focus on preserving public access to the Rugged Trail, and linking existing and new public access points to the Fitness Trail and the Rugged Trail.</p> <p>B) Solicit more public input regarding expectations for winter use of the Fitness Trail, levels of service for maintenance and opportunities to continue to maximize safe access for all users.</p>	<p>Staff team (planning and public works).</p> <p>Work with Snowmobile Club (OFSC)</p>	√	√	
13	Allocate additional staff resources or contract services to maintain the outdoor ice operations and maintenance at Kinsmen Park and new trails within the trails network.	1 FTE or Contract (Outdoor and Kinsmen)	√	Increase maintenance complement as new trail sections added.	
14	That the Municipality commission a facility conditions assessment on its parks, trails, waterfront, and open space assets that will serve to inform the repair and lifecycle needs and associated costs for each outdoor facility/amenity. That the resulting 10-year cost schedule be included in the Municipality's 10-year parks and open space capital budget and forecast.	Consultant \$75,000		√	Ongoing Capital budget impact
15	Develop a park design standard document that considers public washrooms, bench seating, shade structures, water fill stations, universal (accessible)	Parks planning staff; contract services to develop Standards Document \$50,000		√	

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
	and age-friendly design, as well as linkages to all season trails.				
16	Develop maintenance, landscaping, and horticulture standards for the Town Park system and facility exteriors and build-up the necessary staffing and equipment resources to achieve such standards.	Parks planning staff/contract. Work with Horticultural Society, Tower Hill volunteers and the Waterfront Committee.	√		
17	Continue to support volunteer led gardens and horticulture initiatives and develop standards of support while encouraging new volunteer led opportunities.	Staff	√	√	√
18	A) Enhance the Town’s role in promoting, recruiting, and incenting community and business leaders to provide new and emerging leisure activities in Town facilities for all age groups.	Staff. Work with BIA and Chamber of Commerce, District School Boards, Public Health and other potential partners.	√	√	
	B) Implement a quarterly “call for service providers” to promote seasonal program opportunities.	Staff			
	C) Continue to explore opportunities to combine resources more officially between staff in Parks and Recreation and staff in the Stockey Centre to maximize skills, continue to create efficiencies and take advantage of all opportunities to reach	Staff team (BOCC and Stockey Centre).			

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
	the residents of Parry Sound in being the beneficiaries of these programs and events.				
19	Continue to offer a low to no cost liability insurance program for approved third-party service providers subject to a risk assessment and compliance with Town safety standards. Ensure proactive communication and strive to simplify the process so community groups and organizations are informed of their liabilities and take full advantage of this program.	Staff (enhance community awareness around this program)	√	ongoing	ongoing
20	Introduce a dedicated webpage on the Town's website that provides program and event information from community service providers and proactively engage service providers to include their information in this centralized location.	Staff team (Ensure user-friendly and involve youth in the development of possible App)	√	Monitor usage / public satisfaction	
21	Offer new and emerging programs directly to illustrate their degree of sustainability to potential third-party service providers.	Staff development and promotion. User Fee review.	√	Monitor and adjust	Monitor and adjust
22	Grow the Town's service and programming initiatives based on existing provincial and national standards for "Youth Friendly" and "Age Friendly" designations, achieving "HIGH FIVE" registration and/or accreditation, aligning with the Life Saving Society for Aquatics as well as the Framework for Recreation in Canada.	Staff		√	

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
23	<p>A) Continue working with school personnel to maximize access to school space and work on a model that groups can use facilities during the weeknights and on weekends.</p> <p>B) Update School Board agreements for community access to schools by taking control of bookings Monday – Friday and weekends. Work with two time slots 6:00-7:30 and 7:30-9:00 or 6:00-8:00 pm and 8:00-10:00 pm.</p>	Staff. Develop ongoing relationship with District School Board and/or individual Principals to develop a streamlined process that maximizes public access. (process should promote a streamlined public access approach).	√	ongoing	ongoing
24	Continue with implementation of the previously acquired software that can collect and track all utilization and residency data for all activities (permitted, registered and drop-in). Ensure data covers all four seasons of use and is tracked in a manner that permits quarter over quarter and year over year comparisons.	Staff team (include IT). Assess data regularly to inform facility utilization and future need.	Monitor annually	Monitor annually	Monitor annually
25	Ensure that building rentals and ice rentals are at a competitive rate and track utilization, revenues as a % of expenditures and opportunity to build additional revenue streams. Ensure program convenors that organize drop-in activities within the BOCC (shuffleboard and pickleball) collect fees and track usage data.	Staff (include Finance). Work with volunteer convenors to track data. Assess revenue trends annually.	√		
26	Dedicate time within a current staff portfolio to consider new revenue generation opportunities for Culture, Parks, and Recreation. These can include				

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
	expanded sponsorship and naming rights, signage programs, “adopt-a-facility/park/trail” programs, enhanced concession and vending services, theatre seat sales, advertising rights, other.	Staff		√	
27	Develop an Affordable Access Policy. Work with local service clubs and philanthropic organizations to source other ways to provide financial support to those in need of subsidy. Consider establishing a Municipal fund to support families needing financial assistance to ensure that individuals and families continue to participate and stay active. Consider working in conjunction with the Board of the WPSRCC to ensure that the policies for affordable access are aligned.	Staff (Potential annual operating budget impact if Municipal support enhanced)		√	√ Align with Board of WPSRCC
28	Provide regular public updates to share information about the cost to maintain public assets. This can be using a simple “pie chart” type visual at budget time, regular messaging using existing and proposed media outlets, reporting to Council during budget deliberations on proposed capital investments, and in sharing comparison data outlining staff ratios for facilities maintained (square footage), km of parks and trails maintained.	Staff (with Finance) (Annual presentation can be used to support a request for an increase in staffing / operational needs to align with new indoor and outdoor infrastructure).		√	ongoing
29	The Town should allocate additional resources to ensure that they offer regular and topical program and event promotions through Facebook, Twitter,	Staff team. (Assess how community uses different options to access information	√	√	√

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
	and Instagram, and continually use their on-line presence to solicit direct feedback from users.	and adjust accordingly)			
30	Continue to assess the best operating model to deliver the growing community interest in parks, recreation, and cultural services.	Staff		√	

APPENDIX A - STAKEHOLDER CONSULTATION

On June 23, 2022, staff coordinated a variety of stakeholder interviews and focus groups that were conducted by MGA. Stakeholder included the mayor and members of Council, Senior Administration Staff, Department Operations staff, Stock Centre staff, and a variety of people representing business, economic development, tourism, community volunteers, service and activity providers.

The following groups were represented:

- Museum on Tower Hill
- Tower Hill Heritage Garden (Gardeners)
- Downtown Business Association
- Parry Sound Skippers
- White Squall Sailing
- Youth Basketball
- Library
- Other

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ○ Fitness Trail ○ Waterfront Area & Access <ul style="list-style-type: none"> ○ Beach ○ Boating ○ Viewing ○ Kayaking ○ Paddling ○ Relaxation ○ Sunsets ○ Natural Beauty ○ Stockey Centre ○ Bobby Orr Community Centre ○ Tower Hill Heritage Garden and Museum ○ Resident & Downtown Commitment to 	<ul style="list-style-type: none"> ○ Parry Sound taxes are up to 4 times higher than surrounding municipalities. ○ Higher density housing options are limited and un-supported by single detached homeowners. ○ Surrounding municipalities reliance on Town amenities with no financial contribution. ○ Non-resident fees have rescinded due to political and non-resident pressures from neighboring municipalities. ○ 17.5% of the Town’s assessment is non-taxable institutions. ○ Cruise Line guest have limited spending motivation. ○ Inconsistent ice maintenance at Kinsmen Park (Staff Resourcing).

<p>Beautification.</p> <ul style="list-style-type: none"> ○ Special Events ○ Kinsmen Park ○ Restaurants ○ Market Square ○ Hall of Fame ○ Salt Dock Trail ○ Georgian Bay ○ Sailing ○ Champlain Park ○ 80+ acres of parkland ○ Part of Georgian Biosphere Reserve. ○ 3 Olympians in last Olympics. ○ Events and banquet accommodations. ○ Existing reciprocal use of facilities agreement with Highschool. ○ Diversity of parks, recreation, and cultural amenities. ○ Canada Day/ Ribfest / Poutine Fest remain strong events. ○ Centralizing cultural activities and special events would create better synergies and coordination of effort. ○ YMCA accommodate childcare and school break activities/camps for children. ○ Privately operated Curling Club and Golf Club are important contributors to the Town’s continuum of services. ○ Opportunity to engage people with disabilities and indigenous population in community activities. 	<ul style="list-style-type: none"> ○ Fragmented promotion, marketing, and communications on overall activities across the municipality. ○ Cultural events and activities are decentralized. ○ Lack of trail connectivity to Fitness Trail and other section of The Town. ○ Historical road allowances impact the ability of facilitating safe pedestrian linkages (trails or sidewalks). ○ Temporary loss of tennis courts and some school amenities due to reconstruction. ○ No Indoor Pool ○ Resident access to a complete and thriving waterfront park experience. ○ Temporary loss of High School Library ○ Third party service providers are required to accommodate interest - so subject to a champion to run programs. ○ Volunteer led activities have decreased. ○ Lack of recreation and cultural activities. ○ No dedicated outdoor maintenance resources at Stockey Centre. ○ Stockey Centre landscape plan was never implemented. ○ Town needs to have access to horticultural services/expertise. ○ Limited resources to explore strategic initiatives leaving the Town in a reactive operations mode. ○ Need to take care of existing assets and ensure they are in proper operating order (Beach, Trails, Library) ○ Gymnasium space at the school is in high demand. ○ Library staff receive complaints about lack of parking when “art in the park” is operating. Visitors to the park place
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	<p>additional demand on washroom facilities.</p> <ul style="list-style-type: none"> ○ Limited play equipment for young children at Market Gardens Park. ○ Perceived lack of coordination among Town departments in providing services. ○ Tower Hill Heritage Garden area requires resources to address deck maintenance, clearing of brush that obstruct views, and pond maintenance. ○ Town website is not as user-friendly as it could be.
<p>Opportunity</p> <ul style="list-style-type: none"> ○ Proposed new indoor pool and recreation complex. ○ \$ 250,000 grant to revitalize the fitness trail. ○ Planner tasked to link new development to and through neighbourhoods to fitness trail. ○ Becoming a four-season destination with trails and ATV-friendly access. ○ Better use of marina by residents. ○ Starting to see younger families moving back home to Parry Sound. ○ Most development is securing Cash-in-Lieu (CIL) due to perceived notion of park supply from the Development Charges (DC) Study. ○ Allowing ATV's has been good for business. ○ Cruise lines – older residents 70's ○ Come for nature settings and vistas. ○ Parry Sound Bikes – starting to link with cruise line especially with e-bikes. ○ Fitness trail is ideal to avoid vehicular traffic. 	<p>Threats</p> <ul style="list-style-type: none"> ○ 2019 – houses were inexpensive, since COVID housing prices have exploded ○ Non-resident fees were tried years ago but received backlash from surrounding municipalities. ○ Surrounding residents use of Town fields, and arenas. ○ Insufficient “destinations” to keep cruise line guests within Parry Sound geographical area. ○ Difficulty in getting residents to participate in new programs. ○ Graffiti on public infrastructure. ○ Some traditional events are at the end of their lifecycle. ○ Threat area – socially disadvantaged part of town has access to water but kids use of water conflicts with boat traffic. This area is about to be consumed by wealthy homes. ○ Increasing demand on programs/activities from surrounding municipalities. ○ Re-engaging people to attend events from

- Waterfront Park would be desirable for events.
- There are potential green and brownfield sites that could be acquired for public waterfront access.
- Synergies between departments is improving.
- Changing small equipment from fuel to battery would improve efficiency.
- Craft Brewery a big draw for tourists.
- Increase interest in active transportation in water and land.
- Additional equipment (bucket for tractor) could improve efficiency in parks.
- Increased promotion of all outdoor ice within the region.
- Expanding role of Economic Development to include tourism.
- New pool and recreation centre will contribute to inter-municipal and reserve relations.
- Universal support for amalgamation in order to better serve and fund required parks, recreation, and cultural facilities in a more balance and sustainable manner.
- Need to consider a regional approach to serving the needs of the region and mitigate pressure on Parry Sound.
- New business has increased greatly in the new business park which is nearing build-out.
- Old-timers' softball increasing with over 100 players.
- Create a common vision of the waterfront to guide future development of a balanced and thriving waterfront area.
- Create a coordinated and consolidated "community calendar" of events and activities from all sources.

"pandemic culture".

- Limited number of young Parry Sound residents returning home.
- Shifting and more diverse interest in non-traditional activities (ice sports) among younger residents.
- Concern over addressing capital cost premiums and operating sustainability of the new MURC.
- Concern over smaller municipalities rescinding their partnership interest.
- Use of vacant lands for commercial development as opposed to public waterfront access.
- Short term financial relief from waterfront development could jeopardize future public use.
- Rental costs for Town facilities are a barrier for some groups.
- Concern that MURC multi-purpose space won't be appropriately sized to accommodate activities.
- Migration of activities to other municipalities due to lower rental fees.
- Continued reduction in financial assistance to the Museum on Tower Hill from various levels of government.
- Limited staff resources are affecting ability to rent available space.

APPENDIX B – TRENDS

Town of Parry Sound – Culture, Parks, and Recreation Master Plan

This Section explores a broad range of demographic, environmental, activity, and program delivery trends that have been observed and collected by the consulting team through research, best practices, work knowledge and experience. They have been collected through a review of a variety of sources by municipalities; conservation areas; parks at the local, provincial, and national levels, provincial and national organizations, and private recreation providers.

COVID-19

At the time of this study, the COVID 19 pandemic has affected many recreation behaviours, including indoor and outdoor recreation and leisure patterns and access to facilities due to lack of availability because of public health guidelines. This has impacted families' and individuals' opportunities to engage in an active lifestyle. Society saw a shift in interest from travel overseas and exploring new and different tourist destinations to "staycations", exploring their own communities, and visiting local tourist attractions.

Many programs and indoor facilities were shutdown for significant periods and even parks, playgrounds, courts, and outdoor gathering spaces had temporary closures. We can't determine the lasting impacts on participation and program availability quite yet; however, it was evident during the pandemic that trail usage and enjoyment of nature where access was available had a dramatic increase in usage. Investment in private leisure spaces and equipment like backyard pools, bicycles and home gyms are other indicators of changing activity forms and options that people pursued as households redirected their non-discretionary funds to home-based activities.

Many municipalities quickly developed re-deployment programs for staff to ensure that priority needs were being met. Recreation staff in particular were seen as key allies to assist with all aspects of the pandemic including facility re-configuration, helping on the front lines with public health, offering creative online programs for all ages, being strong members of the Community Emergency Response Team.

The pandemic also affected the working world in a significant way, with many people able to work from home while their children attended school virtually or in a hybrid setting. These drastic changes to what was the norm, are likely to continue at least partially. Changing travel patterns will also affect local access to facilities and services.

COVID Related Transitional Trends

These COVID related trends - changes to work arrangements, access to facilities, reduced commute times, urban relocation to remote/rural communities, increased access to high-speed internet, changes to volunteer patterns, early retirement, social isolation, and an increase in pet ownership will continue to

have impact for the foreseeable future. How long and to what degree is still unknown, but there will be lasting impacts to service delivery that include, but are not limited to:

- Work from home opportunities will impact when residents want access to recreation and sport, necessitating changes to program and facility schedules, re-visiting what was traditionally known as “prime time”, and ensuring up-to-the minute schedules and program information is available on social media
- Hours of operation for facilities will be impacted and may affect staff scheduling requirements
- More families and young professionals moving to rural/remote communities could place unexpected demand for new and emerging recreation and sport activities
- Decreasing volunteer involvement (already a trend) could be more severely impacted as people return cautiously to volunteering and/or change volunteer patterns to activities with less public interaction
- Increased pet ownership could place demand on communities to provide more leash-free facilities
- Volume increases at parks, trails and open space areas will place continued pressure on supporting amenities - washrooms, parking, signage, guidelines for capacity limits, etc.
- Early retirement (evidenced in Nursing and other professions) can impact demand for new, active leisure opportunities as “healthy active seniors” demand more year-round options
- Another view on employment changes include certain jobs requiring people to work at different jobs (lower paying and various sites); this would have a different impact with individuals having less time for recreation and to undertake volunteer roles
- Reduced social interaction will continue to affect seniors, vulnerable populations and young adults who may be struggling with the effects of the pandemic and lack of contact with others. This will require service providers to continue to use creative methods to reach out to various audiences to engage people in new and inspirational ways.

COVID-19 inspired Pillars for Action

The recently completed Reimagine RREC (May 2021) * outlined five pillars that can act as a benchmark to shape and influence policy and practice. These include:

- **Parks, Recreation and Community Sport** are essential and widely considered vital supports to achieving and maintaining community health
- **Equity, Diversity, Inclusion and Access** – the pandemic exposed many inequalities in society including the parks, recreation, and sport sector. Vulnerable and at-risk communities were even more limited in their ability to participate.
- **Clarity and Consistency** – the need for sector leaders and decision makers to provide clear and consistent guidelines, standards, policies, and messaging.

- **Sustainability** – recovery from the impact of the pandemic will take years, thereby emphasizing the need for infrastructure and human resource support availability when demand returns.
- **Innovation and Flexibility** – many lessons were learned through the creative and innovative response from within the sector. Maintaining creativity and being able to quickly pivot to new and different challenges will be paramount in all aspects of service delivery for parks, recreation, and sport.

*Reimagine RREC – Renew, Retool, Engage and Contribute. An initiative supported by the Government of Canada and delivered by the Canadian Parks and Recreation Association, 2021.

The following section has been divided into three distinct categories of trends as follows:

- **General Community Trends**
- **Sector Trends (Parks and Recreation)**
- **Specific Activity Trends (traditional and emerging)**

Where relevant additional insight is provided on the “Parry Sound impact”, noting how and why the trend is important specifically to Parry Sound.

General Community Trends

Demographics

One of the most significant and well documented trends within Canadian society is the aging population. National aging trends suggest that the Municipalities population will continue to age, driving the expectation for targeted and high quality older adult programs and services. The recent 2021 Census data indicates that over the next 25 years, the number of people aged 85 and older is expected to triple. StatsCan also found more than one in five of working-age people are aged 55-64 – the largest segment of population in Canadian history at the brink of retirement.

The impact of healthier, more active seniors also places pressure on demand for a range of programs and services year around.

Parry Sound impact:

- Continued interest in walking, trail activities, cycling.
- Increased demand for Leash Free Dog Parks.
- Low impact recreation and social participation: pickleball, bocce, horseshoes, including access to indoor facilities for year-round play.
- Affordable value driven programs and opportunities.
- Increasing interests in art, family history, culture, nature, and heritage.

- More vocal, active, and engaged residents looking for opportunities to meet new and emerging recreation interests.
- Need for improved connectivity, off-road and on-road, trails, and cycling

The demographic shift over the next ten years suggest that the municipality will continue to deal with an increasingly older population. This will result in the need for age-appropriate and diverse types of leisure programs and activities, to support multi-generational and age-friendly opportunities. Monitoring usage statistics at indoor and where possible, outdoor facilities will assist in providing timely improvements and enhancements to facilities to meet changing needs based on the Parry Sound experience. Maximizing all existing assets while ensuring sustainability in the longer term will be a key consideration.

Ethnicity

Census data indicates that the Municipality is not ethnically diverse and can expect to continue to offer more traditional Canadian sports and leisure activities for residents.

Environment / Climate Change

Over the last twenty years, the concern about protecting the environment, particularly global warming / climate change, has substantially increased. The COP26 (United Nations Climate Change Conference) highlighted the significant global priority now placed on climate change and the impact worldwide.

Significant political priorities have been placed on environmental protection, carbon reduction and sustainable energies. This trend has considerable connectivity for parks and open space areas delivering leisure services.

Communities are reconsidering ravine lines, water courses, forested areas, wetlands, shorelines and related areas for public acquisition and conservation, either directly by Conservation Authorities or Municipalities. The Ontario Government introduced Bill 108 which would focus Conservation Authority resources on specific core mandates which may increase reliance on the Municipality (and its open space partners) to be responsible for providing opportunities for public access to nature and recreational opportunities on conservation lands and related programs and activities, as part of municipal parks and open space systems.

It is anticipated that municipalities and conservation management over the next twenty plus years, will have an increasing stewardship role in the protection, conservation, and day-to-day management of a variety of environmental areas. Some of these areas will be able to sustain little if any human activity, while others will become significant open space and park activity venues.

Waterfront parkland is increasingly becoming a gathering place for family gatherings, medium to large events, and cultural festivals. This results in an increased need for hard surface parking areas, and amenities such as washrooms, which impact the storm water runoff into the waterways and lakes. Creating a balance between conservation efforts/low impact design considerations and enjoyment of these spaces is key to the future sustainability of waterways and lakes.

Increasing consideration is also being given to community trails as ways to reduce carbon emissions and to promote active transportation as outlined in most municipal Official Plans and provincial government policies. Therefore, the development of trail master plans and investment in trails and active transportation has been a growing priority for many municipalities. With walking being one of the most popular recreational activities, and its direct linkage to health, fitness, mental health and other benefits, creating a linked system of safe on-road and off-road active transportation routes will contribute to sustaining healthy, living environments focused both on ecological and personal well-being.

Facility development and re-development will continue to require municipalities to adopt energy efficient equipment and strategies and scheduling responsibilities to maximize use, reduce resource consumption and drive costs down.

This trend has definable capital and operating cost implications which are generally perceived as important investments in enhancing the health, environment, liveability and sustainability of a community and its residents.

Parry Sound Impact:

- Continue to update trails planning, create linkages for on and off-road trails
- Improve access to the waterfront
- Continue strong relationship and/or partnership with Biosphere staff
- Ensure new construction of facilities and major renovations consider the latest in energy efficiency and design (i.e., LEED)

Technology

Immediate access to accurate information is the norm, with many people relying on social media for their “news”, in addition to traditional media and communication sources. The same is true of the demand for current information regarding programs and services available. Transparency in government communication and ease of access is expected. Consultation with staff and the public regarding Municipal plans to invest in new technology (program registration software for example) assists in ensuring that the investment meets public needs. Building in enough time for staff training is also a key consideration to ensure seamless implementation and internal capacity for troubleshooting. Increased interest in having an open data policy in place will help ensure that municipalities can react to public requests to develop tailored service application tools. Managing cyber-security threats is also a more recent trend in municipal government, with mitigation options minimally including an annual audit of online risks to identify potential gaps. The pandemic also identified the very real need to have a solid business continuity plan in place that considers a range of possible outcomes, including the need to re-deploy staff and the loss of staff across all employment classes.

Parry Sound impact:

- interest in enhanced social media access to information
- desire for coordinated provision of services provided by municipality and others (coordinated location to find out what is going on and who is delivering)

Sector Trends

Waterfront/Water Features

The COVID-19 pandemic has increased the demand for use of outdoor spaces such as water features and waterfronts. This has placed additional pressure on municipalities to manage these spaces while ensuring social distancing, public education, safety, and management of risk associated with public access to water bodies. The need to provide support amenities (parking, public washrooms, rest areas) was also made evident throughout the pandemic as demand exceeded supply in many instances across Ontario.

The Lifesaving Society of Canada identifies two age groups as having the highest risk of drowning:

(a) 2 to 4-year-olds as they are inquisitive and take advantage of their ever-expanding range and speed of mobility. They have no awareness of looming aquatic danger. It is up to parents and caregivers to protect them.

(b) 35 to 49-year-old men mainly from swimming and boating activities - powerboating, fishing and canoeing, caused mainly by not wearing a lifejacket or personal flotation device (PFD) properly, alcoholic beverage consumption, being out in cold water conditions, and being out after dark.

Municipalities are taking steps to mitigate risks associated with waterfront and beach properties by taking steps to educate the public, installing signage and rescue equipment at unsupervised beaches, and making physical improvements to mitigate the risks.

Inflatable water parks are becoming popular at waterfronts by providing a fun activity for all ages, and a revenue source for municipalities.

Conflicts exist whereby environmentalists and conservation authorities prefer to have waterfronts and beaches remain naturalized, while the public and private sectors seek ways of creating amenities to support water activities such as marinas, food services, equipment rentals, and condominiums to take advantage of the lake views.

Waterfowl such as Canada Geese, Seagulls, Ducks, etc. create water contamination issues as their feces are often left along the waterline and can be washed into the water, thereby contaminating the water quality close to shore.

Conflicts between motorized and non-motorized craft continues to be a concern for residents as noise and fuel pollution contribute to negatively impact the cleanliness and tranquility of Ontario's waterways.

Parry Sound impact:

- Access to the waterfront – increased access, safe access and opportunities for affordable access
- Improved connectivity to the waterfront

Program and Service Delivery

There are a variety of program and service delivery models used in municipalities in Ontario.

Community based / Facilitator can be successful when the following are in place:

- trust between service providers
- transparent communication between parties
- consistency when dealing with organizations
- written guidelines and role definition
- strong leadership
- reasonable user fees and allocation policies
- strong volunteer and a service to the community approach

Collaboration, Partnership and Joint Ventures

The use of partnerships and joint ventures has dominated discussions around future leisure services delivery. They are seen as a service delivery strategy which utilizes all available resources in the community and allows organizations and individuals with expertise and capacity to deliver service more effectively. It expands service opportunities within the community, and potentially achieves greater cost efficiencies through economies of scale and more coordinated / integrated delivery efforts. Partnerships are essential to delivering the healthy communities' strategy of the Public Health Agency of Canada (Public Health Canada).

