



CITY OF BRANTFORD

Parks and Recreation Master Plan: Executive Summary

March 2018





Acknowledgements

The creation of the Parks and Recreation Master Plan required extensive collaboration and consultation with a range of stakeholders, a Task Force of Council including members of the community as well as the public to ensure final deliverables encapsulated the community's values, priorities and planning needs for the long-term.

Every participant in this project was valuable to the Master Plan development process – from initial consultation and engagement to plan finalization. The City of Brantford would especially like to thank the following individuals, groups and organizations for their time, input, support and assistance:

Citizens of Brantford
City of Brantford Mayor, Councillors, administration and staff
Parks and Recreation Master Plan Task Force members
Six Nations of the Grand River staff
County of Brant staff
Grand Erie District School Board students
Brant Haldimand Norfolk Catholic District School Board students
Brantford Minor Sport Organization's executive members
Neighborhood Alliance of Brantford (NAB)
Various Neighbourhood Associations

Task Force Committee Members

Greg Cormier (*Chairperson*)
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Councillor Rick Weaver (*Ward 1*)
Councillor John Utley (*Ward 2*)
Councillor Dan McCreary (*Ward 3*)
Councillor Cheryl Antoski (*Ward 4*)
Councillor Brian VanTilborg (*Ward 5*)

City Staff Team

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Plan Purpose

This Master Plan is a municipal guidance document designed to further effective planning, budgeting and implementation of stated goals and objectives for parks and recreation in the City of Brantford.

How to Read this Document

This document is not the Master Plan. Rather, this document provides an overview of the core elements of the Master Plan – specifically its directions/vision and recommendations. This document is summative in nature and must be read in conjunction with the detailed Master Plan for an understanding of the full context of budgetary requirements and actions to be undertaken.

The accompanying Parks and Recreation Master Plan provides a comprehensive, multi-year framework of short (1-5 years), medium (6-10 years), and longer-term (11+ years) priorities for the development of facilities, programming and services and is a flexible blueprint to guide municipal decision making over the next ten to twenty-five years.

Taken as a whole, recommendations of this Master Plan offer a framework of provision of quality and sustainable access to a range of recreational opportunities in Brantford, both for residents and visitors.

Community Engagement

20 engagement activities

5 public and user group meetings

3 discussion sessions (NA / NAB)

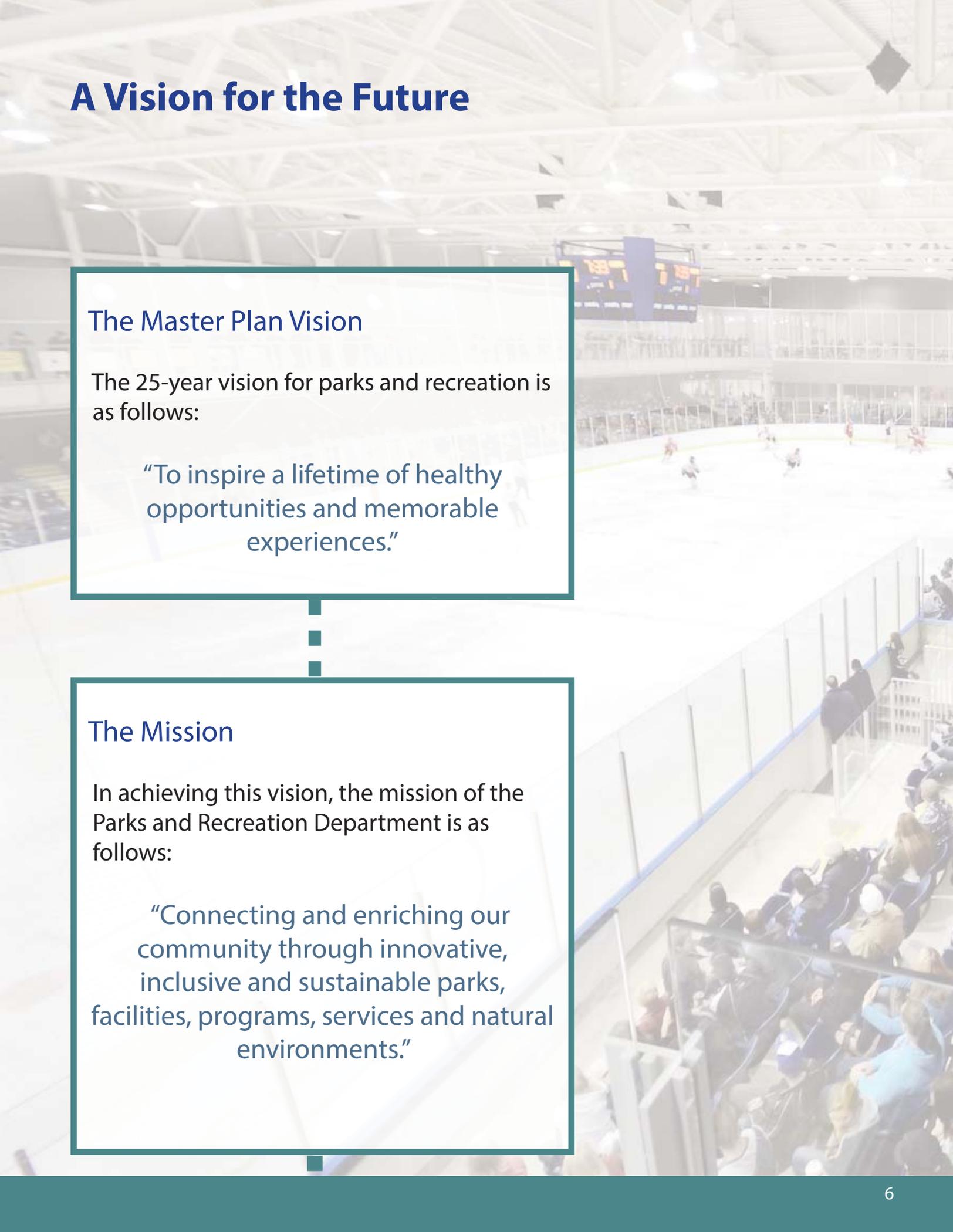
9 Project Taskforce + Staff sessions

2 online surveys (public + user group)

Around **900** public participants

160 youth art submissions

A Vision for the Future



The Master Plan Vision

The 25-year vision for parks and recreation is as follows:

“To inspire a lifetime of healthy opportunities and memorable experiences.”

The Mission

In achieving this vision, the mission of the Parks and Recreation Department is as follows:

“Connecting and enriching our community through innovative, inclusive and sustainable parks, facilities, programs, services and natural environments.”

Goals & Objectives

Goal 1: To invest in sustainable infrastructure for resident and business retention, attraction and community quality of life

Objectives:

- To plan for and implement capital planning solutions that consider evolving growth and planning needs. This includes investment in new builds, repurposing, renovation and the replacement of assets as appropriate;
- To enhance the asset management approach to facilities investment and enhance, where feasible and fiscally sustainable, the useful life of existing facilities;
- To encourage the development of multi-use facilities that take advantage of multi-purpose uses to optimize facility operations;
- To consider alternative delivery and operation models and pursue partnerships in funding and operations.

Goal 2: To ensure proactive planning for growth and bringing annexed lands into the fold for recreation delivery and service

Objectives:

- To ensure forward planning and invest in community and neighbourhood facilities, parks and open spaces as appropriate through the secondary planning process;
- To connect annexed lands to the existing recreation fabric of the city through the development of trail networks and linkages;
- To support the development of new sports and new user groups as may occur with the diversification of the population and recreational interests.

Goal 3: To promote and provide access to recreation for health, wellness and active living