The multi-sectoral approach leverages the work being done in many other areas, which can support other entities mandate, and decreases providing competing services. This notion of partnerships and joint ventures, involving the public, private and non-profit sectors, as well as community-based groups, is widely seen from the research as a vital leisure service delivery strategy now and in the future.

Different types of partnership

- Public/non-profit partnerships - These partnerships involve a range of assistance from community-based partner organizations who can also help to encourage and maintain resident interest in parks and natural areas. Their contributions can include park improvements, tree planting, natural area management, education and awareness, and delivery of programs.
- Corporate sponsors - These are strategic partnerships between municipalities and prominent corporations to provide additional levels of service or infrastructure.
- Public-private partnerships - These types of partnerships are typically associated with major facility and site development beyond the standard of service that a municipality alone would provide or can afford.

- Provincial/Federal government partnerships - higher levels of government may offer funding partnerships to municipalities.

Many different types of partnership models are evolving, both in terms of leisure programs and facilities. There are ongoing efforts to consider different ways of delivering services than traditional direct services only approaches. Financial constraints and the increasing spectrum of leisure services interests results in collaboration, partnerships and joint ventures representing important strategies in responding to an ever-changing operating environment. Developing a check list of questions for each project would help assess partner's risk, future sustainability, mutual benefit, and value for investment.

All the above models are affected by the over-arching trend of a decline in volunteerism. Volunteers are essential to the operation and delivery of recreation and park opportunities, and many communities rely heavily on their assistance, particularly in smaller communities. Older adults currently represent the most active volunteer group; however, it is anticipated that this group will soon move on from the volunteer workforce, resulting in greater pressures on the delivery of services and impact on programming capacity. COVID-19 has exacerbated this issue as people have been reluctant to volunteer, or to return to volunteering. This gap in the volunteer base opens opportunities to attract new volunteers, particularly among youth. Although volunteer hours for high school students are mandatory, youth ages 15 and underrepresent the smallest proportion of volunteers, reinforcing the need to engage this age group early to improve the likelihood of retaining volunteers in the future.

Parry Sound impact:

- Need to continue to maximize skills sets and resources between all staff delivering programs and services and ensure efficiencies support continued community interest in additional programs
- Clarity will be needed as the operational plans evolve for the WPSRCC to ensure that expectations for Parry Sound residents are met, especially in regard to breadth of programs, cost to participate, employment potential etc.

Activity Trends

Activity trends will influence the future development of alternatives and priorities for the Municipality in determining which recreation and leisure activities to consider for future development. It is, however, important to understand that participation in various recreational and sport activities is driven by two key perspectives:

Population Growth: as the population grows or declines, the absolute number of people available to participate in any activity also changes.

Participation Rate: the participation growth rate or declining rate is based on individuals' interest in participating in a specific recreational, sport or cultural activity. There are many influences that drive the impacts on participation, such as:

- an aging population with proportionately fewer younger members within the demographic profile.
- the growing number of new Canadians within the population who have not experienced the same recreation and sport activities,
- contemporary/cultural popularity of certain activities.
- the cost of participation, as well as the convenience of schedules and venue availability.
- the emergence of new activities or modified current activities that increase the diversity of choices that people have for participation.
- economic downturns that could reduce people's discretionary income to pay the fees for participation; and
- a host of other influences

Due to the wide range of impacts and influences on recreation and sports participation, the participation rates tend to be dynamic over relatively short periods of time.

Parry Sound impact:

- demand for new and emerging programs and services to meet new interests will continue to grow
- Continued interest in outdoor, environmental, and creative opportunities may increase

Specific Activity Trends – New / Emerging

Pickleball

Pickleball has emerged as a rapidly growing sport in Canada, particularly among older adults and seniors. It is played both indoors and outdoors, on a court that is about one-third the size of a tennis court, with a slightly lower net. There is significant growth coming for aging populations with its fitness, ease on the body and social elements of the game.

Growing demand for dedicated pickleball courts (and a move away from sharing with outdoor tennis courts) is increasing, putting demand on communities to find new locations or re-purpose other outdoor sport courts. Given that outdoor pickleball has a higher noise impact for surrounding residential areas will require choosing locations that are somewhat removed from residential areas while still providing ease of access, adequate parking and other typical court sport amenities (windscreens, seating, shade, washrooms etc.).

Increased interest in year-round play will also continue to put pressure on indoor space that is suitable for pickleball play. Appropriate floor markings, adequate ceiling height, space between and behind courts and noise mitigation strategies will have to be considered when planning indoor space, particularly if the goal is to share space with other user groups.

Parry Sound impact:

- anticipate increased demand for indoor courts when ice is in the BOCC
- outdoor seasonal play demands may continue (share or exclusive use of existing tennis courts)
- pickleball lines are marked on the Arena floor providing an option during the non-ice season

Extreme Sports

Outdoor skate parks, BMX tracks, mountain biking trails, pump tracks, wall/rock climbing, ninja and similar facilities have become an increasingly common part of the outdoor recreation facility mix in municipal and open spaces in Ontario. Scooters have become almost as common as bicycles among children and the range of users and age groups at major skate parks has broadened to include more children and youth on scooters and bikes in addition to those on skateboards.

Mountain biking trails can vary widely in terrain and level of difficulty, and route planning should consider designated routes targeted for this use to avoid potential conflicts with other trail activities.

Parks and Recreation Master Plans across the GTA, Kitchener, Waterloo, Burlington and others identify the need to develop these facility venues and the investments have been significant in elevated skateboard parks (Sarnia), BMX trails and related facilities.

Parry Sound impact:

- Skateboard Park adjacent the Brewery area may require updating and/or relocating
- Monitor ongoing need for new and varied amenities to maintain interest

New Program Delivery Options

Among the new program trends that have caught on and will persist are grab-and-go and take-it-with-you programs, which provide participants a kit or a grab bag of activities that they can do on their own. An increase in virtual events and esports. Esports have grown in popularity as the pandemic has curtailed youth team sports activities, the pandemic has proven that esports really belong in parks and recreation. With traditional field and indoor sports suspended, teens have few recreational outlets and esports address an important need for youth.

Parry Sound impact:

- Capacity to meet new needs and ensure a timely response to community interests

Natural Playgrounds and Play Spaces

In the 2019 Canadian City Parks Report it noted one of the key trends is increased demand for naturalized spaces in parks and nature play opportunities for children (Park People Charity). It is no surprise that natural playgrounds which encourage this type of engagement with the natural environment are booming in popularity. Natural playgrounds replace plastic and other man-made products with natural materials. Natural playgrounds provide all-ages play spaces with few access barriers for children of all abilities. A play space created around grass, wood, sand, and stone easily becomes a natural haven for creative play at many different stages of child development.

Field Sports; Cricket, Ultimate Frisbee/Disc, Soccer.

Frisbee Golf (Disc) are examples of emerging sports. Disc sports are appealing to a younger population who like the idea of golf but not the expense or time commitment. The Canadian Disc golf 2018 annual report shows growth of memberships and events across the country and in the world (PDGA Canada). The number of courses across Canada have grown from 82 in 2007 to 240 in 2018 with 65 courses in Ontario. Ontario membership has grown from 286 in 2015 to 473 in 2018 and there are many more playing the game informally. The numbers are starting from a very small base number of active players but are growing quickly as facilities become available.

Virtual Events / Esports

Made even more popular due to the pandemic, opportunities should be monitored to continue to provide new programs and events for youth and hard-to-reach populations that may benefit from technology solutions.

Croki curl

The game is a large scale hybrid of curling and the board game Crokinole.[5][6][7][8] Crokinole is a game in which the players take turn to flick small discs on a circular board, to score highest depending on where the disc lands on the board where the regions are marked with score.[9] In the croki curl version of the game, rocks are used instead of discs which are roughly the size of a curling stone. The game uses junior curling stones which are 25 lbs instead of 38 - 44 lbs for regular curling stones. The game is played by teams consisting of two players, trying to score points by throwing the stones into the center of the ice where the circles are marked. The highest circle is marked with twenty points.[9]

Croki curl has spread from Winnipeg all across the county to small towns and large cities including Saskatoon, Calgary, Regina, Kenora, Guelph, London Penetanguishene & Midland, ON, Wiikwemkoong, Ramara, Toronto,[10] and Fort St. John, Gull Lake, SK, Melfort, Binscarth, Sylvan Lake, AB, Hanna, Alberta, Prince Albert, SK, Estevan, Neepawa, Yorkton, Swift Current, Shellbrook, Centre-Ville de Kénogami, Saguenay, Quebec, Kenora, ON, Deep River, Ontario, and Cornwall, Prince Edward Island.[11][12]

Specific Activity Trends - Traditional

Swimming

Learning to swim is considered a life skill by many Canadians like, learning to ride a bicycle. We are fortunate to have a broad range of aquatic recreational activities across Canada including waterways, rivers, lakes, private and public swimming pools. Learning survival swimming helps to ensure that Canadians are safe in, on and around the water. In Ontario, a majority of Grade 3 students participate in Swim to Survive as a part of the curriculum to ensure that each child can successfully complete the basic survival skills: roll into water, tread water for one minute, and swim 50 meters with or without a lifejacket or PFD[1].

Aquatics also provides many physical activity, therapeutic and health benefits for individuals with disabilities, injuries, and physical limitations brought on by aging. There is a growing trend for new and renovated aquatic facilities to include warm water tanks for use by younger children learning to swim and adults participating in aquatic fitness classes, as well as hot tubs for the individuals mentioned previously.

Aquatic service providers, owners, operators, and their insurers recommend regular pool and waterfront audits/inspections by an independent agency to ensure that the risks associated with delivering these services, are in compliance with regulations, and that facilities and programs are managed at the highest level of safety. Public access to beaches, waterfronts and adjacent trails is becoming increasingly important for the physical, social, and mental health of individuals. Ensuring that these spaces remain within the public domain is important to residents as well as visitors to these areas for recreation.

The need for year-round access to swimming facilities is often identified within the top three requests when communities are surveyed. But the associated costs to operate swimming pools usually requires a population base which is large enough to support these facilities both in attendance and cost recovery through taxation, grants, and user fees.

Parry Sound Impact:

- access to learn-to-swim options remains important with water surrounding community
- need to ensure proactive leadership development program for aquatic staff to operate within the WPSRCC

Walking

Walking has grown amongst all population cohorts as an important recreational activity, and continued growth is expected to align with the following trends and factors:

Increasing emphasis on healthy lifestyles, active transportation, and environmental benefits of walking. CanadaWalks reported that 45% of Canadians reported that it would not be difficult to commit to walking 30 minutes a day, the amount recommended for health benefits. Also, more than 70% agreed that walking is a form of exercise with real health benefits, and it is a pleasant and relaxing activity. Also noted is the uptake in walking is during personal time doing errands, visiting, parks/playgrounds, and visiting others. (CanadaWALKS) This is positive for the Municipality as residents seek out more local parks and open spaces to visit:

- The low cost to participate and flexible time commitment.
- The multiple routes and alternatives available to create diversity and interest.

- The ability to walk alone, with friends, in small groups or larger entities.
- The availability of indoor and outdoor walking facilities for year-round use.
- The ability to walk no matter what one's ages if mobile.
- All these points make walking a highly accessible, affordable and flexible activity that all ages are incorporating into their lives.
- Trail usage is increasing as the variety of outdoor trail activities has grown.

Parry Sound Impact:

- Strong interest in year-round opportunities for walking
- Potential conflict between pedestrian and vehicular use of the Fitness Trail during winter months
- Trail connectivity lacking in some locations
- Trail surfaces not fully accessible; trail amenities lacking

Fitness, Wellness and Spiritual Programs

Outdoor fitness loops have existed for some time, with a growing number integrated into open spaces that include exercise equipment that is designed to withstand extreme temperature and inclement weather condition. These types of fitness loops are gaining momentum as exercise opportunities that are in a natural setting and are perceived to be free. A list of some of Ontario's fitness trails can be viewed on the Ontario Trails website (Ontario Trails).

Programs, such as fitness classes, yoga, and tai chi will continue to show growth, especially as new fitness program elements come into the environment. These activities have gained significant support amongst X and Y generations, particularly Y generation populations who place a higher emphasis on quality of life and healthier outcomes. These classes started mainly indoors but have migrated to outdoors whenever the weather permits and can be found in most Ontario communities.

Cycling

Cycling is increasing across Canada in both small and large communities. Forty-two of Canada's 100 census subdivisions with populations over 50,000 saw rates of cycling to work increase between 1996 and 2016. In small towns, tourism often plays an important role in growing cycling for transportation, as is the case with both Canmore and Revelstoke, Alberta. In both places, a recreational mountain-biking culture has translated into more trips to work by bike. (TCAT)

Cycling of all forms is very much on an upward trend not only leisurely but also for competitive purposes. CycleON, Ontario's cycling strategy, is focused on increasing cycling usage, improving cycling infrastructure and implementing an integrated province-wide network of cycling routes (MTO CycleON). With this increase trend also is an expectation of a higher standard for services provided for the riders. For example, tire pumping, bike repair, and water filling stations would need to be placed at strategic locations.

Parry Sound Impact:

- Proactive identification of safe cycling linkages
- Continue to work with local clubs and organizations to promote tours

Event and Picnic Area

Outdoor Event and picnic space is increasing and there is more demand for facilities and picnic areas than available. Recent immigrants from warmer climates come from communities where holding social gatherings outdoors is their norm. They look forward to connecting with their extended families and friends at these events. The availability of amenities to cook and clean as well as shelter from poor weather draw them back to a location. The COVID-19 pandemic is a factor in the growth in these activities as seen in 2020 and 2021.

Fishing

Participation has remained steady since 2005 with Ontario having over 750,000 anglers in 2015. Over 75% of Canadian anglers are male with an average age of 49 years. (Fisheries and Oceans Canada) The anglers averaged fishing 15 days per year. Fishing appeals to an ethnically diverse group if they participated in this activity in their country of origin. It is an activity that one can participate in all seasons and ice fishing makes for a very Canadian experience.

Kayaking, Paddleboards, Canoeing

Kayaks and Paddleboard have become extremely popular over the last few years in addition to canoeing. They provide a great health benefit, affordable, social, and opportunity to explore the waterways and outdoors. During the pandemic, these activities saw dramatic increases as people were looking to get outdoors to pursue safe activities.

Parry Sound Impact

- access to designated safe human powered boat launch areas will continue to increase.

Nature, arts and culture activities, programs, and spaces

These areas will expand with the growing and aging population. Arts and culture venues are also an important part of local and regional tourism strategies and attractions. Cultural activities such empowerment, confidence, civic pride, and tolerance. Culture is important to the vitality of all communities.

Parry Sound Impact

- Stockey Centre and Museum on Tower Hill and the Tower Hill Heritage Garden are important assets that will require ongoing communication and cooperation to maximize resources for residents and visitors

Outdoor skating

There's been a trend in recent years towards outdoor skating rinks, where individuals can skate along frozen rivers, lakes and through trails. Examples of these rinks are Rideau Canal, IceWay in Edmonton, Red River Mutual Trail in Winnipeg, and Valens Lake in Hamilton (Culture Trip). Valens Lake Conservation Area has created 425 metre new skating trail out of a campground road. It takes skaters on a journey through cedar, spruce and pine forest at the campground. It is an adventurous outdoor activity for the whole family but subject to cold weather to maintain ice conditions or invest in expensive refrigeration systems or other types of artificial ice plants. Some communities have invested in artificial outdoor plants ("GLICE") to meet growing demand for this recreation experience.

Parry Sound Impact:

- The outdoor rink in Kinsmen Park, while successful and popular, requires a proactive regular maintenance schedule
- the outdoor rink is only accessible by car

Snowshoeing/Cross Country Skiing

A significant trend in Canadian cross-country skiing has been the tremendous growth in the sport on a recreational level. Over 3.5 million Canadians own cross-country equipment, of whom almost 2 million ski once a week or more during the winter months. (Patricia G. Bailey). The lower expense and lower injury risk of cross-country skiing attracts individuals as they leave downhill skiing. It is also a great activity for the whole family.

The sale of snowshoes is growing rapidly and many of the winter recreational venues are seeing a marked increase in trail passes for snowshoe participants. Snowshoeing or skiing that allows you to be able to glide or walk-through deep snow has gained popularity in the last decade as a recreation activity. Like hiking in the winter, the best places to snowshoe or ski are on hiking trails. It takes minimal equipment, is easy to learn for the whole family and it offers a great workout for all ages. (Snowshoe Canada).

Sledding/Tubing

Tubing is a recreational activity where an individual rides on top of an inner tube and can be a perfect way to enjoy a snowy day. Although tubing is simply a different medium on traditional tobogganing/sledding, there are now a number of spots in the GTA to tube at - <https://www.todocanada.ca/snow-tubing-around-toronto/>

Overall, the demand for the winter use of parks and open spaces is growing with people's desire to be outdoors in all seasons. This would mean a higher level of service for trails and amenity maintenance year-round.

Outdoor Court Sports and Activities

Growth in participation in outdoor sports on playing courts is related to population growth and demographic changes, growth in participation rates in some activities, increasing demands for non-programmed recreational activities and other factors. Other outdoor sports and activities played on

outdoor courts (along with Pickleball) include lacrosse, basketball, ball hockey, bocce, lawn bowling (greens), beach volleyball and shuffleboard. Outdoor courts are increasingly designed to be multi-use to allow for a range of alternative or concurrent sports and activities on the same surface. Continued dialogue around demand, participation rates and design is needed to maximize use of the courts.

Dog Parks

Dog parks are the fastest growing types of parks (Park People Charity). Fenced in or open space off-leash areas for dogs are destinations and can be revenue-generating, and increase satisfaction with the visitors' experience, as many dogs are regarded not just as part of the family, but as children. One of the concerns is the potential for conflicts among and between dogs, among people and dogs, and among the dog owners. Several municipalities have worked on this issue and presented guidelines and posted rules and etiquette so all can better enjoy their dog park experiences. (Vancouver P&R Board). During the COVID Pandemic there was a surge in households buying a puppy as many working from home with children who needed something to do, had no where to go for vacation or had limited social opportunities felt the urge to buy a pet.

Community Trails

Community urban trails have become one of the most popular and sought-after development initiatives within communities and conservation parks. Trails are a communities' green infrastructure network. They provide connections that tie communities together, link park and recreation opportunities, and serve as transportation routes (Connect Our Future). Initially, walking, hiking and jogging-type activities were the prominent use. In more recent years, cycling, rollerblading and other uses have emerged in force.

The design of trails has advanced significantly corresponding to the wide variety of trail surfaces and environments, and to become more multi-use. As trails become more multi-use with higher volumes of people, there is a need to manage trail activities to reduce conflicts and to provide trails on a year-round basis, through signage, markings / lane separation, by-laws, and maintenance. The breadth of trail activities is very broad as shown on the Ontario Trails web site that has over 20 categories of trail activities (Ontario Trails).

One of the most significant trends of the last five to ten years has been the linking of community trails to broader linear transportation network planning as a component in these networks. The Ontario Trails Council, which works with groups and communities across the province to help facilitate connections and resources to support trail development, has documented Ontario communities' Active Transportation and Trails committees which are working to support this transportation connection trend. As a result, community trails are increasingly taking on a role as an alternate transportation resource in combination with the fitness, recreational and related activities which have traditionally been the value basis for these resources. As previously noted, Trail system planning should connect destinations so that a linked network evolves providing convenient access to schools, large parks, attractions, commercial areas, waterfronts, special environmental features, and other community resources, including the provision of appropriate support amenities. (washrooms, parking)

With the development of the broader network system, including the integration of trails between municipalities, particularly in regional government areas, has resulted in the notion of a three-tiered trail system:

- The spinal corridors which are the primary transportation routes;
- The local trails which connect neighbourhoods and other destinations within communities.
- Specialized and destination trails within a variety of natural and built settings providing routes and loops with points of interest, landmarks, interpretive and educational signs and information, fitness equipment, views and other features.

The passing of the Ontario Trail Act in 2016 outlined the Ontario government’s responsibility for development of a trail classification system, to increase awareness of and use of trails, enhance and protect trails and recognize the contribution trails make to the quality of life. The 15 distinct trail regions have been documented by the Ontario Trails Council and the development of a voluntary trail classification system is in progress (Ministry of Heritage, Sport, Tourism and Culture Industries).

Community trail development are evolving and needs to be considered in all new and renewal development occurring within communities as both a recreational experience that sustains leisure interests, fitness and related activities, as well as providing alternate transportation opportunities. As trails evolve so do the amenities: benches, rest areas, washrooms, walkway lighting, water filling stations and signage (wayfinding or park identity signage). Trail systems also include trail heads, rest areas, lookouts and other supports along the trails and winter maintenance and lighting of certain trails for year-round use.

In addition, as trails become more multi-use, involving everything from cyclists training for competitions to older adults walking for health, comes the need to better manage trail utilization to reduce conflicts and to provide trails on a year-round basis. As a result, strategies have evolved, often to have two track trail systems in heavy use areas. To support the multi-use of trails there has been development of user etiquette guides, Trail Smart (Ontario Trails), by numerous groups to help foster positive shared trail usage. Many conservation parks have been approached by groups who have asked if the trails can be maintained on a year-round basis so that users can sustain their fitness regimes and facilitate ongoing alternate transportation access. Any such strategy will require additional resources.

As the role of trails evolves and utilization grows, trails will become an increasingly important resource that will need continuing investment, maintenance, and management to sustain their value and effective use and benefits.

Parry Sound Impact:

- the Fitness Trail is a key asset within the community and will require ongoing maintenance, upgrading and the addition of amenities
- ongoing monitoring of year-round use by all (vehicular and pedestrian)

Water Features

Water features provide opportunity for low-risk participation with a wide variety of play possibilities. In response to budgetary, staffing and space limitations, spray/ splash pads are becoming more commonplace and more economical than swimming pools (NRPA). Potable systems and re-circulating systems are the basic design approaches to spray/ splash pads. Communities like London, Goderich, Burlington, and others have repurposed outdoor and wading pools to splash pads, and this trend is

accelerating. The Ontario Ministry of Health amended Regulation 565 to include updated requirements for splash/spray pads, wading pools and swimming pools. The regulation ensures that the water supplied for recreational enjoyment meets a minimum health standard for potable and re-circulation systems. The regulation also states supervision requirements for wading and swimming pools where there is standing water and the risk of drowning is higher. The addition of spray/ splash pads to existing and new park developments offers a low-risk activity for children to stay cool and have fun during the warm summer months. Service clubs such as the Rotary Club have partnered with municipalities to raise funds for the construction of spray pads in their community.

APPENDIX C – SERVICE DELIVERY MODEL ANALYSIS

SERVICE	DELIVERY MODEL
Parks Construction and Maintenance	Direct
Facility Construction and Maintenance	Direct
Trails Construction & Maintenance	Direct
Playground Construction and Maintenance	Direct
Pavilion Construction and Maintenance	Direct
Park Enhancements	Direct
Horticulture	Direct / Community Group
Minor Soccer Program	Community Group
Minor Ball Program	Community Group
Minor Hockey Program	Community Group
Learn-to-skate Program	Community Group
Figure Skating Program	Community Group
Public Skating	Direct
Learn-to-Swim (Waterfront)	Direct
Facility Use – renters and lease holders	Community Group/Private
Recreation Programming (registered)	Community Group
Recreation Programming (drop-in)	Direct and Community Group
Boat ramps	Direct
Tennis	Community Group
Pickleball	Community Group
Curling	Private
Summer Camp	Private
Festivals	Community Group/Town support
Performing Arts / Theatre	Direct
Museum	Direct
Cultural programs and services	Direct / Community Group

APPENDIX D – FACILITY INVENTORY & CONDITIONS ANALYSIS

FACILITY	LOCATION	#	AMENITIES	CONDITION
Bobby Orr Community Centre	Downtown Parry Sound (end of Mary Street)	1	<ul style="list-style-type: none"> • Ice surface, floor lines for pickleball and lacrosse • Arena board and wall advertising • 3 pickleball courts, with fourth one being added in July • Viewing area for arena floor • Divided meeting rooms overlooking ice or available for meeting space; small kitchen • Large hall overlooking ice or available for social and program events • Retail space on lower level • Adequate paved parking 	Facility is well maintained. Observation during summer months so use included pickleball, shuffleboard and meetings.
Charles W. Stockey Centre for the Performing Arts	Big Sound Marina area, across from Ferry launch. Bay Street.		<ul style="list-style-type: none"> • Located across from 30,000 Island Cruise dock, Island Queen Cruise • 400 seat theatre. • Box office • Serves as major event venue also, outdoor patio with seating and water views • Bobby Orr Hall of Fame • Activity Centre 	Facility in good condition.
CP Station	Avenue Road		<ul style="list-style-type: none"> • Auditorium • Small Kitchen • Long-term lease to Festival of the Sound. 	Fair (Heritage Building)

FACILITY	LOCATION	#	AMENITIES	CONDITION
Waubano Park & Beach	Foot of Prospect Street		<ul style="list-style-type: none"> • Sandy public beach area, adjacent walkway • Boat ramp • Biosphere educational signage • Archipelago information and educational signage • Play structure, sand surface • Swing set (3 regular) • Swing set (3 toddler) • No accessible swing • Concession/Washroom building (not open at time of visit); includes covered seating area 	Good
Skateboard Park area	Between Sequin River and Great North Road		<ul style="list-style-type: none"> • Near trestle bridge • Wood / steel ramps • Modest design • Dirt track leading to ramps 	Fair
Belevedere Heights	Belvedere Ave.		<ul style="list-style-type: none"> • Veteran’s Memorial Park • Sitting area • Sunset views 	Good
West Parry Sound District Museum (aka Tower Museum) and Tower Hill	George Street		<ul style="list-style-type: none"> • Museum not open at time of visit • Heritage features on property • Tower Hill lookout signage; lookout with majestic views • Original District Forester home (1930), educational signage • Heritage garden • Parry Sound Centennial time capsule and plaque • Educational signage (role of Towers in Georgian Bay); history of Tower • Garden signage – bird attraction 	
Market Square Park	Downtown adjacent Public Library (Mary Street)		<ul style="list-style-type: none"> • Central garden area • Historic bell • Grass area 	Fair/Good

FACILITY	LOCATION	#	AMENITIES	CONDITION
Park and Playground areas	Kinsmen		<ul style="list-style-type: none"> • Various park areas with picnic and playground areas • May include play structures, benches, picnic tables, multi-use court, off-leash dog area 	Various conditions
	Waubuna Beach			
	Tower Hill Heritage Garden			
	Mission Park			
	Market Square Park			
	Yvonne Williams Park			
	Booth Street			

Non-Municipally owned recreational and parks amenities.

FACILITY	LOCATION	#	AMENITIES	CONDITION
Parry Sound High School			<ul style="list-style-type: none"> • Outdoor facilities include grass soccer pitch (1) surrounded by asphalt track • 3 tennis courts (2 not maintained), old light system 	Good
			Indoor facilities include X gymnasiums	Poor/Fair

YMCA	Parry Sound Drive	<ul style="list-style-type: none"> • YMCA stand alone building • “Wellness, Group Fitness, Day Camps” on signage • Ball diamond (no lights), dugouts Play structure	Diamond and play structure not maintained.
Curling Club		Not available for viewing during time of visit.	
Public Library		Not available for viewing during time of visit.	
Seniors Centre		Not available for viewing during time of visit. Large auditorium with kitchen	Fair

APPENDIX E – FINANCIAL ANALYSIS

Capital

The Town of Parry Sound has a well-defined Reserve and Reserve Fund Policy. It defines the type and function of establishing reserves under two main categories including “Obligatory” and “Discretionary”. These reserve categories are subsequently sub-divided into respective funding streams, as follows;

1. **Discretionary** - subdivided into:
 - a) Operating
 - b) Capital
 - c) Specific Use
2. **Obligatory** - subdivided into:
 - a) Operating
 - b) Capital

Reserves are established or maintained to meet one of the following purposes of the Municipality:

1. **Asset Replacement** - established to smooth the spikes in capital budgets and smooth out property tax changes;
2. **Project Reserves** - established to provide cost effective self borrowing mechanisms to reduce risks associated with interest rate fluctuations;
3. **Economic Stability Reserves** - established to buffer against significant fluctuations in the economy;
4. **Contingency Reserves** - established to accommodate contingent, unfunded or known liabilities (where the amount is unknown) for current and/or future years;
5. **Working Fund Reserves** - established to provide cash flow for operations to eliminate the requirement to borrow funds to meet immediate obligations; and
6. **Self-Insurance Reserves** - established to provide self-insurance provisions.

The following is a summary of the Reserve and Reserve Fund balances associated with Parks, Recreation, and Cultural services.

Reserve	Dec 31/19 Balance	Dec 31/20 Estimated Balance	Projected 2021 Activity	Dec 31/21 Estimated Balance
Big Sound Marina Reserve	-	\$1,293,240	\$(1,293,240)	\$ -
Building Replacement	413,392	477,852	79,460	557,312

Reserve	Dec 31/19 Balance	Dec 31/20 Estimated Balance	Projected 2021 Activity	Dec 31/21 Estimated Balance
Covid-19 Reserve	-	335,064	(201,538)	133,526
Emergency Capital Asset Replacement	200,000	200,000	-	200,000
Equipment Replacement	117,801	275,026	47,674	322,700
Fleet Replacement	224,014	581,549	410,485	992,034
General Working	2,299,514	2,299,514	-	2,299,514
Infrastructure Replacement	473,323	473,323	81,408	554,731
Modernization	\$658,950	\$658,950	\$(350,000)	\$308,950
Parks	351,368	351,368	(140,000)	211,368
Stockey Centre Reserve	188,514	157,615	(49,649)	107,966
Tax Rate Stabilization	1,064,731	1,001,231	(4,557)	996,674
Development Charges	110,071	110,071	(50,000)	60,071
Property/Parkland Reserve Fund	100,779	102,335	-	102,335
Provincial Gas Tax	109,285	168,308	48,000	216,308
Federal Gas Tax	390,574	817,204	(426,461)	390,743
BOHOF Reserve Fund	140,308	143,440	1,500	144,940
BOHOF Scholarship	16,022	14,832	500	15,332
BOHOF Special Projects	237,727	206,327	2,900	209,227
Capital Asset Legacy Reserve Fund	1,062,648	1,185,704	(295,468)	890,236
Capital Replacement Reserve	1,233,202	1,108,659	(478,200)	630,459
Splash Pad	44,289	44,500	200	44,700
Treetops Community Forest	1,850	1,868	24	1,892

Contributions to Dedicated Reserves

The Town of Parry Sound is currently contributing annual amounts to the following reserves.

Infrastructure Replacement	\$157,208 (new in 2021)
Building Replacement	\$121,460 (new in 2020)
Fleet Replacement	\$467,985
Equipment Replacement	\$165,594

Operating

The purpose of this section is to analyze how the Town's operating budgets are trending. The analysis comprises actual budgets from fiscal years 2016 to 2021. In some cases the analysis is further scoped to 2017 to 2019 representing the three most recent fiscal years prior to the Pandemic.

The following budgets were included in the analysis and are presented in the following:

- **Bobby Orr Community Centre**
- **Parks and Recreation Department**
- **Stockey Centre**

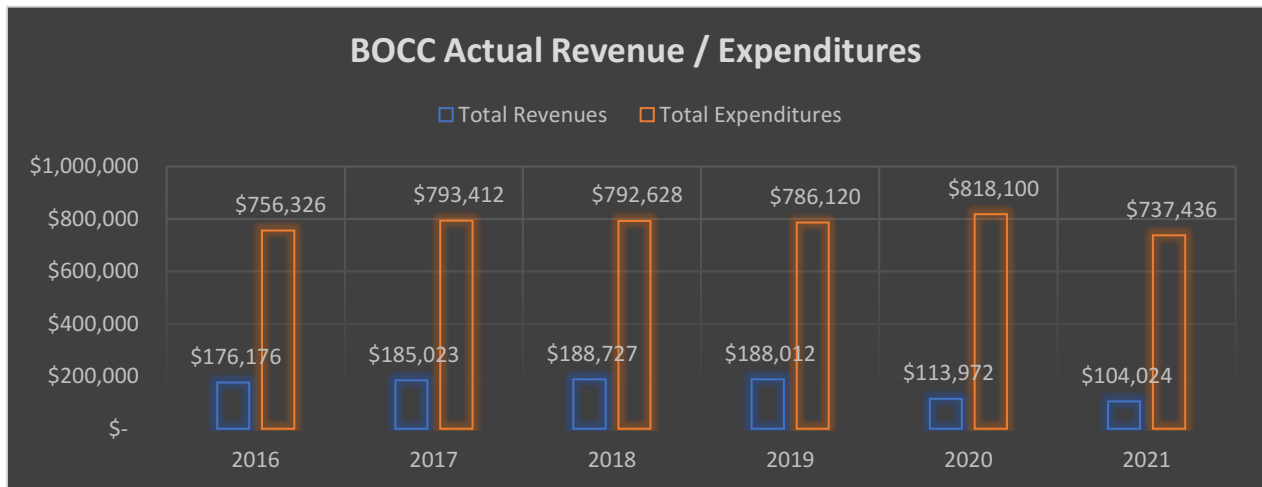
Bobby Orr Community Centre

The annual operating expenditures of the Bobby Orr Community Centre has been remarkably stable over the past five years. In a typical operating budget of a multi-use recreation facility with an ice pad, the annual expenditures show a year-over-year increase due in large part to the amount of non-discretionary expenditures relate to staff and utilities. Between 2016 and 2019, being the most relevant pre-pandemic period, the BOCC operating expenditures increased 3.9% (\$29,794) over 4 years. This relatively low increase illustrates good cost control and facility management.

Overall revenues during this same period are also relatively stable with an increase of 7% (\$12,436) between 2016 and 2019. It should be noted that revenues from Federal and Provincial Grants have been backed-out of the revenues as they are one-time revenues and skew the annual operating comparison. The Town did receive grants in the amount of \$5,000 in 2019, \$8,386.95 in 2020, and \$116,812.14 in 2021.

BOCC – 2016 to 2021 Actual Revenue and Expenditure Comparison

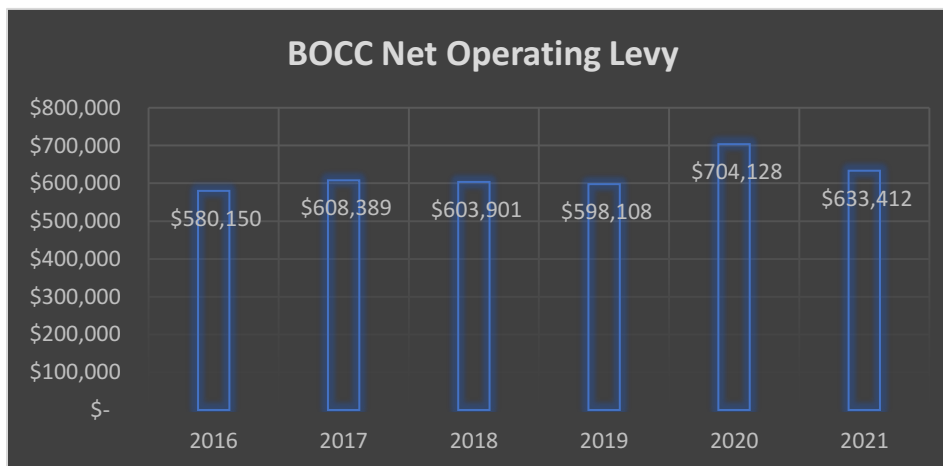
The expenditures and revenues are typical of other municipal facilities of this type due to their



fixed cost of operating and significant reduction in revenues resulting from mandatory closures of facilities due to pandemic.

Consistent with stable expenditures and revenues, the net levy impact of the BOCC in the pre-pandemic years has also been stable. The net levy impact for the BOCC in 2019 was \$593,108 representing a 3.09% increase from 2016. The largest net levy impact was experienced in 2020 at \$704,128 which was due to a lack of off-setting revenues due to pandemic restrictions.

BOCC – 2016 to 2021 Net Operating Levy Impact

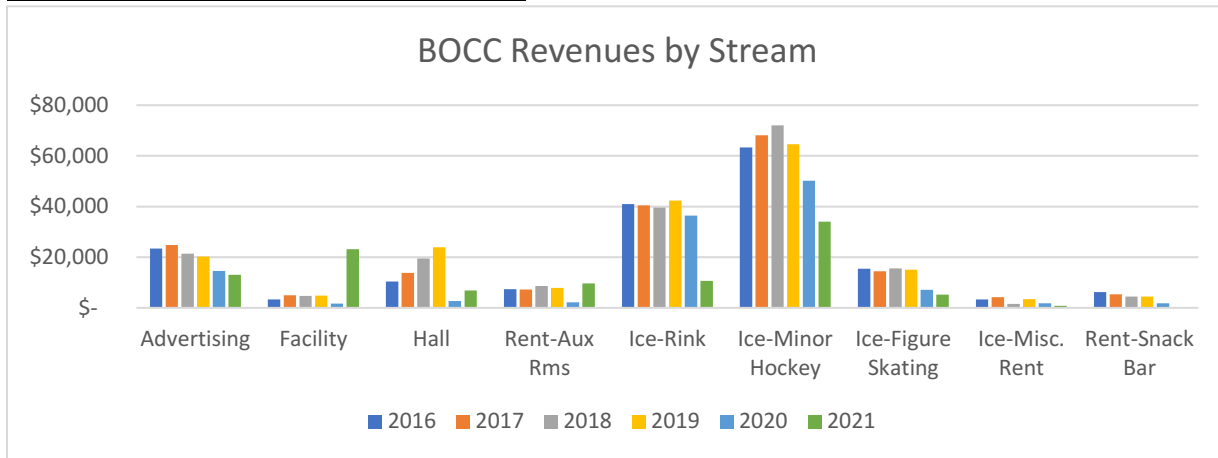


A further analysis of the BOCC annual revenues was conducted to determine trending patterns regarding revenues and facility utilization. The major revenue streams for the BOCC are related to

ice rentals. Among the ice rental categories, minor hockey is the largest renter, adult hockey is the next major ice renter, and figure skating as the third largest ice user. There is also a smaller category of private ice rentals.

Prior to the pandemic ice utilization was increasing for minor hockey between 2016 to 2019, while adult hockey and figure skating remained relatively stable.

BOCC Revenue Analysis by Revenue Stream

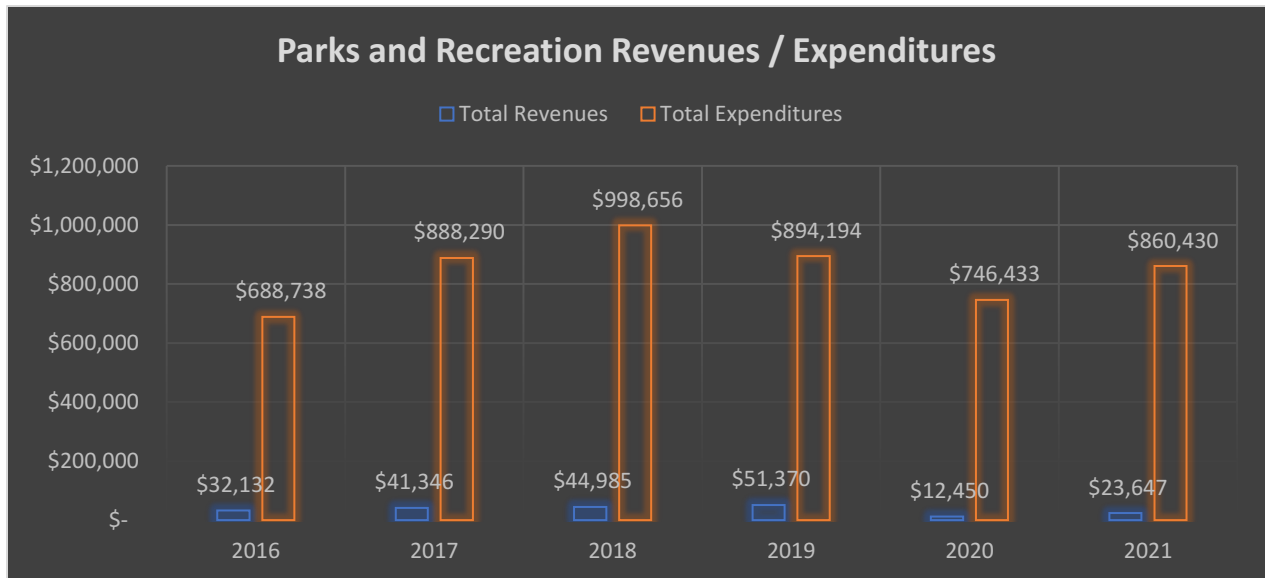


Parks and Recreation Operating Budget

The Parks and Recreation Operating Budget includes the expenditures and revenues associated with parks and outdoor recreation facilities. Between 2016 and 2019 there has been a steady increase in revenues reaching a high of \$51,370 in 2019. As identified previously, the pandemic restrictions have had a dramatic impact on revenues from user fees due to closures and restrictions on events and sports. The Town should reasonably expect that as the pandemic restrictions are removed, their revenues should return to 2019 levels.

The expenditures show a steady increase between 2016 and 2018 that appears to be relatively consistent with the rising costs of staff, fuel, and aging equipment. There was a significant decrease in expenditures in 2019 prior to the pandemic. The major line items responsible for this was a decrease in Contract Services (\$39,490) and Transfer Payments (\$51,290) from the fiscal year of 2018.

Parks and Recreation Operating Budget Comparison



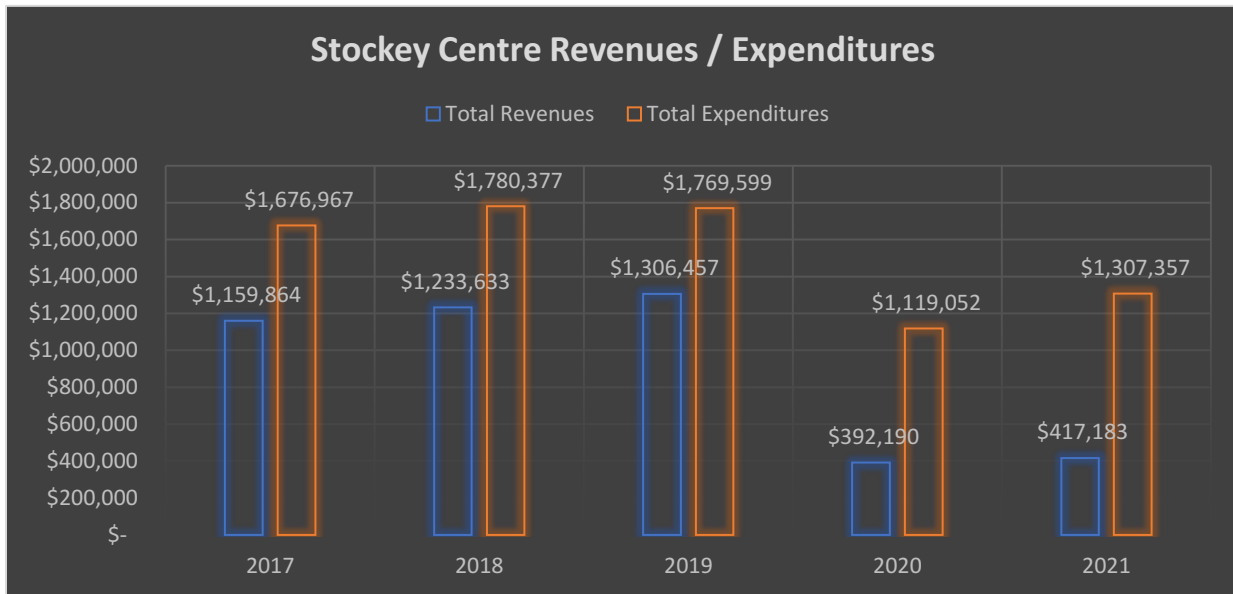
Expenditures decreased further in 2020 due to decreases in Staff, Materials, Contract Services, Transfer Payments, and Amortization. The Town should reasonably expect to see its expenditures increase in 2021 and beyond as utilization and user expectation return to pre-pandemic levels.

Stockey Centre Operating Budget

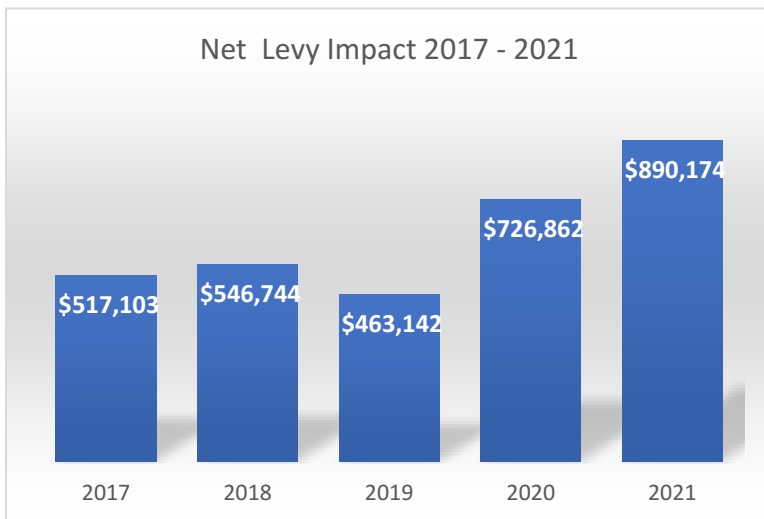
The Stockey Centre operating budget was trending very favorably in the pre-pandemic years. Facility expenditures appear to be stabilizing year-over-year, with 2019 expenditures being slightly less than the preceding fiscal year 2018. Annual revenues between 2017 and 2019 were also increasing year-over-year with a 6.3% increase in 2018, and a further increase of 5.9% in 2019.

The Stockey Centre similar to most performing arts and museum facilities were impacted greatly by closures and user restrictions as evidenced by the 2020 and 2021 operating budgets.

Stockey Centre Revenue / Expenditure Comparison



Net Levy Impact 2017 - 2021

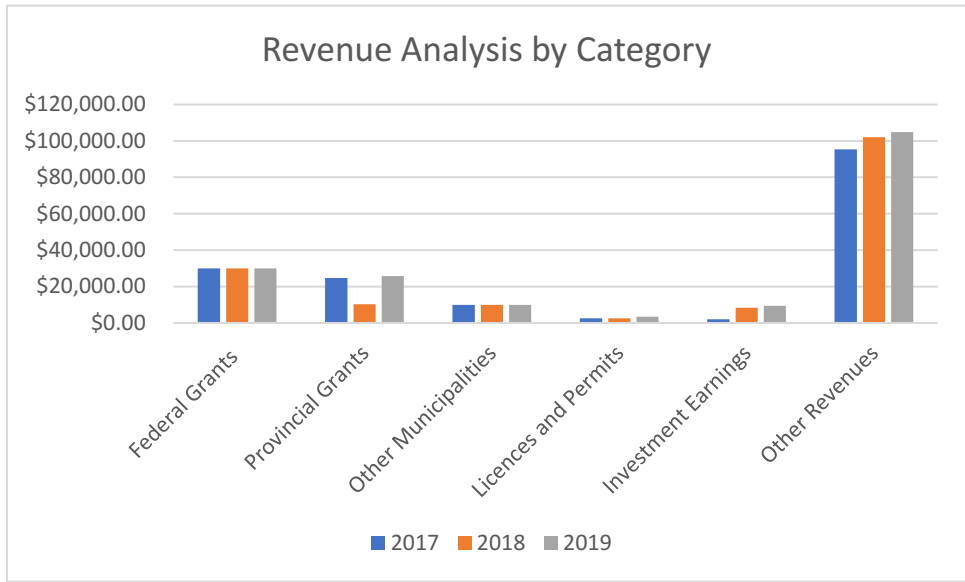


The Net Levy Impact chart illustrates how the Stockey Centre was trending in terms of decreasing the net levy impact in 2019 until such time as the pandemic.

The Town should reasonably expect to return to pre-pandemic revenue levels as restrictions are relieved and consumer confidence in attending congregative settings resumes.

A further analysis of the Stockey Centre revenues was conducted. The analysis was scoped to include the three most recent fiscal years prior to the pandemic. The first analysis includes all revenue streams apart from User Fees, which are illustrated separately. The rationale for separating the revenue streams was purely to provide a better visual representation of the revenue categories.

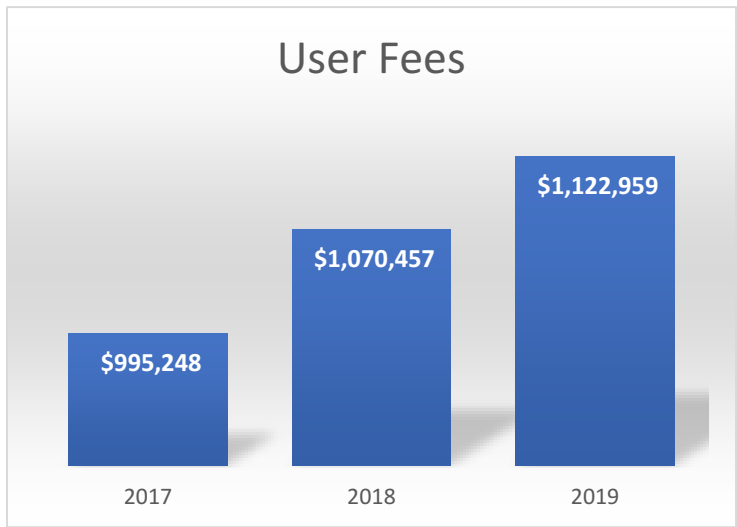
Revenue Analysis by Categories



There are two main observations that can be made with regard to revenue streams. Grants by Federal, Provincial, and other municipalities remain relatively fixed. In the case of provincial grants the 2018 grant amount was reduced.

All other revenue streams controlled by the Town including User Fees (illustrated separately) are trending upwards which represents a favorable trend for the Stockey Centre.

Stockey Centre User Fee Revenue (2017 – 2019)

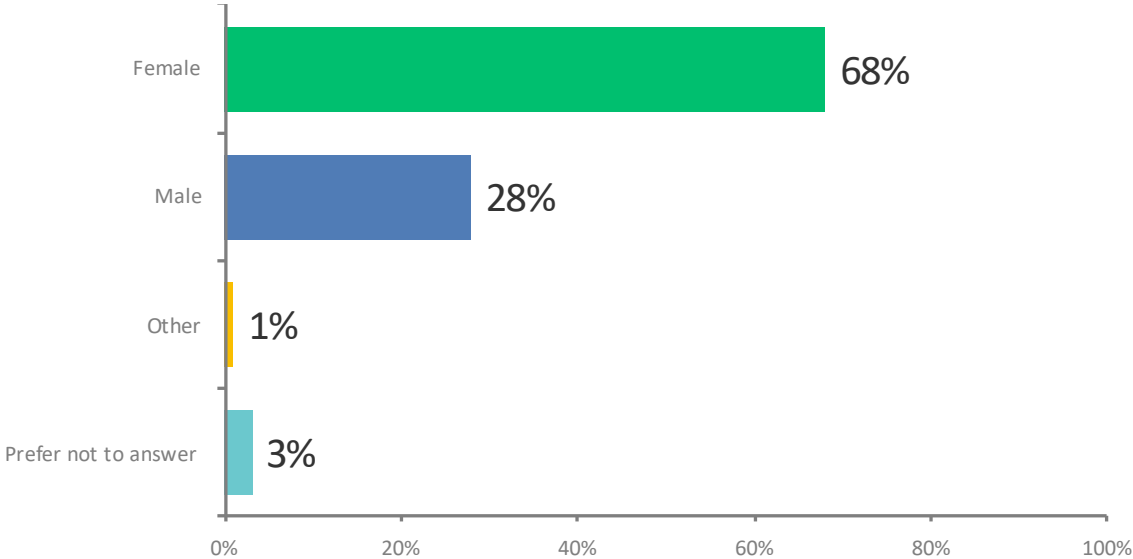


The Stockey Centre user fee revenues was trending favorably during the pre-pandemic period with a 7.55% increase in 2018 over 2017. The Centre reported a further increase of 4.9% in revenues in 2019.

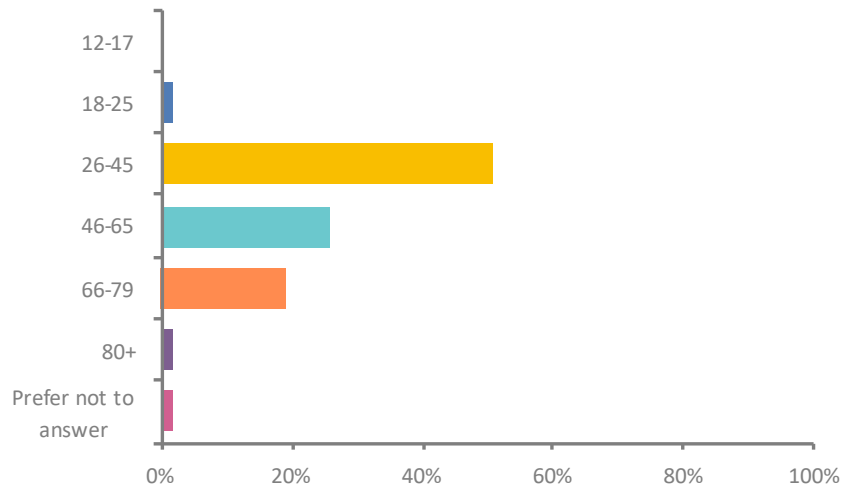
APPENDIX F – CITIZEN SURVEY RESULTS



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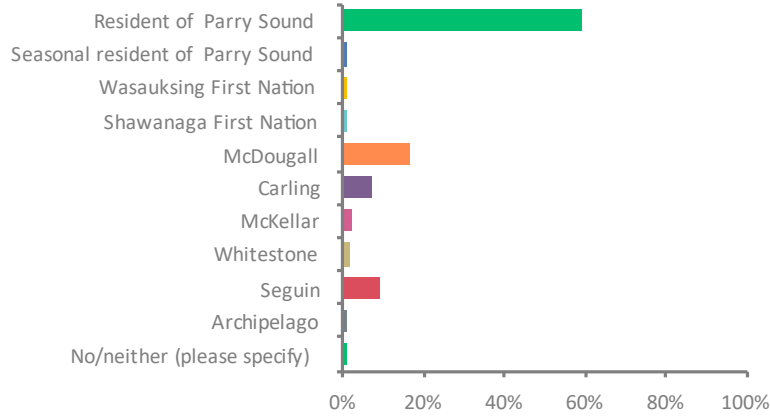
Answered Skipped



ANSWER CHOICES	RESPONSES	
12-17	0%	0
18-25	1.54%	3
26-45	50.77%	99
46-65	25.64%	50
66-79	18.97%	37
80+	1.54%	3
Prefer not to answer	1.54%	3
TOTAL		195

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Answered Skipped



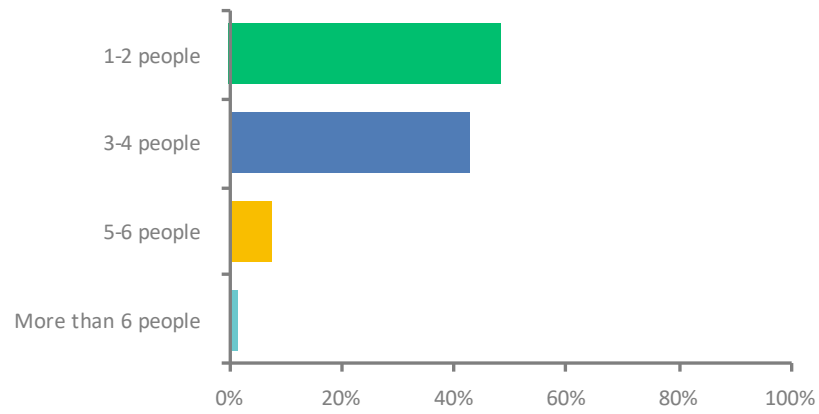
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ANSWER CHOICES	RESPONSES	
Resident of Parry Sound	59%	117
Seasonal resident of Parry Sound	1%	2
Wasauksing First Nation	1%	2
Shawanaga First Nation	0.5%	1
McDougall	17%	33
Carling	7%	13
McKellar	2%	4
Whitestone	2%	3
Seguin	9%	18
Archipelago	1%	2
No/neither (please specify)	1%	2
TOTAL		197

Other:
 Seasonal Seguin
 Gravenhurst

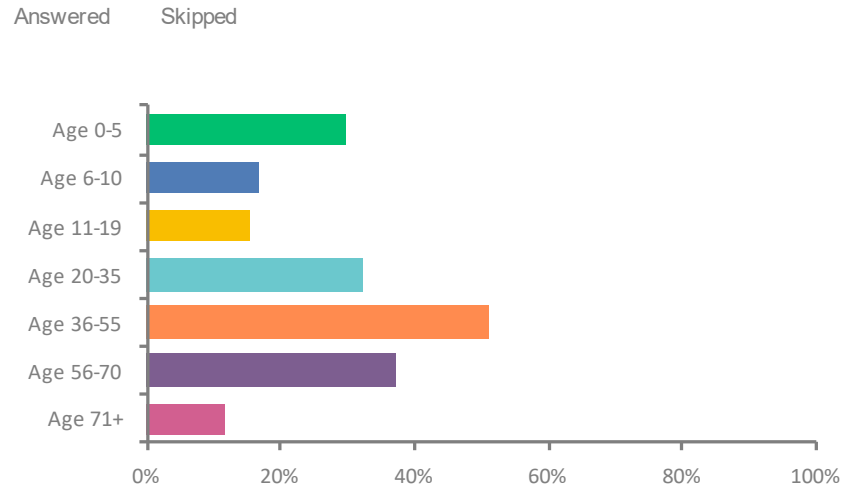


Answered Skipped



ANSWER CHOICES	RESPONSES	
1-2 people	48%	95
3-4 people	43%	84
5-6 people	8%	15
More than 6 people	2%	3
TOTAL		197

S



ANSWER CHOICES	RESPONSES	
Age 0-5	30%	58
Age 6-10	17%	33
Age 11-19	15%	30
Age 20-35	32%	63
Age 36-55	51%	100
Age 56-70	37%	73
Age 71+	12%	23
TOTAL		380

T S S

Answered Skipped



T S S

Answered Skipped

ANSWER CHOICES	RESPONSES	
Waubuno Park & Beach	73%	144
Trails and pathways	73%	144
Rotary and The Algonquin Regiment Waterfront Trail	71%	139
Charles W. Stockey Centre for Performing Arts	70%	138
Parks and open spaces	69%	135
Bobby Orr Community Centre	63%	124
Market Square Park	57%	112
Smelter Wharf (Salt Docks)	53%	104
Kinsmen Centennial Park (soccer and baseball)	51%	101
Library	50%	99
Outdoor iceskating rinks	45%	88
Playgrounds	43%	84
Picnic areas/ Pavilions	36%	71
West Parry Sound District Museum	23%	45
School gymnasiums	22%	44
Tennis/Pickleball Courts/Basketball Court	22%	43
Facilities/activities designated for children 5 and under	22%	43
Champagne Street Public Boat Launch	21%	42

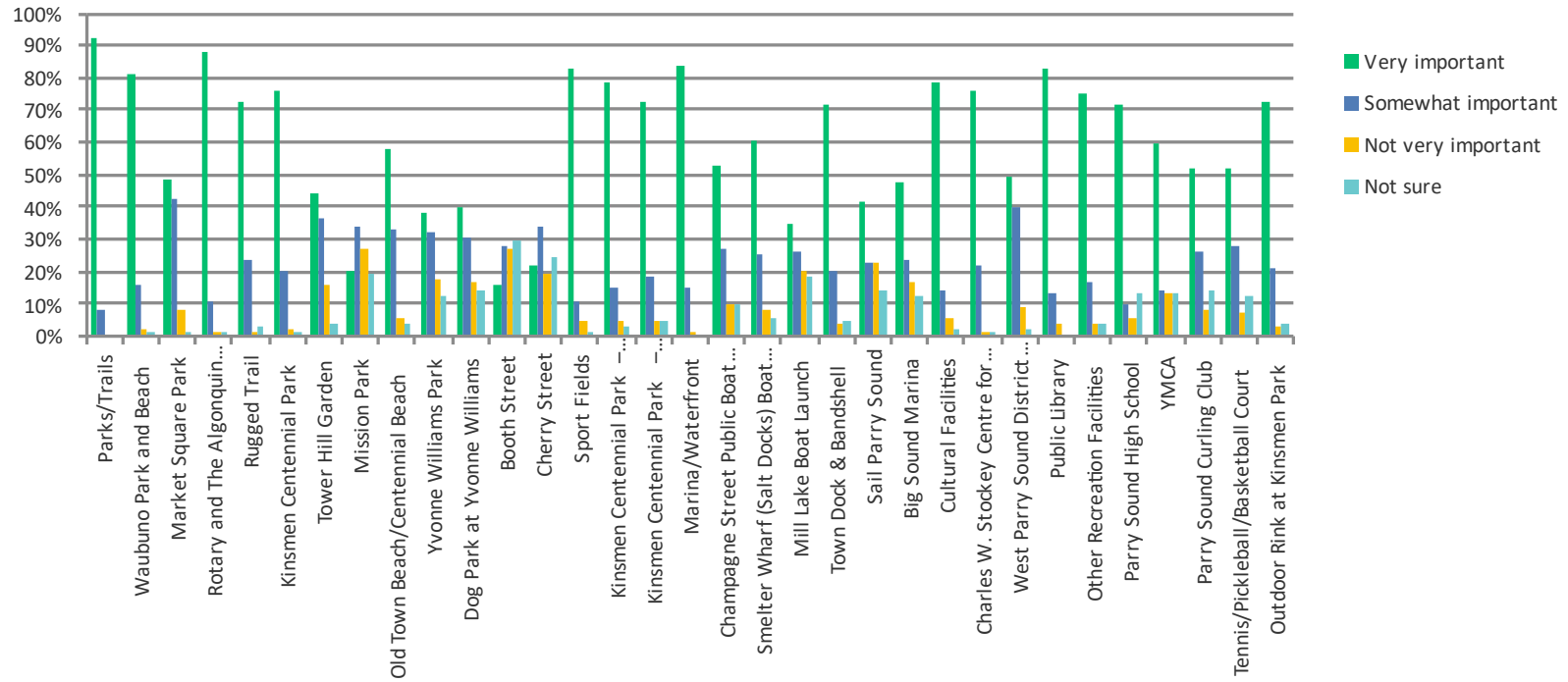
ANSWER CHOICES	RESPONSES	
Facilities/activities designated for adults	19%	37
Private fitness centres/gyms	17%	33
Facilities/activities designated for children and teens	15%	30
Community gardens	15%	29
YMCA	12%	23
Facilities/activities designated for seniors	11%	21
Skateboard Park area	7%	13
Other (Please share what other private facilities you are using).	6%	11
Multipurpose room(s)	5%	9
None of the above	0.5%	1
Facilities/activities designated for persons with special needs or disabilities	0.5%	1

- Other:**
- Pool at Apatoo
 - Pool at local motel, churches
 - Georgian Nordic Outdoor Activity Centre
 - Parry Sound Curling Club and Golf Course
 - Old Town Beach, Town Docks
 - Rugged Trail
 - Dog Park
 - Children's Forests
 - Soccer Field
 - Tower Hill Heritage Garden

T

Answered Skipped

Importance



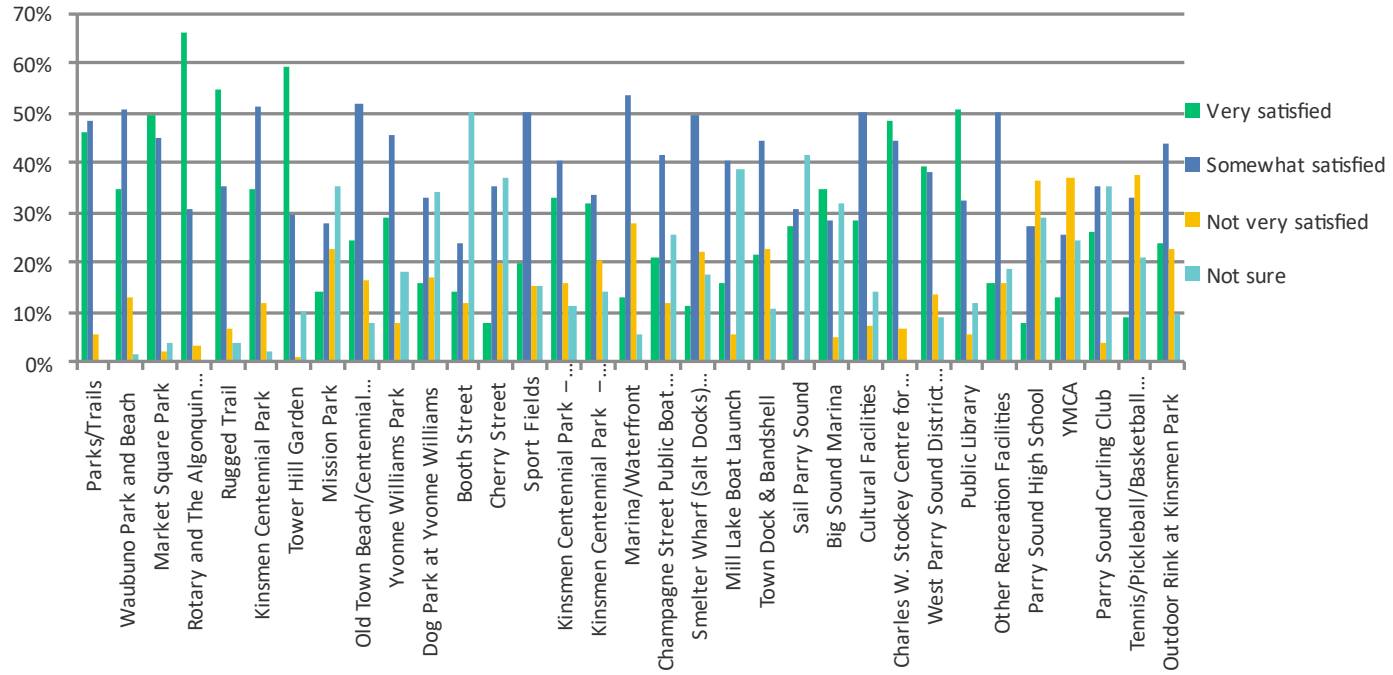
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	Very important	Somewhat important	Not very important	Not sure	Total				
Parks/Trails	92%	102	8%	9	0%	0	0%	0	111
Waubuno Park and Beach	81%	127	16%	25	2%	3	1%	1	156
Market Square Park	48%	67	42%	59	8%	11	1%	2	139
Rotary and The Algonquin Regiment Waterfront Trail	88%	137	10%	16	1%	1	1%	1	155
Rugged Trail	73%	103	23%	33	1%	2	3%	4	142
Kinsmen Centennial Park	76%	99	20%	26	2%	3	2%	2	130
Tower Hill Garden	44%	54	36%	44	16%	19	4%	5	122
Mission Park	20%	16	34%	27	27%	21	19%	15	79
Old Town Beach/Centennial Beach	58%	64	33%	37	5%	6	4%	4	111
Yvonne Williams Park	38%	33	32%	28	17%	15	13%	11	87
Dog Park at Yvonne Williams	40%	34	30%	26	16%	14	14%	12	86
Booth Street	15%	11	28%	20	27%	19	30%	21	71
Cherry Street	22%	16	34%	25	19%	14	25%	18	73
Sport Fields	83%	53	11%	7	5%	3	2%	1	64
Kinsmen Centennial Park – Soccer fields	78%	86	15%	16	5%	5	3%	3	110
Kinsmen Centennial Park – Baseball diamonds	72%	75	18%	19	5%	5	5%	5	104
Marina/Waterfront	83%	60	15%	11	1%	1	0%	0	72
Champagne Street Public Boat Launch	53%	47	27%	24	10%	9	10%	9	89
Smelter Wharf (Salt Docks) Boat Launch	61%	65	25%	27	8%	9	6%	6	107
Mill Lake Boat Launch	35%	28	26%	21	20%	16	19%	15	80
Town Dock & Bandshell	72%	79	20%	22	4%	4	5%	5	110
Sail Parry Sound	41%	33	23%	18	23%	18	14%	11	80
Big Sound Marina	48%	41	23%	20	16%	14	13%	11	86
Cultural Facilities	79%	44	14%	8	5%	3	2%	1	56
Charles W. Stockey Centre for Performing Arts	76%	114	22%	33	1%	2	1%	1	150
West Parry Sound District Museum (aka Tower Museum) and Tower Hill	50%	59	40%	47	9%	11	2%	2	119
Public Library	83%	103	13%	16	4%	5	0%	0	124
Other Recreation Facilities	75%	40	17%	9	4%	2	4%	2	53
Parry Sound High School	72%	66	10%	9	5%	5	13%	12	92
YMCA	60%	51	14%	12	13%	11	13%	11	85
Parry Sound Curling Club	52%	40	26%	20	8%	6	14%	11	77
Tennis/Pickleball/Basketball Court	52%	49	28%	26	7%	7	13%	12	94
Outdoor Rink at Kinsmen Park	73%	80	21%	23	3%	3	4%	4	110
Other (please specify)									14

T

Answered Skipped

Satisfaction



T

	Very satisfied		Somewhat satisfied		Not very satisfied		Not sure		Total
Parks/Trails	46%	42	48%	44	5%	5	0%	0	91
Waubuno Park and Beach	35%	44	51%	64	13%	16	2%	2	126
Market Square Park	50%	55	45%	50	2%	2	4%	4	111
Rotary and The Algonquin Regiment Waterfront Trail	66%	82	31%	38	3%	4	0%	0	124
Rugged Trail	55%	60	35%	39	6%	7	4%	4	110
Kinsmen Centennial Park	35%	35	51%	52	12%	12	2%	2	101
Tower Hill Garden	59%	54	30%	27	1%	1	10%	9	91
Mission Park	14%	8	28%	16	23%	13	35%	20	57
Old Town Beach/Centennial Beach	24%	21	52%	45	16%	14	8%	7	87
Yvonne Williams Park	29%	19	45%	30	8%	5	18%	12	66
Dog Park at Yvonne Williams	16%	10	33%	21	17%	11	34%	22	64
Booth Street	14%	7	24%	12	12%	6	50%	25	50
Cherry Street	8%	4	35%	18	20%	10	37%	19	51
Sport Fields	20%	9	50%	23	15%	7	15%	7	46
Kinsmen Centennial Park Soccer fields	33%	27	40%	33	16%	13	11%	9	82
Kinsmen Centennial Park Baseball diamonds	32%	25	33%	26	21%	16	14%	11	78
Marina/Waterfront	13%	7	54%	29	28%	15	6%	3	54
Champagne Street Public Boat Launch	21%	14	42%	28	12%	8	25%	17	67
Smelter Wharf (Salt Docks) Boat Launch	11%	9	49%	40	22%	18	17%	14	81
Mill Lake Boat Launch	16%	9	40%	23	5%	3	39%	22	57
Town Dock & Bandshell	22%	18	45%	37	23%	19	11%	9	83
Sail Parry Sound	27%	15	31%	17	0%	0	42%	23	55
Big Sound Marina	35%	22	29%	18	5%	3	32%	20	63
Cultural Facilities	29%	12	50%	21	7%	3	14%	6	42
Charles W. Stockey Centre for Performing Arts	49%	58	45%	53	7%	8	0%	0	119
West Parry Sound District Museum (aka Tower Museum) and Tower Hill	39%	35	38%	34	13%	12	9%	8	89
Public Library	51%	48	33%	31	5%	5	12%	11	95
Other Recreation Facilities	16%	6	50%	19	16%	6	18%	7	38
Parry Sound High School	8%	5	27%	18	36%	24	29%	19	66
YMCA	13%	8	26%	16	37%	23	24%	15	62
Parry Sound Curling Club	26%	14	35%	19	4%	2	35%	19	54
Tennis/Pickleball/Basketball Court	9%	6	33%	22	37%	25	21%	14	67
Outdoor Rink at Kinsmen Park	24%	20	44%	37	23%	19	10%	8	84
Other (please specify)									14

T

E N EN E RES NSES THER

Need a swimming pool (5 responses)

Covered dugouts and a covered pavilion at the ball/ soccer fields would be fantastic for poor weather weekend tournaments...

Wink's Link Community Trail

Creative arts centres needed.

Bicycle lanes

Need better and more tennis courts

Trails here are amazing. Rugged Trail and fitness trail are amazing. LOVE THE STOCKY CENTRE.

WHAT A GIFT TO THE COMMUNITY

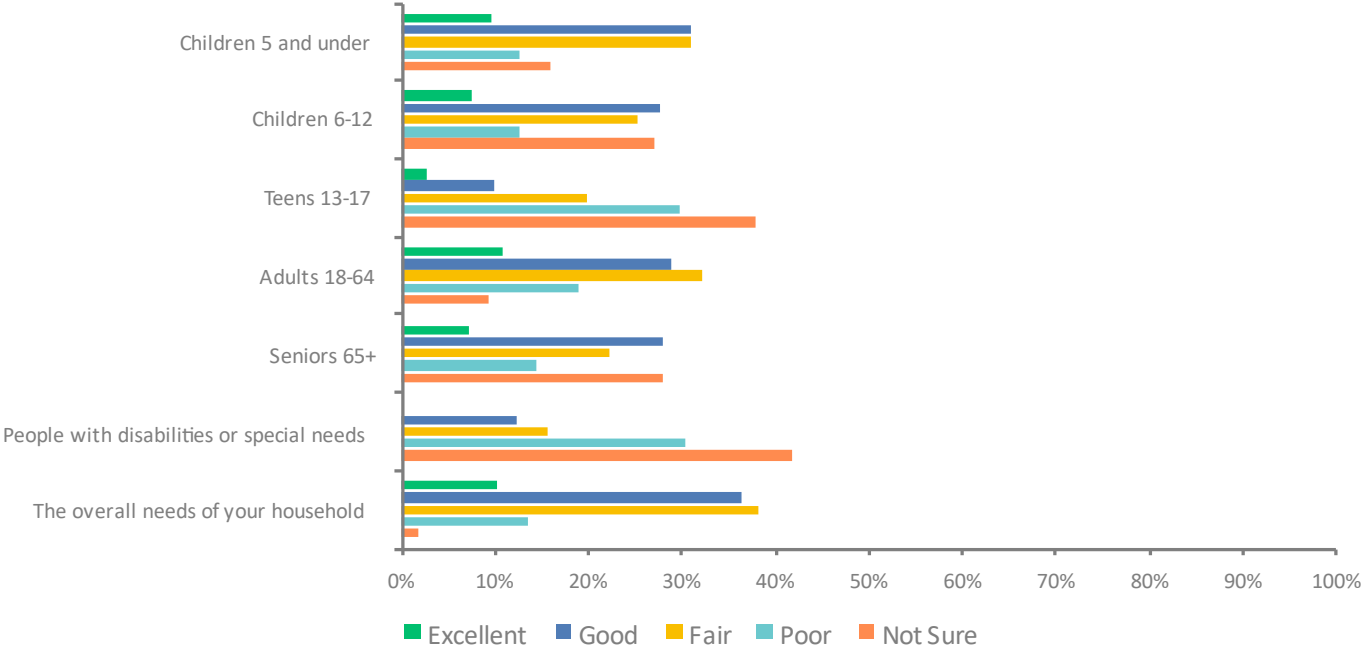
Boat Launch at Waubesa Beach beside the coast guard. It is very important to us. It was good that a new Dock was put in. However, they closed it early in September. I think after the Labor Day weekend and we are wondering why? Why is this boat launch not listed in your survey?

We NEED lit tennis courts!

Community Gardens

T S

Answered Skipped



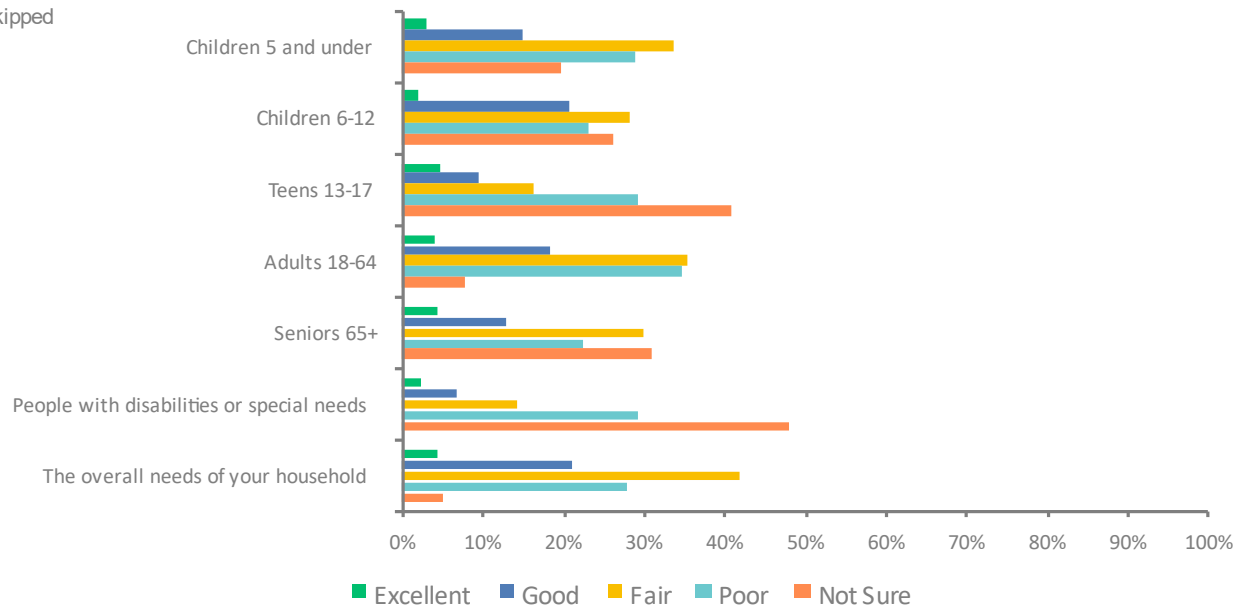
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Answered Skipped

	EXCELLENT	GOOD	FAIR	POOR	NOT SURE	TOTAL
Children 5 and under	10% 12	31% 39	31% 39	13% 16	16% 20	126
Children 6-12	8% 9	28% 33	25% 30	13% 15	27% 32	119
Teens 13 -17	3% 3	10% 11	20% 22	30% 33	38% 42	111
Adults 18-64	11% 17	29% 46	32% 51	19% 30	9% 15	159
Seniors 65+	7% 10	28% 39	22% 31	14% 20	28% 39	139
People with disabilities or special needs	0% 0	12% 14	16% 18	30% 35	42% 48	115
The overall needs of your household	10% 16	36% 57	38% 60	13% 21	2% 3	157

T S

Answered Skipped



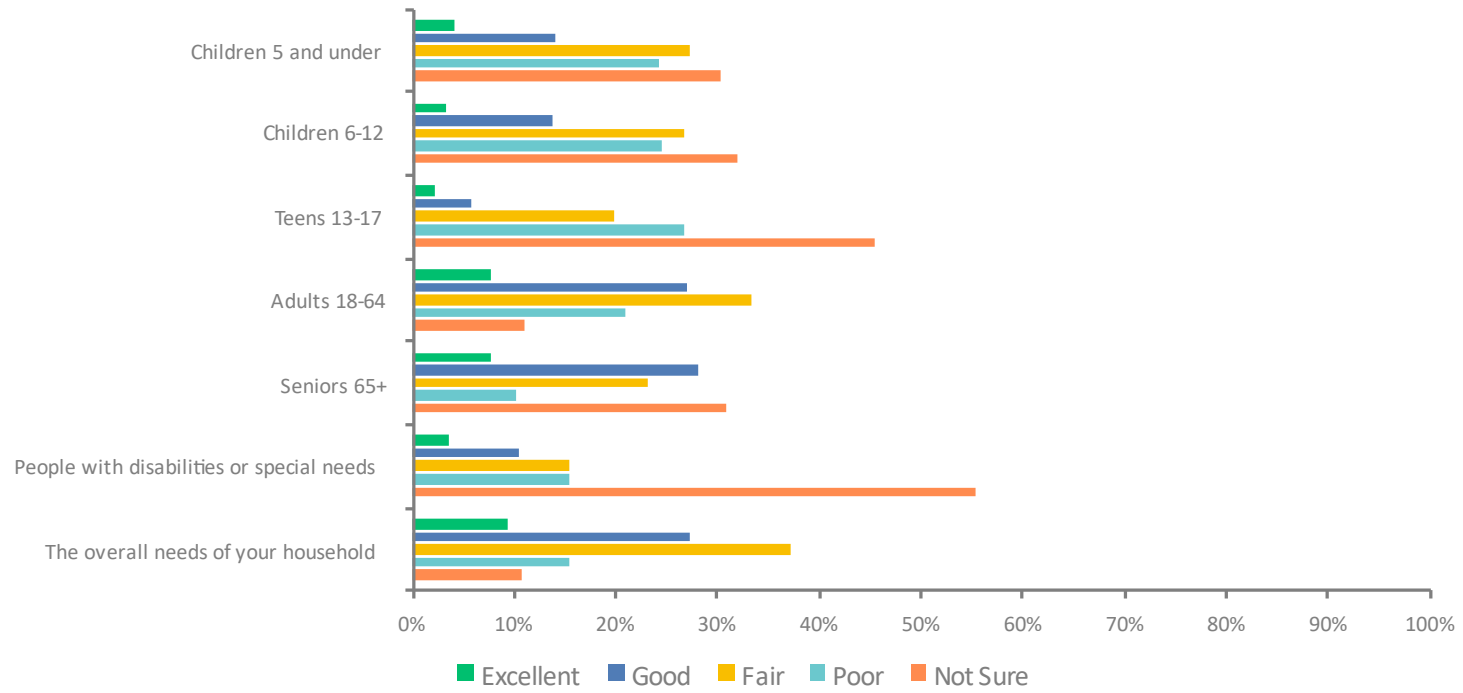
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	EXCELLENT	GOOD	FAIR	POOR	NOT SURE	TOTAL
Children 5 and under	3% 3	15% 15	34% 34	29% 29	20% 20	101
Children 6 -12	2% 2	21% 20	28. % 27	23% 22	26% 25	96
Teens 13-17	5% 4	9% 8	16% 14	29.% 25	41% 35	86
Adults 18 -64	4% 6	18% 28	35% 54	35% 53	8% 12	153
Seniors 65+	4% 5	13% 15	30% 35	22% 26	31% 36	117
People with disabilities or special needs	2% 2	7% 6	14% 13	29% 27	48% 44	92
The overall needs of your household	4% 6	21% 30	42% 60	28% 40	5% 7	143

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	EXCELLENT	GOOD	FAIR	POOR	NOT SURE	TOTAL
Children 5 and under	4% 4	14% 14	27% 27	24% 24	30% 30	99
Children 6 -12	3% 3	14% 13	27% 25	24% 23	32% 30	94
Teens 13 -17	2% 2	6% 5	20% 17	27% 23	45% 39	86
Adults 18 -64	8% 11	27% 39	33% 48	21% 30	11% 16	144
Seniors 65+	8% 9	28% 33	23% 27	10% 12	31% 36	117
People with disabilities or special needs	4% 3	11% 9	15% 13	15% 13	55% 47	85
The overall needs of your household	9% 12	27% 35	37% 48	16% 20	11% 14	129

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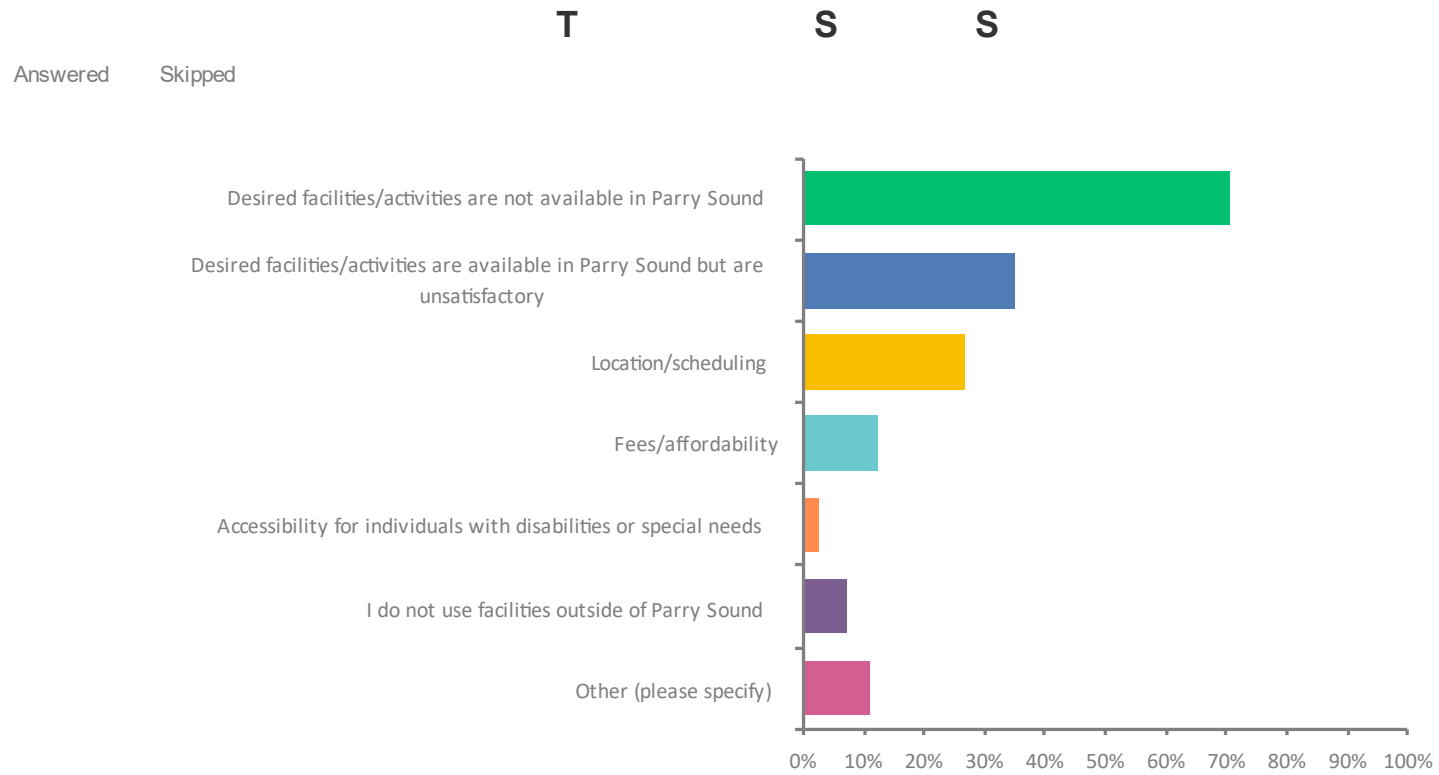
ANSWER CHOICES	RESPONSES	
Trails and pathways	64%	121
Indoor pools	54%	101
Parks and open spaces	54%	101
Picnic areas	39%	73
Camping facilities	37%	70
Arenas	35%	66
Splash pads	35%	66
Outdoor ice -skating rinks	33%	62
Playgrounds	30%	57
Performing arts centres	27%	50
Toboggan hills	20%	38
Pavilions	17%	32
Facilities/activities designated for children 5 and under	16%	31
Facilities/activities designated for adults	15%	28
Facilities/activities designated for children and teens	14%	26
Baseball diamonds	14%	27
Dog parks	13%	25
Libraries	13%	25
Outdoor pools	12%	22

Other:

- Boat launches because parry sound boat launches are terrible
- Ski and mountain bike facilities
- Cross country ski
- Visit the Annex in Bracebridge. Art gallery for local artists plus offers classes to all ages.
- Georgian Nordic Outdoor Activity Centre
- Community Center

ANSWER CHOICES	RESPONSES	
Tennis/pickleball courts	12%	22
Private fitness centres/gyms	10%	19
Beach volleyball courts	7%	13
I do not use facilities outside of Parry Sound	7%	14
Other (please specify)	7%	14
Basketball courts/nets	6%	11
Indoor walking tracks	6%	11
Facilities/activities designated for seniors	6%	11
Track and field facilities	5%	9
Soccer fields	5%	10
School gymnasiums	5%	10
Skateboard parks	3%	5
BMX parks	3%	5
Facilities/activities designated for persons with special needs or disabilities	2%	3
Cricket pitches	1%	2

- Shopping /Restaurant /attraction variety
- We go to Toronto for performing arts programs for the entire family especially the children
- Beaches
- Golf course
- Georgian Nordic Club
- Mountain biking trails
- Dance Studio
- snowmobile trails, beaches



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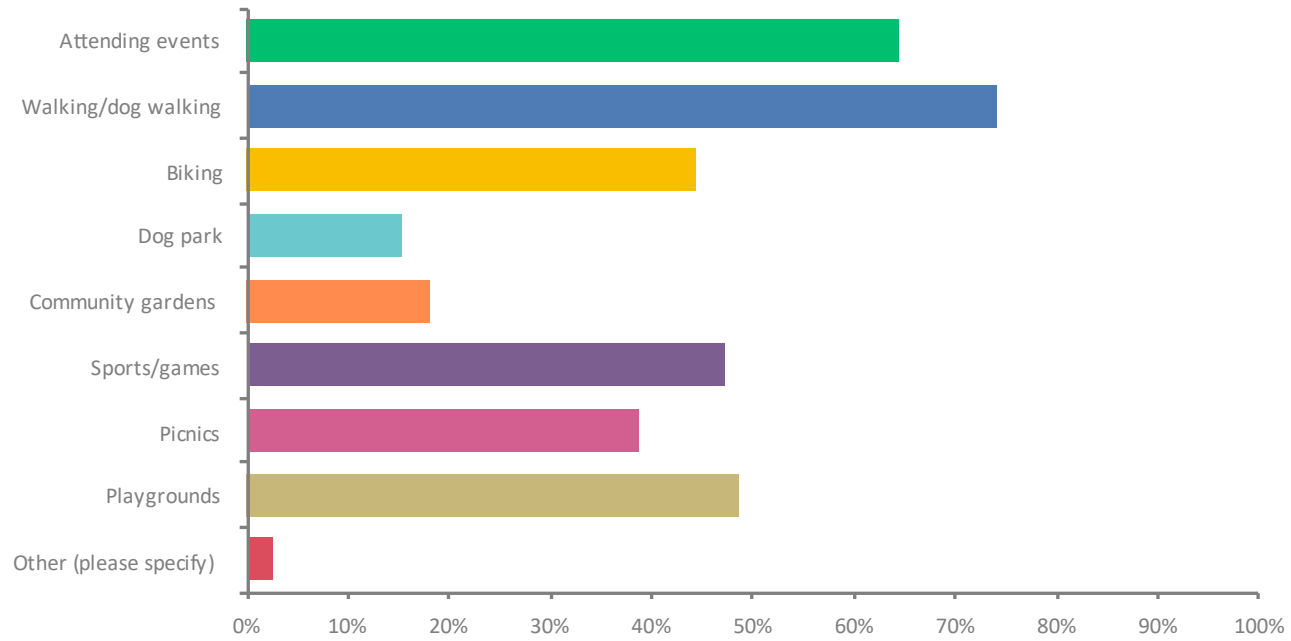
ANSWER CHOICES	RESPONSES	
Desired facilities/activities are not available in Parry Sound	71%	128
Desired facilities/activities are available in Parry Sound but are unsatisfactory	35%	63
Location/scheduling	27%	48
Fees/affordability	12%	22
Accessibility for individuals with disabilities or special needs	3%	5
I do not use facilities outside of Parry Sound	7.0%	13
Other (please specify)	11%	20
TOTAL		299

Other:

- Tournaments
- Beaches
- Like to try other places. Regular places get boring
- Pickleball
- Variety of trails
- For a change
- Splash pad
- Indoor Pools
- Just more variety/options
- It's nice to get out of town sometimes. And the pools (Appatto and Jolly) are out of town
- We like to explore
- Convenience when we're travelling
- Use these facilities when visiting family who live outside Parry Sound
- Travel to larger city for concerts, shows that are only available in large venues
- Programs geared towards working adults
- Better programming
- Change of scenery
- There will only be one tennis court in town next year, unacceptable
- I take my grandchildren to facilities in the city where they live
- Family location

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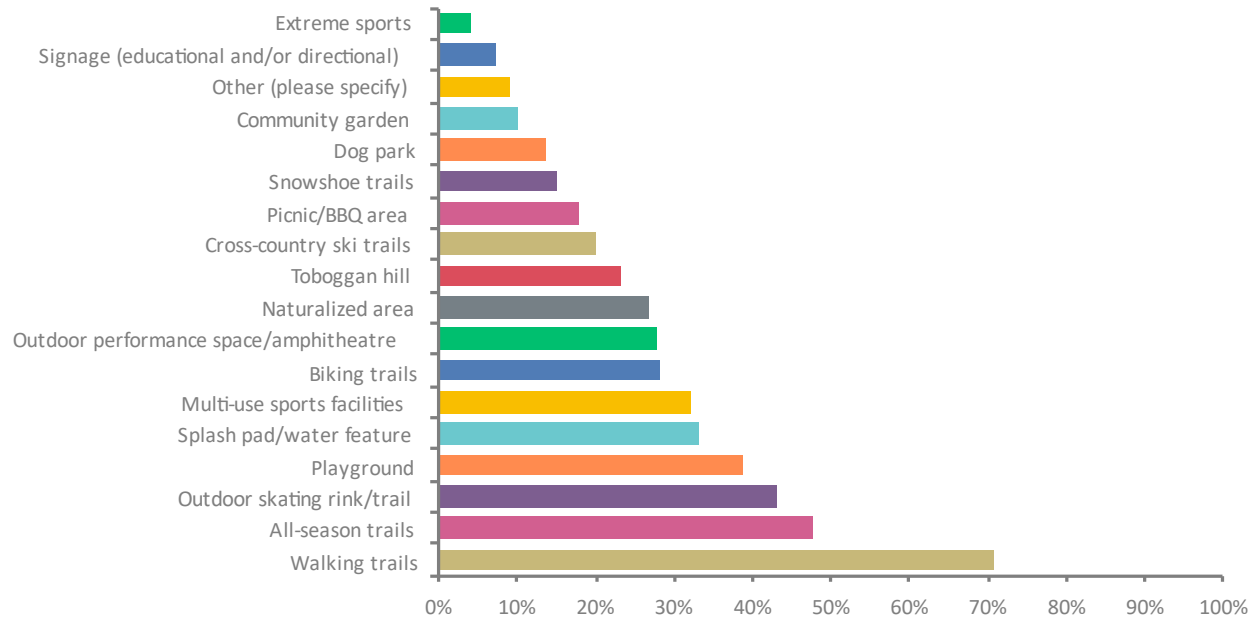
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ANSWER CHOICES	RESPONSES	
Attending events	65%	122
Walking/dog walking	74%	140
Biking	44%	84
Dog park	15%	29
Community gardens	18%	34
Sports/games	47%	89
Picnics	39%	73
Playgrounds	49%	92
Other (please specify)	3%	5

- Other:
- Social gathering with friends
 - Splash pads
 - Swimming (2)
 - Volunteering

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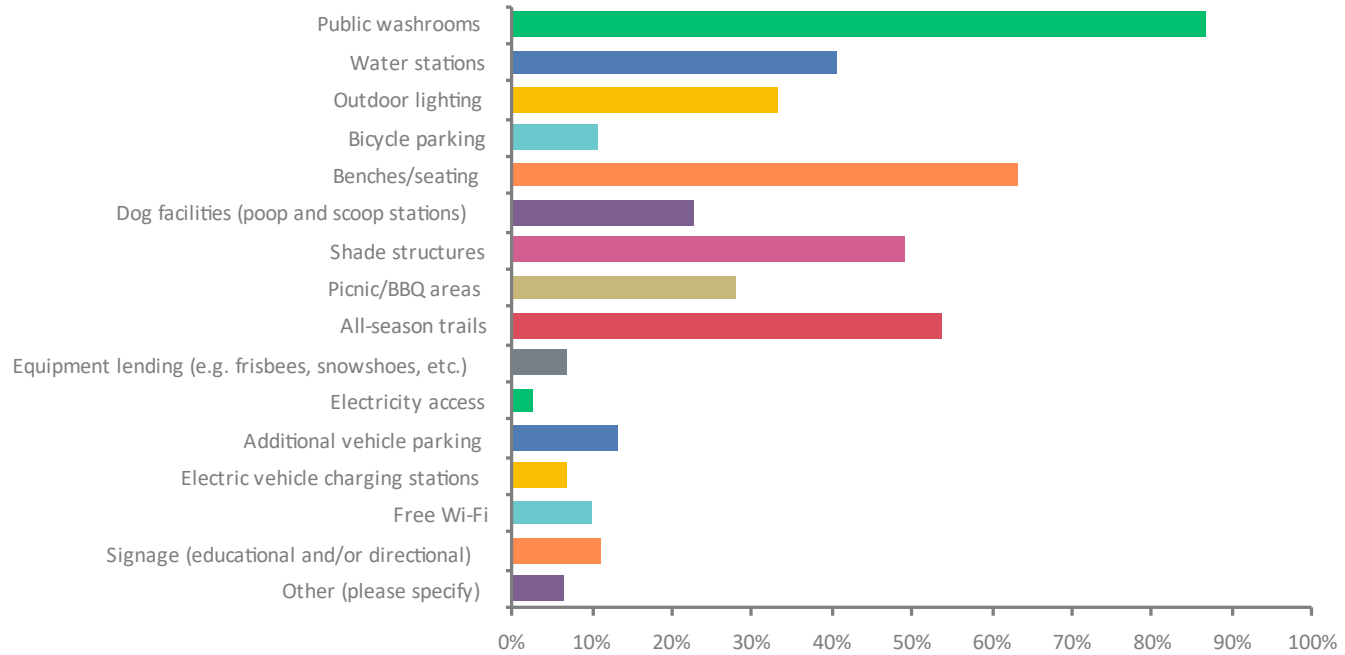
ANSWER CHOICES	RESPONSES	
Walking trails	71%	135
All-season trails	48%	91
Outdoor skating rink/trail	43%	82
Playground	39%	74
Splash pad/water feature	33%	63
Multi-use sports facilities	32%	61
Biking trails	28%	54
Outdoor performance space/amphitheatre	28%	53
Naturalized area	27%	51
Toboggan hill	23%	44
Cross-country ski trails	20%	38
Picnic/BBQ area	18%	34
Snowshoe trails	15%	29
Dog park	14%	26
Community garden	10%	19
Other (please specify)	9%	17
Signage (educational and/or directional)	7%	14
Extreme sports	4%	8

Other:

- Indoor pool and rollerblade trails
- Why is a splash pad option here? We no not have one nor do we want one
- Tennis courts/with lighting (6)
- Pickleball
- Swimming/6 -lane pool (4)
- Views, natural beauty
- Or applicable. I walk my dog off trail often not on leash and finding dog poop as ppl don't pick up after their dog (grrr)
- Tennis/Basketball Courts
- Children's forest play

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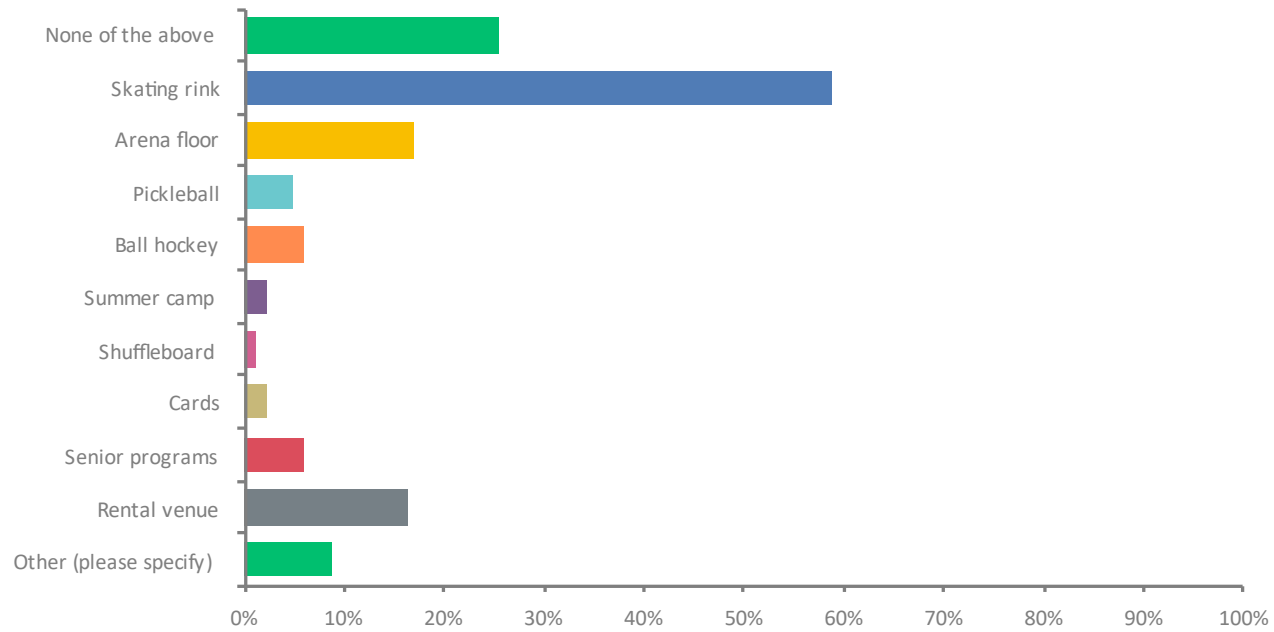
ANSWER CHOICES	RESPONSES	
Public washrooms	87%	165
Benches/seating	63%	120
All-season trails	54%	102
Shade structures	49%	93
Water stations	41%	77
Outdoor lighting	33%	63
Picnic/BBQ areas	28%	53
Dog facilities (poop and scoop stations)	23%	43
Additional vehicle parking	13%	25
Signage (educational and/or directional)	11%	21
Bicycle parking	11%	20
Free Wi -Fi	10%	19
Equipment lending (e.g. frisbees, snowshoes, etc.)	7%	13
Electric vehicle charging stations	7%	13
Other (please specify)	6%	12
Electricity access	3%	5

Other:

Covered dugouts and pavilion at Kinsmen Centennial Park
 Boat launches need lights !!!!
 Washroom closer to the ballfield at kinsmen even potty potties
 dug outs at the kinsman field and putting in a gazebo at the diamonds. Steel frame 25x40 would be incredible at the area by shed at the bottom.
 Playground
 Emptied garbages to reduce wasps and seagulls
 Is there free Wi-Fi??
 Swimming in Georgian Bay. When will the bridge be replaced at Waubanopark?
 Cleanliness
 Quality of the play structures and maintenance.
 Appropriate garbage disposal!!!! Severely lacking in all areas of town!!
 Safe playground equipment. Newer playground equipment. Slides at new town beach have high drop and are not safe. My kids are 7 and 9....have been the same way for 9+ years

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ANSWER CHOICES	RESPONSES	
Skating rink	59%	108
None of the above	26%	47
Arena floor	17%	31
Rental venue	16%	30
Other (please specify)	9%	16
Ball hockey	6%	11
Senior programs	6%	11
Pickleball	5%	9
Summer camp	2%	4
Cards	2%	4
Shuffleboard	1%	2

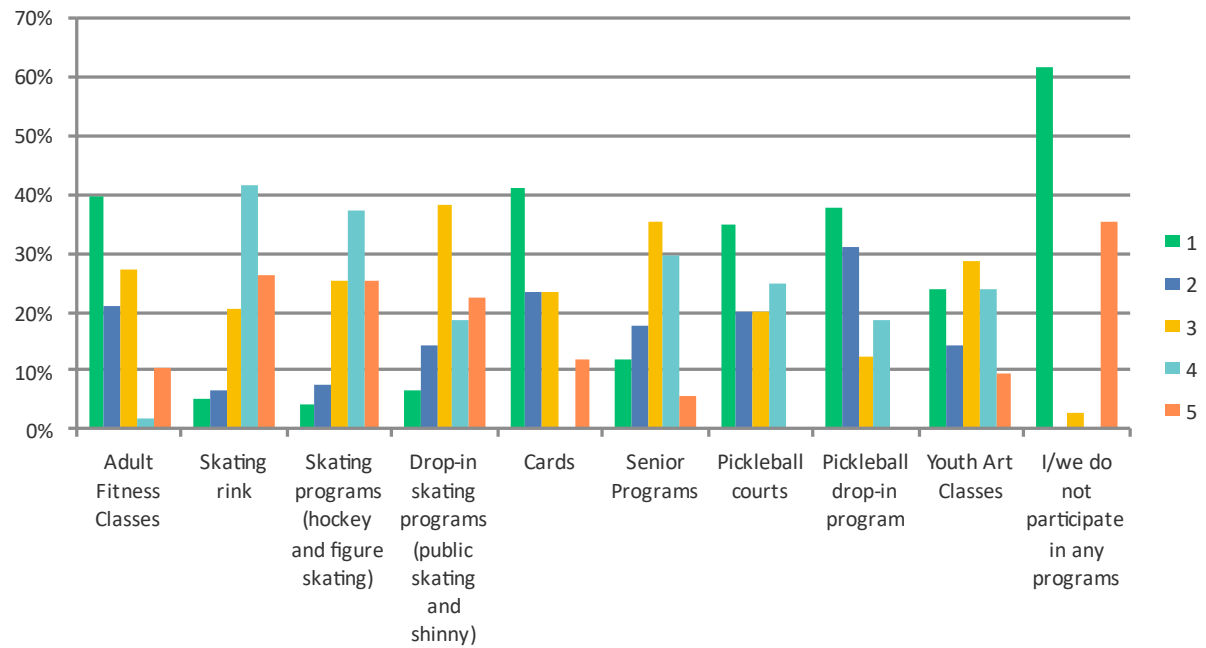
Other:

- Events, voting (2), wedding, etc.
- Parry Sound angles and hunters gun show
- Fitness class (3)
- Watching grandchildren skate/hockey. Circus
- New Year levee. Entertainment
- Concerts
- Tennis
- Events (2)
- Kids art class (2)
- With this facility would offer more public skating so we wouldn't have to drive out of town
- Zumba
- Also must ask – what summer camp?

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Rating



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	1	2	3	4	5	Total					
Adult Fitness Classes	40%	19	21%	10	27%	13	2%	1	10%	5	48
Skating rink	5%	5	7%	6	21%	19	41%	38	26%	24	92
Skating programs (hockey and figure skating)	4%	3	7%	5	25%	17	37%	25	25%	17	67
Drop-in skating programs (public skating and shinny)	7%	5	14%	11	38%	29	18%	14	22%	17	76
Cards	41%	7	24%	4	24%	4	0%	0	12%	2	17
Senior Programs	12%	2	18%	3	35%	6	29%	5	6%	1	17
Pickleball courts	35%	7	20%	4	20%	4	25%	5	0%	0	20
Pickleball drop-in program	38%	6	31%	5	13%	2	19%	3	0%	0	16
Youth Art Classes	24%	5	14%	3	29%	6	24%	5	10%	2	21
I/we do not participate in any programs	62%	21	0%	0	3%	1	0%	0	35%	12	34
Other (please specify)											3

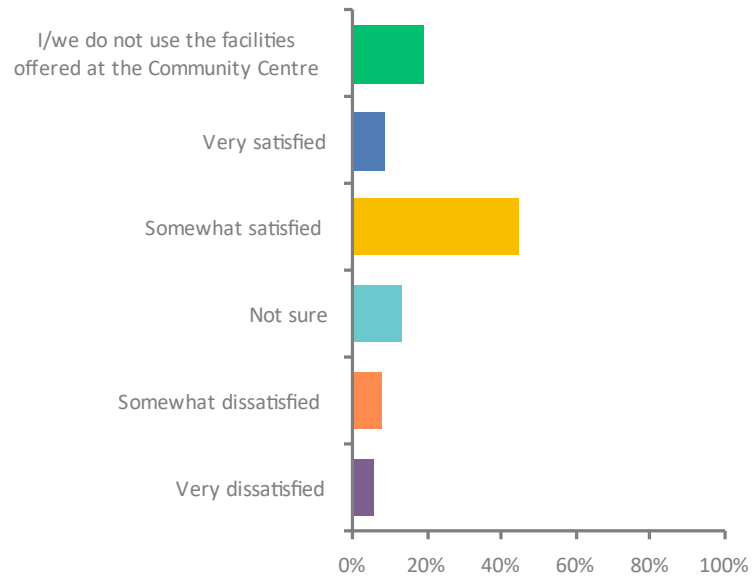
Other:

Tennis

Voting

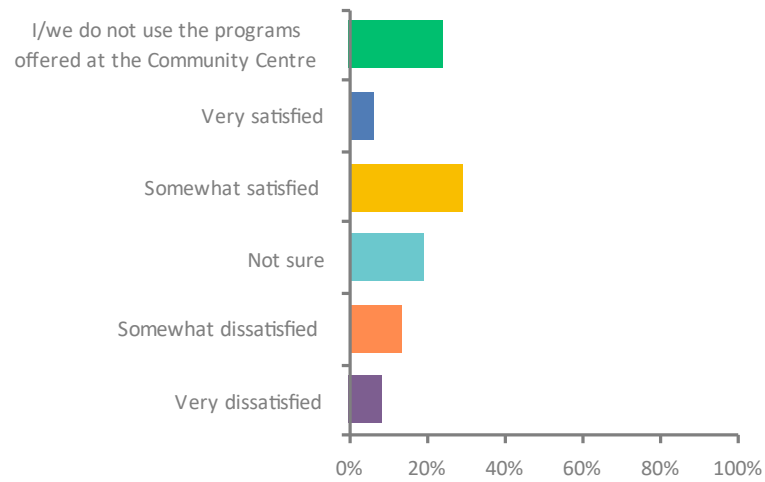
More Pickleball programs and more Pickleball courts. Need tennis courts as well. Current outdoor court is in poor condition.

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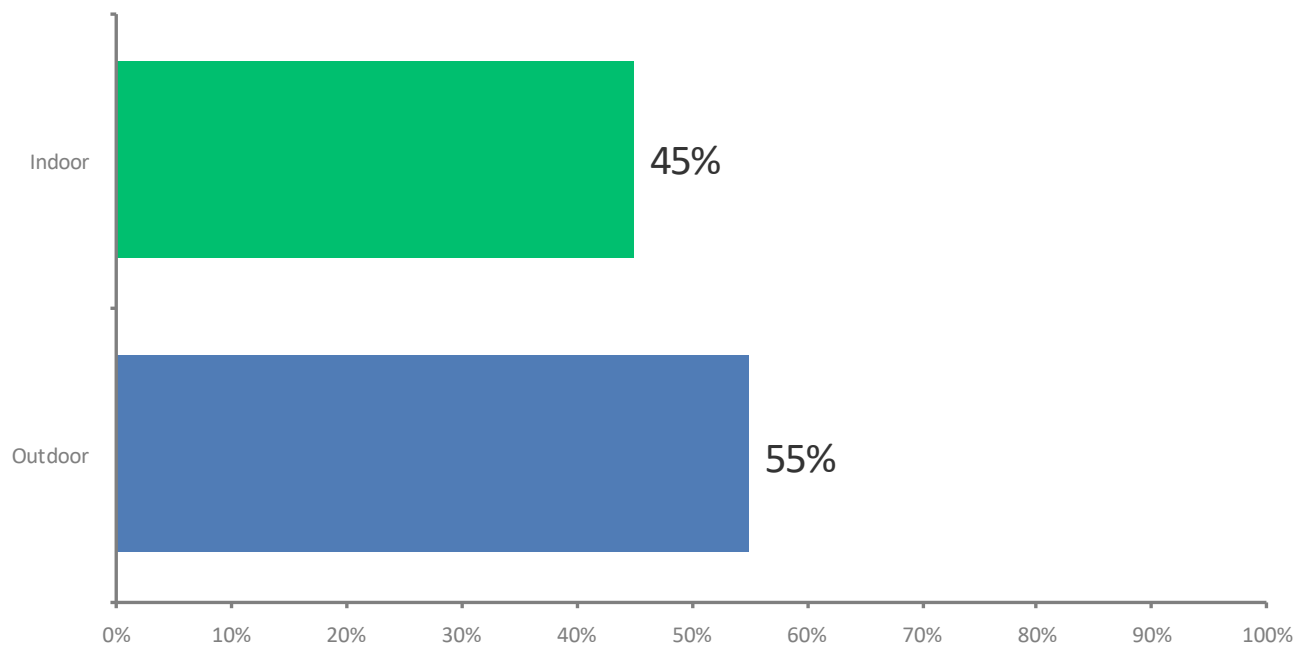
ANSWER CHOICES	RESPONSES	
I/we do not use the facilities offered at the Community Centre	19%	36
Very satisfied	9%	16
Somewhat satisfied	45%	83
Not sure	14%	25
Somewhat dissatisfied	8%	15
Very dissatisfied	6%	11

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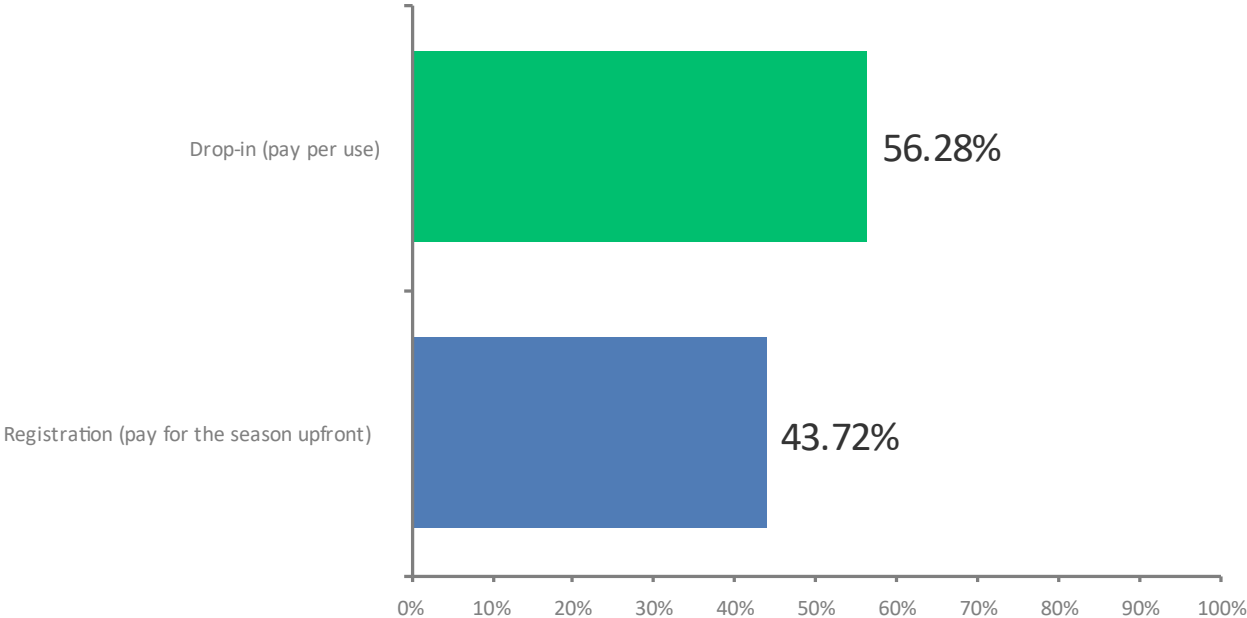


ANSWER CHOICES	RESPONSES	
I/we do not use the programs offered at the Community Centre	24%	45
Very satisfied	6%	11
Somewhat satisfied	29%	54
Not sure	19%	35
Somewhat dissatisfied	14%	25
Very dissatisfied	9%	16

Answered Skipped



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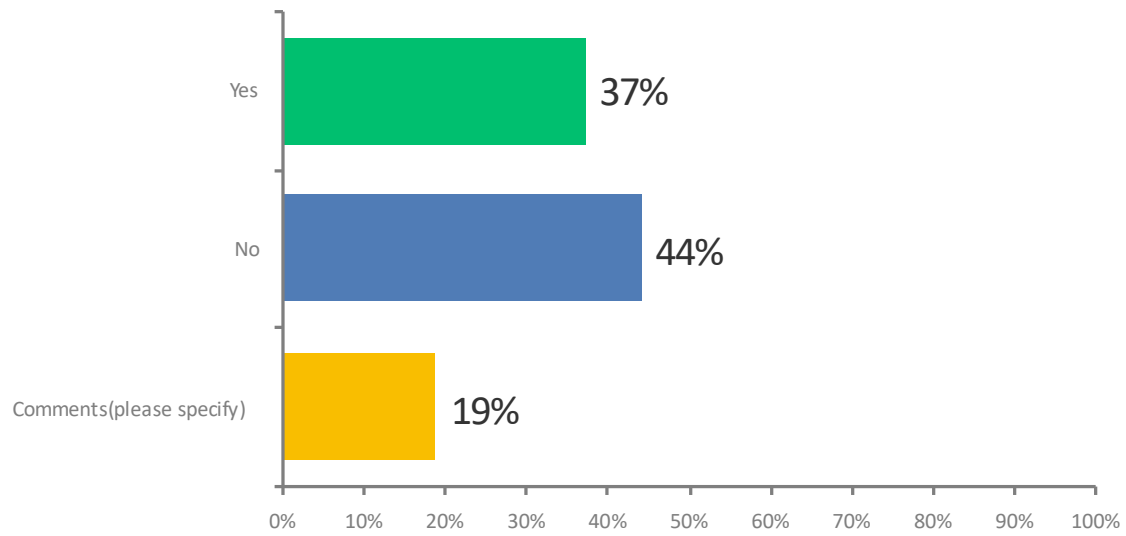


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ANSWER CHOICES	RESPONSES	
Drop-in (pay per use)	56.28%	103
Registration (pay for the season upfront)	43.72%	80
TOTAL		183

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The town needs to increase its taxing area to increase revenue... Seems like a partnership or some sort of amalgamation idea. Let's be honest, if that doesn't happen these surveys are redundant because very few of these things are affordable...

Programs should first be available to residents of Parry Sound if they are space limited

Boat launches should not be free to people that don't live in Parry Sound

I think the communities should share the cost at the community level not the individual level.

Depends on if you live outside year round or not

Depends on the facility, but overall yes. Trails/parks no

That's discrimination

Depends on the agreement with the different municipalities

If you live within certain limits it should be free but outside that should be a cost

While not living in the town of Parry Sound, I still feel like a local because I live on the island. If it's a matter of generating revenue through taxes, make arrangements with neighbouring communities

No, they are not available in our community

Absolutely not! Seguin, McDougall, Carling townships etc shouldn't have to pay as we make up the majority of people who would participate. Charging more for services would only help program as people wouldn't want to pay extra for living outside of town

The smaller communities surrounding PS rely on it for its programs therefore; I don't believe an extra fee would be fair.

Only if the program is completely funded by the town! If other municipalities are helping fund the build or operation costs no, don't mind if my taxes go up a little (little) if it helps go towards programs so the costs don't go up.

Depends on whether my township has contributed financially or not.

Yes OR have my municipality pay a lump sum for residents

Tricky to administer and can drive people away. Municipalities should recognize the benefit and contribute accordingly.

Depends on the facility/activity

No problem. With no taxation coming from surrounding areas there has to be a way to recover costs.

Some of Our tax dollars do go to the facilities membership fees should be the same as Parry Sound ppl

Will think about it

yes i agree to the additional fee, but that can go both ways

Yes, however I would word it in reverse; residents should pay less. Mississauga has this.

Library fees are prohibitively expensive, driving distance to Humphrey is prohibitively far (50 km round trip)

Depends on the facility and program

Not if our municipality contributes funding or our population helps to support any funding applications

Prefer to see cooperation amongst the municipalities to fund free programs for all

Area municipalities should be pooling resources to provide more options and all residents should be able to use

Any area that has kids attending PSHS should have equal access to everything in Parry Sound

With in reason ... how far out ? Parry Sound's smaller associated towns make up a vast majority of the population. No one in Seguin should be considered Parry Sound by example

Our individual townships should be amalgamated into one large Parry Sound area

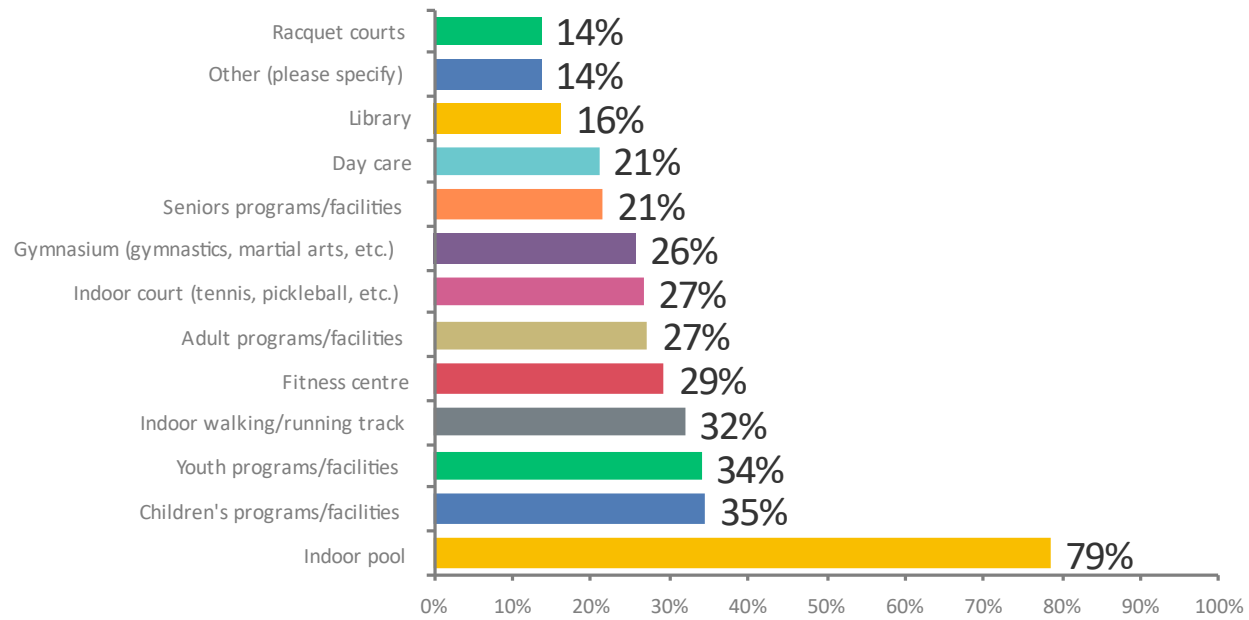
When fees apply, there should be a surcharge for non residents

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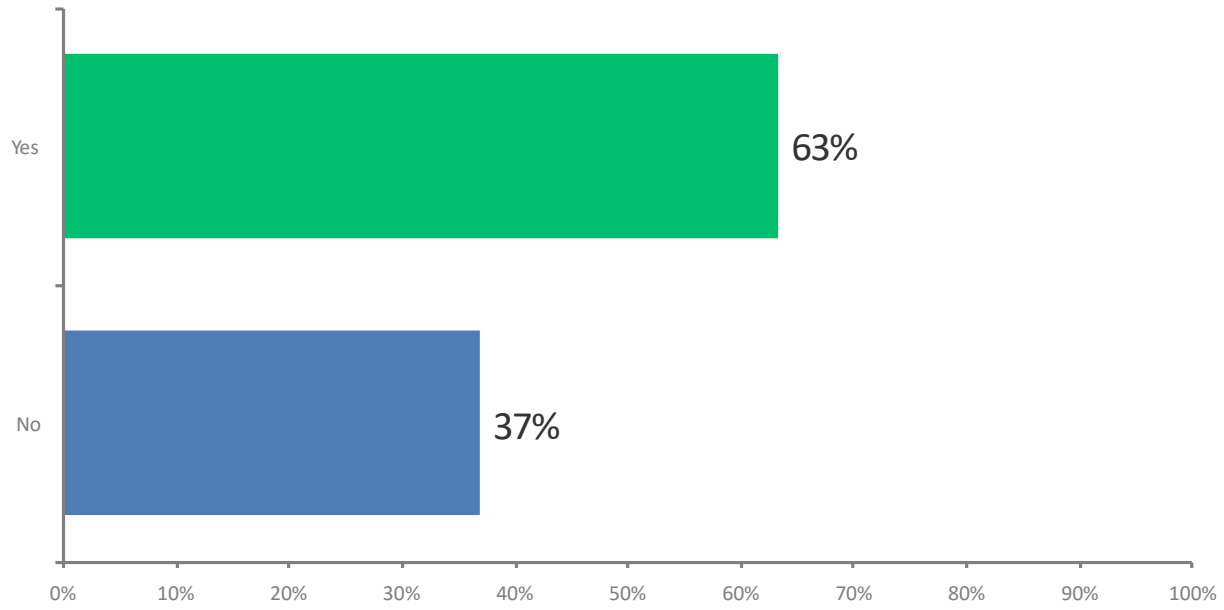
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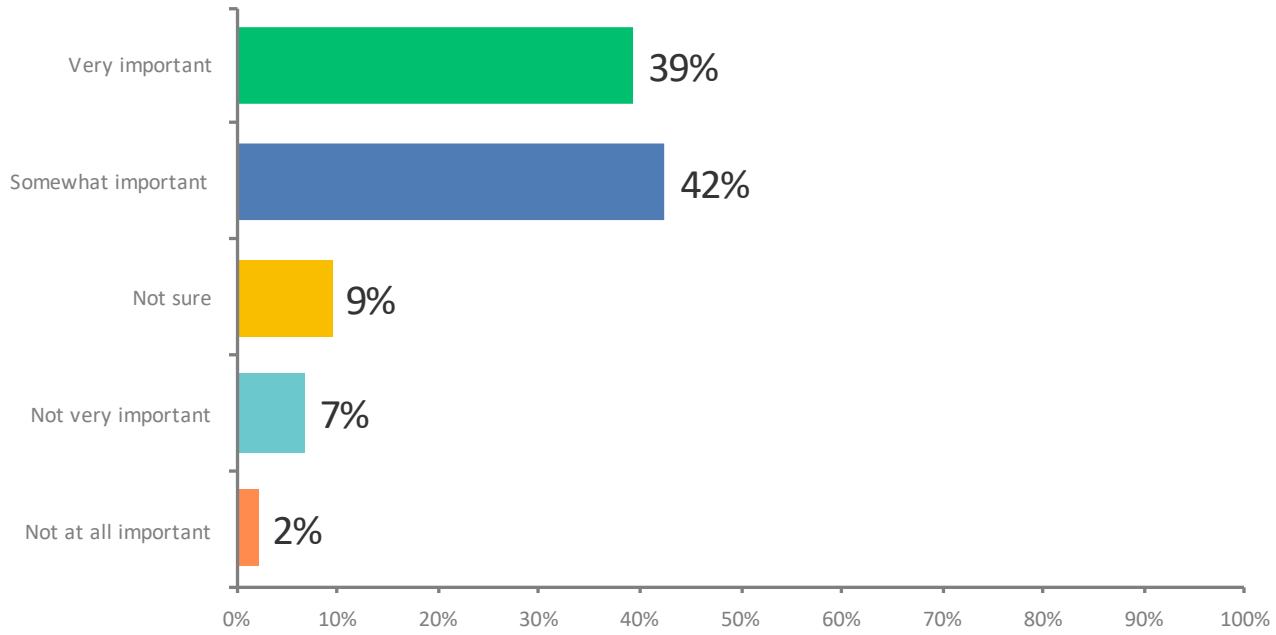


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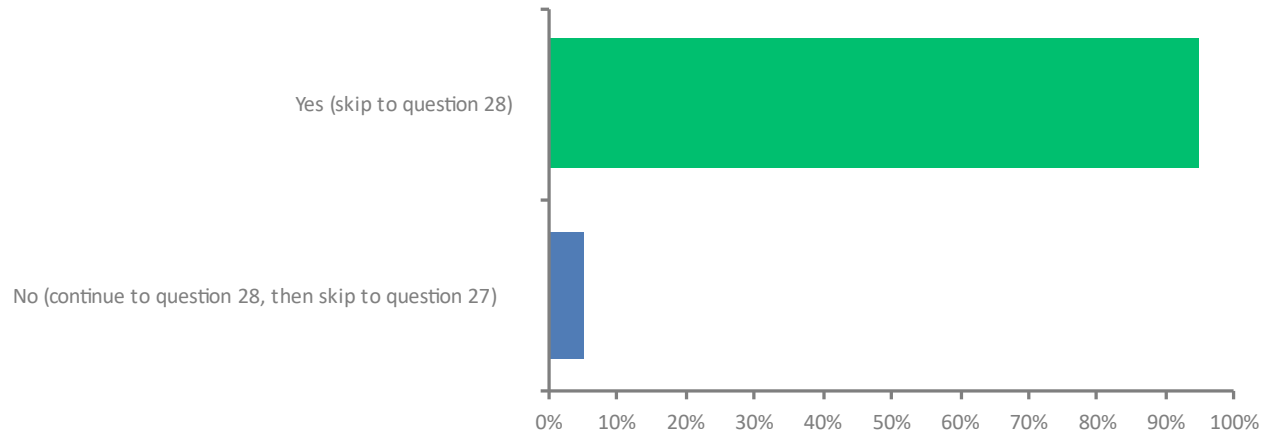
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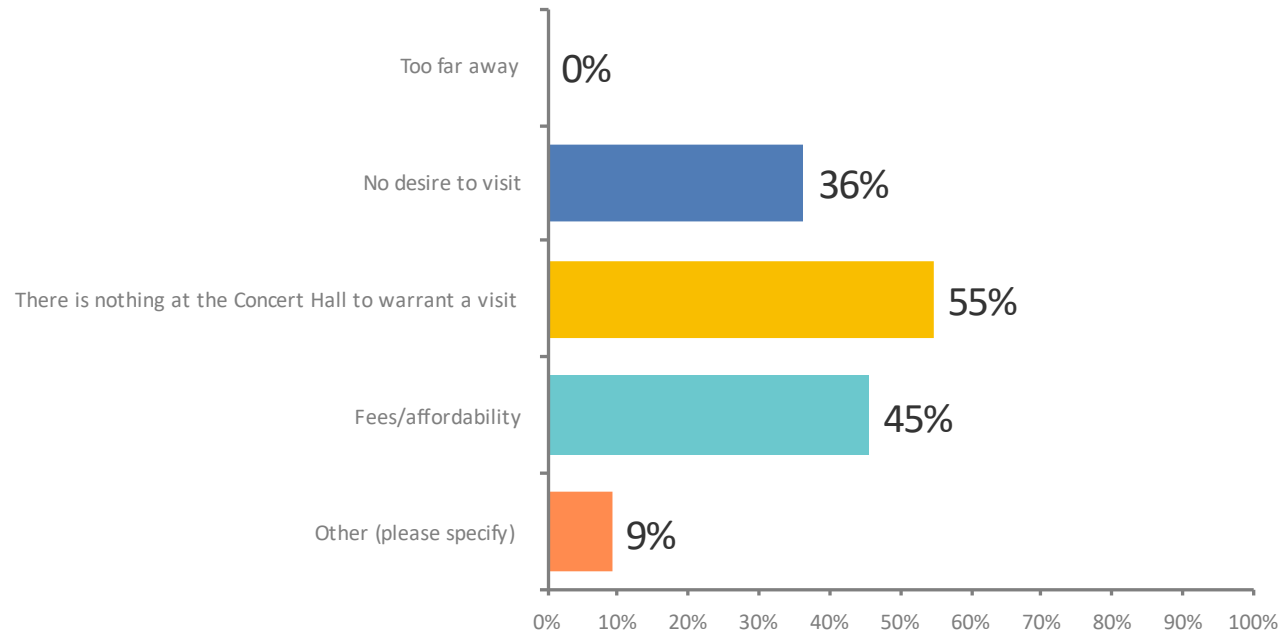
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	No (continue to question 28, then skip to question 27)	Yes (skip to question 28)
■	5.15%	94.85%

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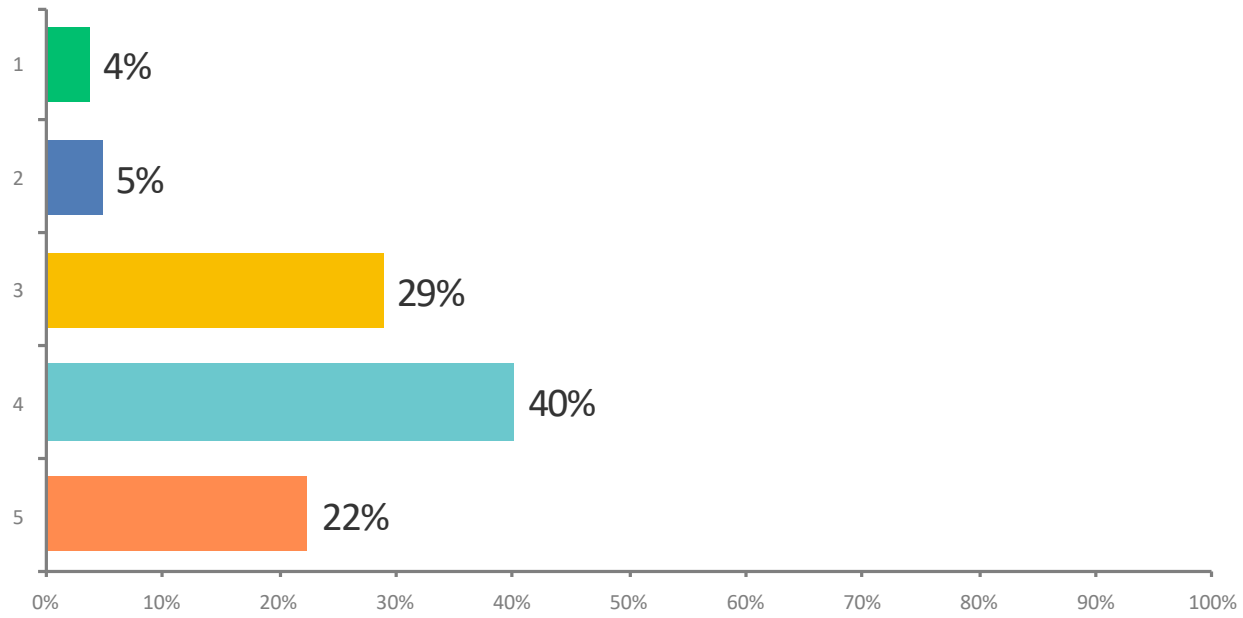


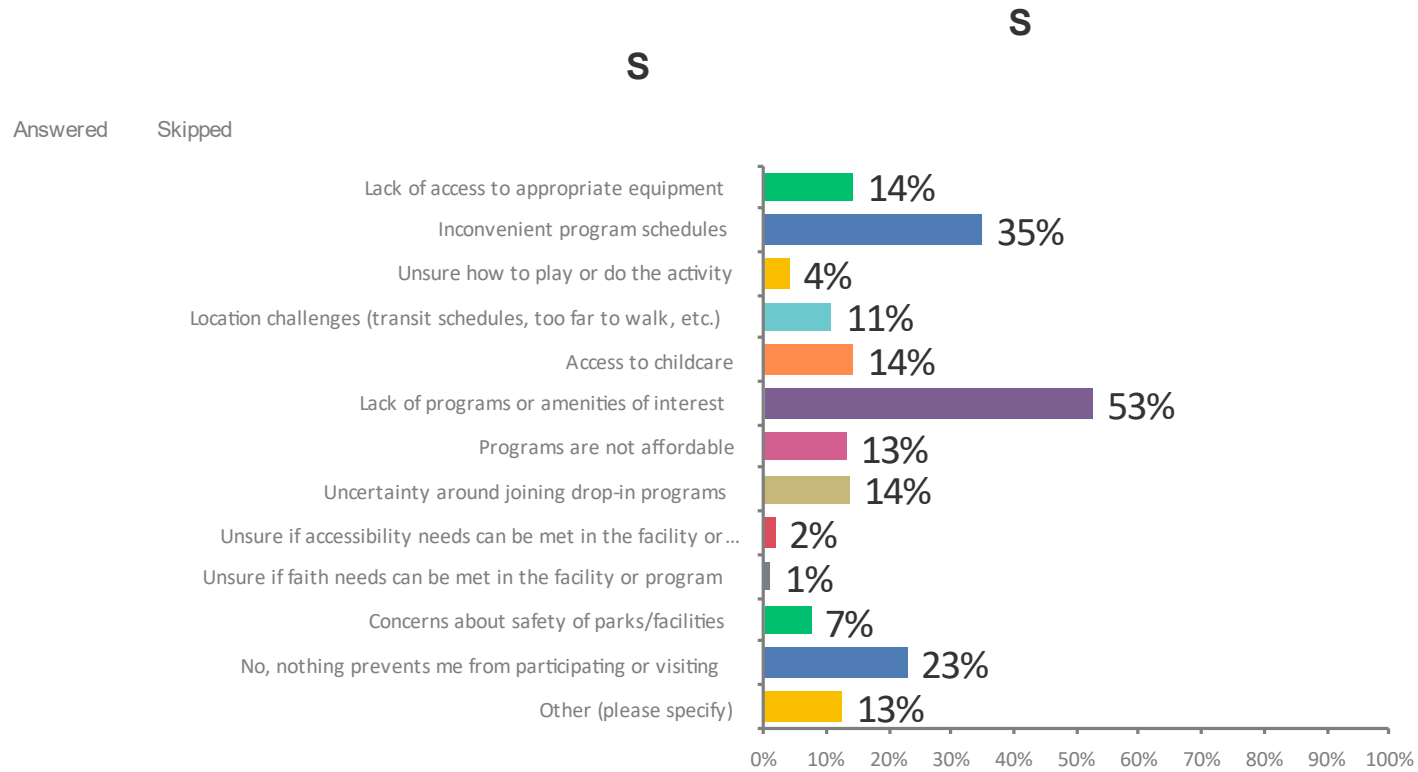
Other:

This facility doesn't cater to the needs of the people of Parry Sound, its mostly for out of towners, and rate payers pay a hefty price for it.

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ANSWER CHOICES	RESPONSES	
Lack of programs or amenities of interest	53%	92
Inconvenient program schedules	35%	61
No, nothing prevents me from participating or visiting	23%	40
Lack of access to appropriate equipment	14%	25
Access to childcare	14%	25
Uncertainty around joining drop -in programs	14%	24
Programs are not affordable	13%	23
Other (please specify)	13%	22
Location challenges (transit schedules, too far to walk, etc.)	11%	19
Concerns about safety of parks/facilities	7%	13
Unsure how to play or do the activity	4%	7
Unsure if accessibility needs can be met in the facility or program	2%	3
Unsure if faith needs can be met in the facility or program	1%	2

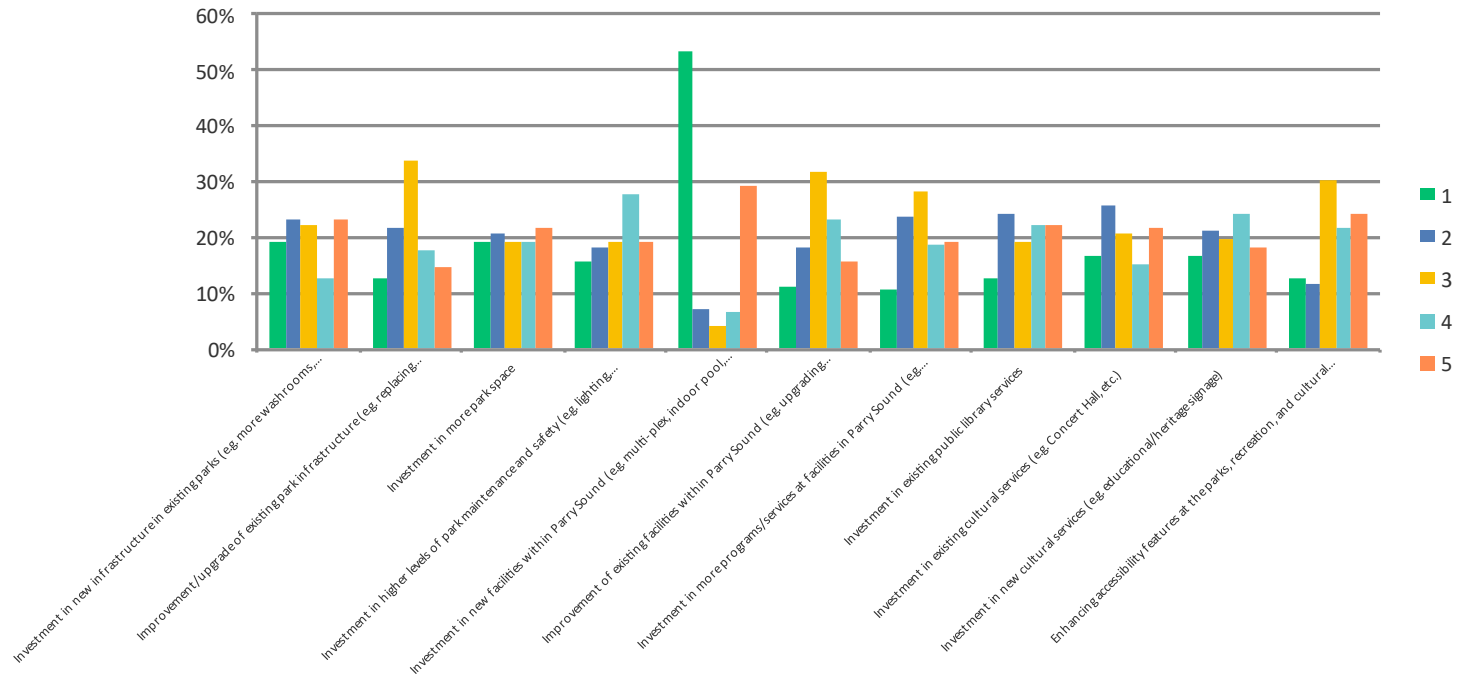
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Other:

Perry sound needs a Community Adult Recreation League that is easy to access
 Ball felid needs a washroom closer to the Ball felid then the soccer field . Hard to run
 and play both children and adults.
 Too many drug addicts around to want to use the parks, trails alone.
 lack of cultural diversity
 Find it hard to find the program
 Pool does not exist
 Availability of tennis courts during summer months
 Free time, expense
 We need a 6lane pool
 Parks are in a state of deterioration. I have pictures of areas that are in urgent need of
 repair. Other cities close by have much better parks. We deserve mhigh quality
 parks for children in Pary Sound
 Should be within walking distance for children to attend
 Short time limit on tennis courts, can't complete a full game in limited time posted.
 Lack of awareness of what is offered. I work full time until year end so it's hard to get
 daytime activities.
 Was an active participant at thymca. Since it shut down have not done much other
 than private zoom classes with friends
 We need a pool
 still working full timemost activities offered are daytime
 Swimming lesson access was a problem this year
 Current tennis courts will be destroyed when new school is built
 Lack of proper tennis and basketball courts.
 No pool
 bathrooms are awful playgrounds poof repair sand ,base very low
 Art class fills up too fast. Should show they need more arts for kids....not just hockey
 and skating. What about a geocache club. Looks at towBcafebridge! It's amazing. I
 drive there on Saturdays for kids swimming.

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Ranking



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	1	2	3	4	5	Total					
Investment in new infrastructure in existing parks (e.g. more washrooms, pavilions, etc.)	19%	24	23%	29	22%	28	13%	16	23%	29	126
Improvement/upgrade of existing park infrastructure (e.g. replacing playgrounds, benches, etc.)	13%	16	22%	27	34%	42	18%	22	14%	18	125
Investment in more park space	19%	17	20%	18	19%	17	19%	17	22%	19	88
Investment in higher levels of park maintenance and safety (e.g. lighting, security, clean-up, etc.)	16%	17	18%	20	19%	21	28%	30	19%	21	109
Investment in new facilities within Parry Sound (e.g. multi-plex, indoor pool, racquetball courts, etc.)	53%	90	7%	12	4%	7	7%	11	29%	49	169
Improvement of existing facilities within Parry Sound (e.g. upgrading equipment)	11%	13	18%	21	32%	37	23%	27	16%	18	116
Investment in more programs/services at facilities in Parry Sound (e.g. activities designated for seniors, persons with special needs or disabilities, fitness, yoga, cards, etc.)	11%	12	24%	27	28%	32	18%	21	19%	22	114
Investment in existing public library services	13%	12	24%	23	19%	18	22%	21	22%	21	95
Investment in existing cultural services (e.g. Concert Hall, etc.)	17%	13	26%	20	21%	16	15%	12	22%	17	78
Investment in new cultural services (e.g. educational/heritage signage)	17%	11	21%	14	20%	13	24%	16	18%	12	66
Enhancing accessibility features at the parks, recreation, and cultural facilities in Parry Sound	13%	10	11%	9	30%	24	22%	17	24%	19	79
Other (please specify)											16

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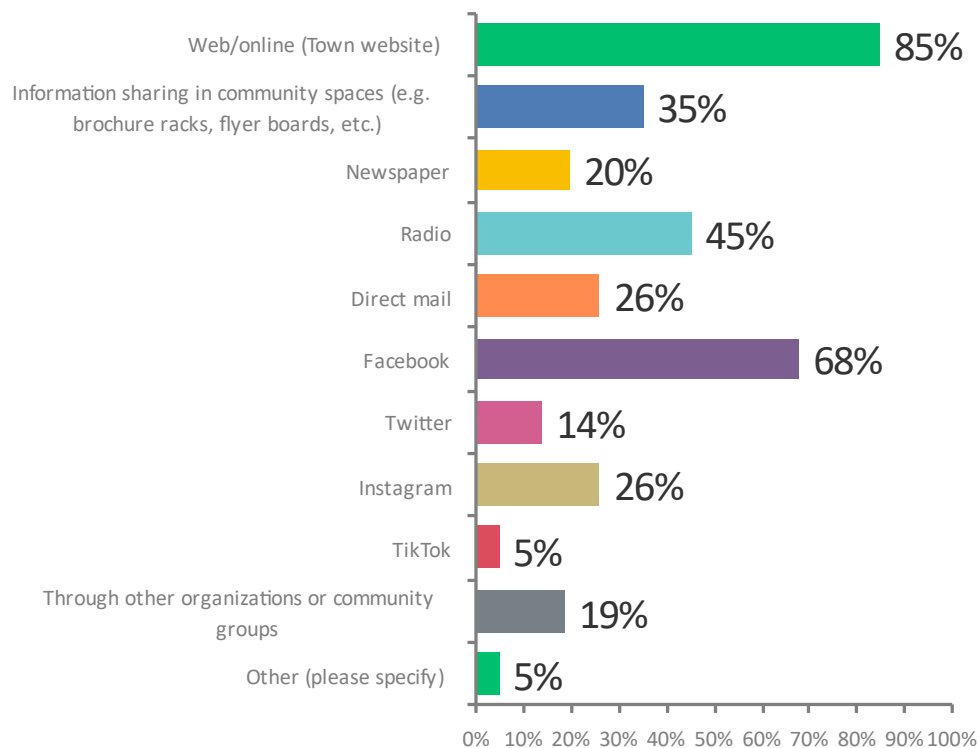
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- Splash pads or other features for families
- Facilities are excellent. More events please. Improve weekly market and Canada Day events
- Inclusivity and diversity education
- More picnic tables and refuse containers at the New Town Beach and better maintenance of it NO splash pad !!!
- Improving access to the waterfront of Parry Sound. It is our greatest asset and it is basically inaccessible.
- Replace tennis courts
- Boat ramps and park are lower than poor. We are on the Georgian Bay
- At least 2 new outdoor tennis courts. Courts on high school are being demolished and the current court at the BOCC lot is not a proper size or surface.
- Build on what we have. An accessible wheelchair ramp at the beach would be amazing. Stewart lake has one. It is wonderful.
- Improve waterfront area
- We need to grow the town more. A 500 person increase is pitiful and really not worth the coverage. Town needs to be more progressive
- Lit tennis courts
- Fix the town dock
- Year round trails and a continued priority of trail connectivity
- Two to three Tennis courts at least one of which should be indoors
- More walking/biking trails

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Other :

Way way way more advanced notice of things.
 All of the above and explore more options to educate the public
 Marketing outside of the Town of Parry Sound to attract outside participation (mostly for Stockey)
 word of mouth, don't waste money on bill boards etc. That's just costing tax payers money. tax payers in town pay enough. save some money for them.
 Parry sound now, parry sound.com
 Emailed notices/newsletter
 over street banners

Q33 Is there anything else you would like to tell us about your experience with the parks, recreation, and culture facilities and programs in the Town of Parry Sound?

Consider developing the downtown core to be more atmospheric with restaurants and less industry IE banks Tie the downtown core to the down town, docks, and increase development of atmosphere away from industry and towards entertainment.

2022-10-11 09:40 a.m.

As a household full of baseball players, I would like to advocate for covered dugouts and a small pavilion down by the diamonds.

2022-10-11 09:15 a.m.

Upgrades needed at Kinsmen Ball Fields: sheltered dugouts & pavilion at fields.

2022-10-11 08:55 a.m.

Very limited activities for families within our community, most weekends we find ourselves leaving town to find things for our family to do together. It feels as though our town does not invest in anything that would allow families to spend their day and their money in Parry Sound. As a family who is also trying to work within the clubs and programs offered in Parry Sound, we are seeing more and more difficulties as ice time is taken away from our local clubs. Cost of programs are going up and availability of ice time is going down.

2022-10-10 10:14 p.m.

Boat launches are not well designed for the traffic volume of boats or cars. Move the champagne docs just a little further apart could have 2 boats in between while waiting for trailers. More lighting for parking lots / parking availability. Free parking for town residents. It's ridiculous we cannot enjoy the bay without paying to park overnight when neighboring mcdougall has a beautiful launch exclusively for their residents. More garbage pick up / portapoties would be great after a day on the water as well. Programs are lacking. What is available eg skating is limited in enrolment and costly compared to neighboring programs. Adult programing is either lacking, not at all advertised or easy to join or just not available. Paint nights/ crafts for adults, adult hockey leagues, etc. I am well versed in navigating the internet for programing and continue to struggle with finding any programs let alone in advance enough to participate. Word of mouth seems to be the only system in place and this is simply not effective for most people. A refillable water station at kinsman or the beach would be beneficial. Reducing the cost of facility rentals

(arena, multi purpose room etc) would be more in line with neighbour's. Actually utilize the town website for events associated with the town and reputable community events (scouts girlguides etc) markets / crafts shows etc

2022-10-10 07:28 p.m.

Why does only field #1 at Kinsmen have a warning track? Why are other outdoor rinks maintained to a higher level than the one at Kinsmen? The dog park is way to small, also artificial turf should be installed in it. Too many private activity groups, the Town should run groups like adult soccer league, adult hockey league, etc. I think this survey was poorly organized and very confusing and will generate poor and inconclusive results.

2022-10-10 07:20 p.m.

Covered dugouts and a gazebo type building down by the diamonds and soccer fields at Kinsmen Park would be greatly appreciated.

2022-10-10 06:50 p.m.

Needs repairing of fences along ball diamonds coming out of the ground. Also require covered dugouts and a pavillion between Kinsmen ball diamonds.

2022-10-10 06:39 p.m.

Boat launches should be for parry sound residents only. We should not be charged for overnight parking either, it's a money grab and the launches are terrible to begin with. No proper lighting or parking. 1 boat at a time is terrible. Look at mcdougall and do better Parry Sound. Very Disappointed. Also, this you need to know people who play for teams because the information available is non existent makes it VERY VERY HARD to find sport teams to join. We have beaches so why no volley ball. We have ball diamonds so why no men's/woman's league. The soccer fields are terrible not enough seating. This town is doing a brutal job! Ice time in Parry sound is too expensive we travel to Seguin to use their hockey rink. Unacceptable!!!

2022-10-10 06:31 p.m.

Covered dug outs at the kinsmen.

2022-10-10 06:22 p.m.

A splash pad and a community pool would vastly improve our experience as new residents of Parry Sound with a growing family who works in and contributes to the local economy. And as rate payers of the Town, these facilities would improve our quality of life.

2022-10-10 06:21 p.m.

The ball diamond infield replacement was great. Just need to maintain it more to make sure it reaches its potential. The angle of the lights is too low and actually makes it hard to see.

2022-10-10 04:36 p.m.

There needs to be more accessible washrooms at the kinsmen park. More portable potties closer to the fields.

2022-10-10 02:39 p.m.

I need a huge pool to exercise. I have a disease, which destroys all joints in a nutshell. There are zero programs for adults, just seniors, teens, kids... other than free yoga or walking in the early morning. Not all adults want or can get to anything at 8am. There should be groups for widows and widowers to just gather and talk, speaking as a new widow. We feel invisible.

2022-10-09 01:03 p.m.

The dog park is the best space in town. Some upgrades could be lighting and security cameras. Maintenance on the gates would be good.

2022-10-09 07:59 a.m.

I'd like to see Parry Sound set a precedent of small town culture and recreation for not only Ontario, but the world.

2022-10-07 11:18 p.m.

It's still a hockey town and that seems to be the focus and the attitude/culture of the majority. It's unfortunate but feels very much like people who don't "fit in" that mold are unwelcome.

2022-10-06 05:09 p.m.

Replace the bridge to Sibow Point at the New Town Beach NO to Splash Pad

2022-10-06 01:25 p.m.

1. This survey was not 15 minutes. 2. The survey was terribly organized and should have only asked relevant questions based on previous answers. 3. More investment needs to be made into our public spaces, hire staff, extend contracts, the summer season doesn't end the first week of September keep maintaining parks, have staff who work outside of the arena don't wait until May to start parks maintenance. 4. The Stockey is a hidden gem that needs to have more and better programming and promote itself outside of the Town of Parry Sound to drive

participation. 5. Stop focusing so much on a new pool that we can't afford and need to borrow all of the funds for and start focusing on the facilities we already have. The best maintained ones are those done by volunteers (ie: Tower Hill, Downtown) and that really says something about the investment/care the Municipality is making.

2022-10-05 10:33 a.m.

We really require more tennis courts

2022-10-04 06:37 p.m.

We need tennis courts. The condition of the courts at the high school are poor. Only 1 court at BOCC. Not enough. I believe we would attract more tennis if we had better facilities.

2022-10-04 09:26 a.m.

Pickleball is the fastest growing sport in NA. PS could become a location for tournaments etc if we get the infrastructure in place early.

2022-10-04 08:44 a.m.

We need a sports complex like bracebridge, I shouldn't have to travel to other towns to enjoy activities with my family when we live in such a beautiful spot like parry sound. Parry sound needs to get it together and help they're community so more people will come and stay (Wpshc employees- we need Nurses and Drs to stay!) so we can serve our community better- the town needs to serve us better!

2022-10-03 08:58 a.m.

The Waterfront sign at James & Seguin should be lowered and refreshed. It can be easily missed.

2022-10-03 08:35 a.m.

Splash pad/playground space for summer and indoor pool for winter please.

2022-10-02 09:49 p.m.

Parry Sound has let the town beach fall in disarray this past summer , no lifeguards, grass was not kept up or cared for , people were smoking on the beach. For a beach that is supposed to be part of the Georgian Bay Biosphere it was purely pathetic listening to comments from tourists!

2022-09-29 08:09 p.m.

I have played ball in Parry Sound for the past 15 years. While the new infields at kinsmen are a marked improvement over what was there we need to address some shortcomings of the facility. For safety reasons, dugouts should be built on the fields. It would be amazing to see some shade and washroom facilities built down by the fields.

2022-09-29 09:43 a.m.

We desperately need more daycare in this area!!! Also, indoor pool/swimming lessons would be great!

2022-09-28 11:25 p.m.

Hello This is needed that you are asking everyone these questions. I've got a bunch of things, this will be long!! First, I'm against the new multiplex swimming pool. Many reasons. I have worked from Manitoba to Bc over the last 15 years working in many small towns. Yes I've enjoyed pools there. There has not been a town even close to P.s. with the lakes we have. Even Jasper Alberta was great to live in for a year but a pool was needed. Lakes are very cold year round there. We can be at 10 lakes to swim in , in 10 min. from any place around here. so lucky. So is a multiplex going to get used enough in the summer months? I stayed in a town that was equivalent to P.s. maybe a bit smaller but they were putting in a new multiplex and had brochures there about it. Interesting thing is they had the extra cost per tax payer . If I remember it was a \$400 000 house was going to be and extra \$300 per year. So Million dollar place would be \$750 year. I doubt many of our cottagers want this added cost with high taxes already. I have not heard of how much extra my taxes will go up. The environmental damage a pool brings, wasted power, water, heat etc. Has anyone gone to other towns around here(Orillia, Bracebridge, Sudbury, Barrie etc) and asked how they like having a pool. I know back in the 80s or 90s my dad and bunch of people did this. Every place said the same thing. Please take ours, seriously please take it. Also what is the design of it. Almost every pool I see has a pile of windows. bad idea for the north. should be a box, low ceiling, walls of R50 icf. Don't make it like stockey centre and hard to heat and cool. Should be simple and easy to maintain. Don't let whoever designed the roof of town office design it either!!! The big thought is kinsmen park. I don't play ball there but my fiance does and I go to watch. Something I'm seeing that is needed. Dug out roofs for full length of the dug outs multiple reasons. This past weekend we put up tarps to keep out the rain. In the summer when its hot out. would be nice to be covered and cooler. These don't need to be fancy. possibly could add on to the posts there. Put a beam across and put a steel roof on it. Don't over think it. Keep it cheap. In front of the dug outs and along the fence. Higher fences. I've seen balls go over the fence just past the dugouts wizzing by kids heads. How is the town going to feel and a kid gets seriously hurt or killed from this and the liability?? the big one is where the shed is and building between the 2 fields. Build a 25 x40ft gazebo Just on the incline closer to the rd. make it look like the arena. build it simple and out of steel. Where the low spot is, Put in proper under ground drainage with main hole covers to divert water into them, build up that area to all level. Then on 3 sides put in a nice retaining wall . build up that area and pour a pad. Build a simple 25x40 give or take in size covered area. Make it look like the arena. All steel so it cant get vandalized. Then it can have picnic tables bolted down. If people want to have family picnics, get out of the weather(hot or cold). There is no were to get out of the heat. seen people have heat stroke down there. Its too far to go to arena area. Also parents can still watch kids there from the diamonds. Community groups could set up

there and sell burgers at tournaments or barricade it in and have beer garden. Think of how many people use that area down there. soccer and baseball teams. Thanks for your time. will be pushing that a lot of the people on the ball teams and soccer teams do this survey and say the same on the kinsmen field. Hopefully it gets the ball rolling on plans going forward!!!!

2022-09-28 10:39 p.m.

PLEASE get that pool going for seniors in this town It is very much needed to for us to maintain our mobility, cognition and health which increases longevity and saves lives in the long run !

2022-09-28 07:58 p.m.

There should be proper tennis courts with the correct hard courts surface.

2022-09-27 10:50 p.m.

In order to attract more families to Parry Sound, and entice current families to stay here, these facilities need to be here which will therefore help fill job shortages.

2022-09-27 10:35 a.m.

1. If / when you build a pool, I plan to be there almost daily; 2. it sure would be nice to have a gym in town with more natural or user-friendly lighting, instead of the traditional harsh fluorescent lighting. By gym I mean a space with equipment like exercise bikes and bench presses etc.

2022-09-27 09:30 a.m.

We need more diverse programs designed to engage kids and youth, not the same programming. Opportunities to learn new skills and have fun so this age group can feel happy and excited about their community.

2022-09-26 09:57 a.m.

Really hopeful that the new pool and recreation centre will be built and meet the needs of the community. Also, new tennis courts in town would be very welcomed since the private courts at the high school will be demolished with the new school build (leaving only one single tennis court in the Town of Parry Sound).

2022-09-26 09:48 a.m.

We need a 6-lane swimming pool

2022-09-24 08:57 p.m.

Programming needs to consider distances travel by other municipalities using facilities when looking at scheduling programs.

2022-09-24 07:56 a.m.

We need more activities and events for our community and children. We need more activities outside of school for our children..dance..karate ect. Day care center Activities for our youth to give them another outlet besides doing nothing and make bad choices.

2022-09-23 04:30 p.m.

More care needs to be placed in maintaining cleanness/safety (i.e. cleaning up garbage including discarded needles and drug paraphernalia), improved lighting and access for public washrooms may help with this.

2022-09-23 03:59 p.m.

Children have very few options when it comes to parks. Parry Sound has no shortage of land and beautiful spaces, but somehow the planning and design has been poorly executed. We need an urgent upgrade at Waubuno park, the playground is broken and outdated. Tourists and locals would strongly benefit from a revitalization of parks.

2022-09-23 03:39 p.m.

The indoor rink should be available all year including summer.

2022-09-23 09:50 a.m.

Cut the fat.

2022-09-23 09:04 a.m.

The boat ramps are terrible

2022-09-23 07:32 a.m.

If and when a new pool facility is constructed, it should be a 6 lane pool to allow for a greater variety of activities to be accomodated.

2022-09-23 07:23 a.m.

I sincerely hope that all local communities / townships will work together in a goodwill effort to get the multiplex building started. It is not fair to the those of us who pay our taxes to continue to have wait while council members seem to be stalled rather than working proactively to meet the future needs of our community. This is just as necessary as the new school building in Parry Sound. Frankly, we are all weary of the lack of progress exhibited by local government officials.

2022-09-23 12:22 a.m.

I am the president of the Parry Sound Tennis Club and we are losing the courts at the high school with the building project, leaving only 1 public court in the entire Parry Sound District. The court at the BOCC lot is not really large enough behind baseline for advanced play, the surface is not proper and the lighting is not sufficient. The short time limit is also restrictive for players and full games cannot be completed within the time posted. For a community the size of Parry Sound and the large number of seasonal visitors we should have at least 2 proper tennis courts with lighting to allow for a longer season of play in spring/fall and evenings which is the time of day most players are available to use courts . Tennis courts are a low maintenance facility and there is also an existing club of dedicated residents that are willing to assist with maintenance and tennis programs if needed. There is a great opportunity with the new pool complex to also include tennis courts. Other existing parks could also be enhanced by the addition of tennis courts.

2022-09-22 11:46 p.m.

As a boater who has used both the Champagne St launch and the Salt Dock launch I would like to see privies installed to stop people from having to 'go' in the bush. Rosseau does it. It would be much more sanitary As the waterfront develops, I would like to see further extension of the fitness trail. I would like to see an accessible splash pad. Every place where I have seen them in North America in my travels they have been a wonderful gathering place for people of all ages and abilities. I have observed people in wheelchairs use them, seniors, children etc. It brings joy to the area. As a tourist town it would be a huge attraction for locals and visitors

2022-09-22 07:48 p.m.

Did I say how much we love and cherish the Stockey Centre. Please do the upkeep there. Exterior posts are peeling and need tending as do other areas. It will only stay wonderful if we keep it that way. More children's programming and teens would be ideal. Keep them busy and out of drug influences.

2022-09-22 05:23 p.m.

We strongly support the Multiplex and indoor pool build!!

2022-09-22 03:02 p.m.

Without recreational services ie an indoor pool and down town core improvements cant attract new Drs and entrepreneurs.

2022-09-22 12:25 p.m.

I believe demographic information beyond age would assist in identifying current and future needs.

2022-09-20 09:21 p.m.

A central fully developed sports complex that includes a pool, tennis courts, basketball courts etc needs to be available for residents to enjoy a higher quality of lifestyle.

2022-09-20 08:44 p.m.

This town underestimates the amount of young families. Soccer for 4 and 5 year Olds had 8 teams of 11 kids each. That is 88 families of 4 and 5 year Olds. Activities sell out. We are itching for things for our kids to do. We NEED more in this town. A pool is necessary.

2022-09-20 08:25 p.m.

We desperately need a full size indoor pool! It will allow all of our children the opportunity to learn to swim while they are young and in a safe environment. It also opens another avenue for our children to excel in water sports including having swimming competitions, paddling practice throughout the winter and sports such as water polo or underwater hockey. It also improves our ability for our triathletes to train year round. So many people have to travel an hour or more to do swim training. And we just went through a summer of not having enough lifeguards. Well, with a pool we could train our own. For a community that is right on the Georgian Bay, we need to be able to keep our children safe by giving them the tools to learn water safety. This requires more than just two months in the summer.

2022-09-20 04:33 p.m.

I would like to see 2 tennis courts and 2 basketball courts at the new pool site . Parry Sound is the hub for this area so it would be nice to have multiple opportunities of recreation to serve townspeople and tourists alike.

2022-09-20 03:39 p.m.

As someone who moved to the area in the last few years, there are not a lot of opportunities to try new things. This limits the opportunity to meet new people, learn new skills, start hobbies etc. I find most activities available in this area are geared to children or seniors, and the activities for people in their 20s-30s are limited.

2022-09-20 03:15 p.m.

I would love to see more programs offered outside of work hours for adults (age range 30 to 50)

2022-09-20 09:53 a.m.

Somebody is going to get run over in the kinsmen park road way down towards the fields. People drive too fast and kids are running all over. A separate road for cars and pedestrians would help. Also garbage everywhere and very little garbage bins available

2022-09-20 09:05 a.m.

poor repair ice rinks opened last from other communities around us. petson shpuld bd let go who runs park and rec. no proframming other then canada day could be doing so much more.

2022-09-20 07:14 a.m.

We need more accessible places for our kids to enjoy.

2022-09-20 06:59 a.m.

This town needs an indoor pool and a splash pad for kids.

2022-09-20 05:24 a.m.

I am shocked that we've let our beach go as regard to life guards and safety instruction. Hopefully we are investing in training new lifeguards for next year. Also a pool should be top priority-do not whine about sustainability-we can not afford not to have one in attracting smart young families to live here. I know many young people who won't move here because we don't have a pool. Six lanes!! Very important.

2022-09-20 04:28 a.m.

These activities are great, but housing remains huge social and ecumenic issue in our town, and its affecting everyone in a negative way (even people not directly affected by it)

2022-09-20 12:23 a.m.

This town will pave over every scrap of green space remaining without realising it is the most essential part of what they offer, especially with the state of current infrastructure. People take their kids to natural spaces because most parks are unusable for under fives

2022-09-19 09:41 p.m.

I would really like new tennis courts especially as the ones at the high school are being planned to be demolished. We also need a bigger gym as there is either not enough time available or they are too small to play volleyball, for example.

2022-09-19 08:58 p.m.

Something for kids other than hockey. Newer more interesting playground equipment. Adult programs not just for seniors. Skating track.

2022-09-19 08:19 p.m.

I would love to see some water bottle fill stations put in near the fitness trails and in parks.

2022-09-19 08:18 p.m.

The town needs to work with the Hockey Club instead of against them. The banners aren't up, and it is clear the town or whomever is in charge of the BOCC forgets this is a hockey town. Hockey keeps out kids healthy and active and brings money to the town and businesses

2022-09-19 08:18 p.m.

would like to see garbages at William st park year round

2022-09-19 08:18 p.m.

Playground equipment is old and outdated More modern play structures and a splash pad would be a huge asset for our youth

2022-09-19 08:07 p.m.

More opportunities for public feedback pertaining to programming at stockey centre and BOCC. Invest in the waterfront!

2022-09-19 07:45 p.m.

April is the best

2022-09-19 06:30 p.m.

Keep access to waterfront open to public

2022-09-19 06:15 p.m.

Not particularly inviting for young families. It seems to be slowly getting better so that's promising. But there is lots of work to do still. The waterfront and salt docks are still such wasted spaces. It's a shame and really just embarrassing to let those spaces go to waste as there are currently.

2022-09-19 04:02 p.m.

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
1	To commission Facility Conditions Assessments every 3-5 years, by qualified engineers to assess and project the capital lifecycle requirements of the Bobby Orr Community Centre and the Charles W. Stockey Centre for the Performing Arts and Bobby Orr Hall of Fame over the future ten-year time horizon.	\$40,000 Consulting Engineers	√		√
2	To develop a ten-year capital forecast as part of the annual capital budget process, inclusive of the capital requirements informed by the Facility Conditions Assessment to ensure that capital funding is planned and funded to ensure the facilities remain in good working order.	Staff team	√		
3	The Town should allocate sufficient resources to the parks operation section to assume responsibility for and maintain the Town standards for outdoor areas at the Stockey Centre and Bobby Orr Hall of Fame.	Enhance Annual Operating Budget	√	ongoing	ongoing
4	<p>A) To monitor the results of the pro-rated formula-based financial framework developed for the West Parry Sound Recreation and Culture Centre.</p> <p>B) Work with surrounding municipalities to use a similar model based on lessons learned from the WPSRCC contributory operating subsidy model for the operation of high non-resident use of the Bobby Orr Community Centre.</p>	<p>A. Staff Team with WPSRCC Board representative input.</p> <p>B. Municipal team led by PS. (Continue to track residency for BOCC use)</p>		√	

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
5	To acquire a parkland block of .25 hectares or greater to serve as a neighbourhood park for new growth to maintain the Town's current parkland supply of 3.28 hectares/1,000 residents.	Parkland Dedication	√		
6	A) Town should monitor resident satisfaction regarding the supply of parkland throughout the term of the master plan (2032). B) Continue to consult with the Town's Accessibility Advisory Committee on recommendations to improve access to current and future parks and trails.	Staff led annual survey tools	√	√	√
7	The Town should monitor playfield registration numbers to ensure the existing supply of playfields will remain adequate for the next ten years.	Staff (Potential capital budget impact)	ongoing	ongoing	ongoing
8	Resurface the tennis/pickleball and basketball/sport court at the BOCC and revitalize the area ensuring adequate shade, benches, waste receptacle, and water fill station, while integrating the area to serve as a "gateway area" to the Fitness Trail.	Approx. \$250,000 initial; plus, annual trail amenity additions. (Consider grant funding options for funding)	√		
9	The Town should consider planning for parkland space to accommodate future pickleball/tennis court and a future sport court beyond 2032.			Monitor participation numbers and growth in court sports / monitor trends.	√

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
10	The Town should explore opportunities to install play structures in existing under-served neighborhoods. This could include installations in existing parkland areas or joint venture with a third-party service provider (school, church, agency) with lands that could accommodate a municipally funded play structure.	Capital Budget program: design and features will define budget. Consider Outdoor gym equipment in revitalization program.	√	√	√
11	A) Adopt a play structure revitalization program that includes universal design standards to promote accessibility, junior and senior play structure components, age friendly design, outdoor fitness equipment to create a multi-generational play space. Include the phased program within annual budgets and capital forecasts to ensure timely and responsive revitalization. B) Ensure that spray features are included in the design of future revitalized play structures areas, particularly in residential areas further from Waubano Beach.	Staff team to create long term program. Engage neighbourhood residents to confirm features desired / age appropriateness. Budget annually for improvements. Work with Accessibility Committee.	√	√	√
12	A) Continue implementation of the 2015 Trails Master Plan with an increased focus on preserving public access to the Rugged Trail, and linking existing and new public access points to the Fitness Trail and the Rugged Trail.	Staff team (planning and public works).	√	√	

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
	B) Solicit more public input regarding expectations for winter use of the Fitness Trail, levels of service for maintenance and opportunities to continue to maximize safe access for all users.	Work with Snowmobile Club (OFSC)			
13	Allocate additional staff resources or contract services to maintain the outdoor ice operations and maintenance at Kinsmen Park and new trails within the trails network.	1 FTE or Contract (Outdoor and Kinsmen)	√	Increase maintenance complement as new trail sections added.	
14	That the Municipality commission a facility conditions assessment on its parks, trails, waterfront, and open space assets that will serve to inform the repair and lifecycle needs and associated costs for each outdoor facility/amenity. That the resulting 10-year cost schedule be included in the Municipality's 10-year parks and open space capital budget and forecast.	Consultant \$75,000		√	Ongoing Capital budget impact
15	Develop a park design standard document that considers public washrooms, bench seating, shade structures, water fill stations, universal (accessible) and age-friendly design, as well as linkages to all season trails.	Parks planning staff; contract services to develop Standards Document \$50,000		√	
16	Develop maintenance, landscaping, and horticulture standards for the Town Park system and facility exteriors and build-up the necessary staffing and equipment resources to achieve such standards.	Parks planning staff/contract. Work with Horticultural Society, Tower Hill volunteers and the	√		

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
		Waterfront Committee.			
17	Continue to support volunteer led gardens and horticulture initiatives and develop standards of support while encouraging new volunteer led opportunities.	Staff	√	√	√
18	<p>A) Enhance the Town’s role in promoting, recruiting, and incenting community and business leaders to provide new and emerging leisure activities in Town facilities for all age groups.</p> <p>B) Implement a quarterly “call for service providers” to promote seasonal program opportunities.</p> <p>C) Continue to explore opportunities to combine resources more officially between staff in Parks and Recreation and staff in the Stockey Centre to maximize skills, continue to create efficiencies and take advantage of all opportunities to reach the residents of Parry Sound in being the beneficiaries of these programs and events.</p>	<p>Staff. Work with BIA and Chamber of Commerce, District School Boards, Public Health and other potential partners.</p> <p>Staff</p> <p>Staff team (BOCC and Stockey Centre).</p>	√	√	
19	Continue to offer a low to no cost liability insurance program for approved third-party service providers subject to a risk assessment and compliance with Town safety standards. Ensure proactive communication and strive to simplify the process so	Staff (enhance community awareness around this program)	√	ongoing	ongoing

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
	community groups and organizations are informed of their liabilities and take full advantage of this program.				
20	Introduce a dedicated webpage on the Town's website that provides program and event information from community service providers and proactively engage service providers to include their information in this centralized location.	Staff team (Ensure user-friendly and involve youth in the development of possible App)	√	Monitor usage / public satisfaction	
21	Offer new and emerging programs directly to illustrate their degree of sustainability to potential third-party service providers.	Staff development and promotion. User Fee review.	√	Monitor and adjust	Monitor and adjust
22	Grow the Town's service and programming initiatives based on existing provincial and national standards for "Youth Friendly" and "Age Friendly" designations, achieving "HIGH FIVE" registration and/or accreditation, aligning with the Life Saving Society for Aquatics as well as the Framework for Recreation in Canada.	Staff		√	
23	A) Continue working with school personnel to maximize access to school space and work on a model that groups can use facilities during the weeknights and on weekends. B) Update School Board agreements for community access to schools by taking control of bookings Monday – Friday and weekends. Work with two	Staff. Develop ongoing relationship with District School Board and/or individual Principals to develop a streamlined process that maximizes public access. (process should promote a	√	ongoing	ongoing

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
	time slots 6:00-7:30 and 7:30-9:00 or 6:00-8:00 pm and 8:00-10:00 pm.	streamlined public access approach).			
24	Continue with implementation of the previously acquired software that can collect and track all utilization and residency data for all activities (permitted, registered and drop-in). Ensure data covers all four seasons of use and is tracked in a manner that permits quarter over quarter and year over year comparisons.	Staff team (include IT). Assess data regularly to inform facility utilization and future need.	Monitor annually	Monitor annually	Monitor annually
25	Ensure that building rentals and ice rentals are at a competitive rate and track utilization, revenues as a % of expenditures and opportunity to build additional revenue streams. Ensure program convenors that organize drop-in activities within the BOCC (shuffleboard and pickleball) collect fees and track usage data.	Staff (include Finance). Work with volunteer convenors to track data. Assess revenue trends annually.	√		
26	Dedicate time within a current staff portfolio to consider new revenue generation opportunities for Culture, Parks, and Recreation. These can include expanded sponsorship and naming rights, signage programs, “adopt-a-facility/park/trail” programs, enhanced concession and vending services, theatre seat sales, advertising rights, other.	Staff		√	
27	Develop an Affordable Access Policy. Work with local service clubs and philanthropic organizations to source other ways to provide financial support to	Staff		√	√ Align with

#	RECOMMENDATION	FINANCIAL	2023 - 2025	2026 - 2028	2029 - 2032
	those in need of subsidy. Consider establishing a Municipal fund to support families needing financial assistance to ensure that individuals and families continue to participate and stay active. Consider working in conjunction with the Board of the WPSRCC to ensure that the policies for affordable access are aligned.	(Potential annual operating budget impact if Municipal support enhanced)			Board of WPSRCC
28	Provide regular public updates to share information about the cost to maintain public assets. This can be using a simple “pie chart” type visual at budget time, regular messaging using existing and proposed media outlets, reporting to Council during budget deliberations on proposed capital investments, and in sharing comparison data outlining staff ratios for facilities maintained (square footage), km of parks and trails maintained.	Staff (with Finance) (Annual presentation can be used to support a request for an increase in staffing / operational needs to align with new indoor and outdoor infrastructure).		√	ongoing
29	The Town should allocate additional resources to ensure that they offer regular and topical program and event promotions through Facebook, Twitter, and Instagram, and continually use their on-line presence to solicit direct feedback from users.	Staff team. (Assess how community uses different options to access information and adjust accordingly)	√	√	√
30	Continue to assess the best operating model to deliver the growing community interest in parks, recreation, and cultural services.	Staff		√	

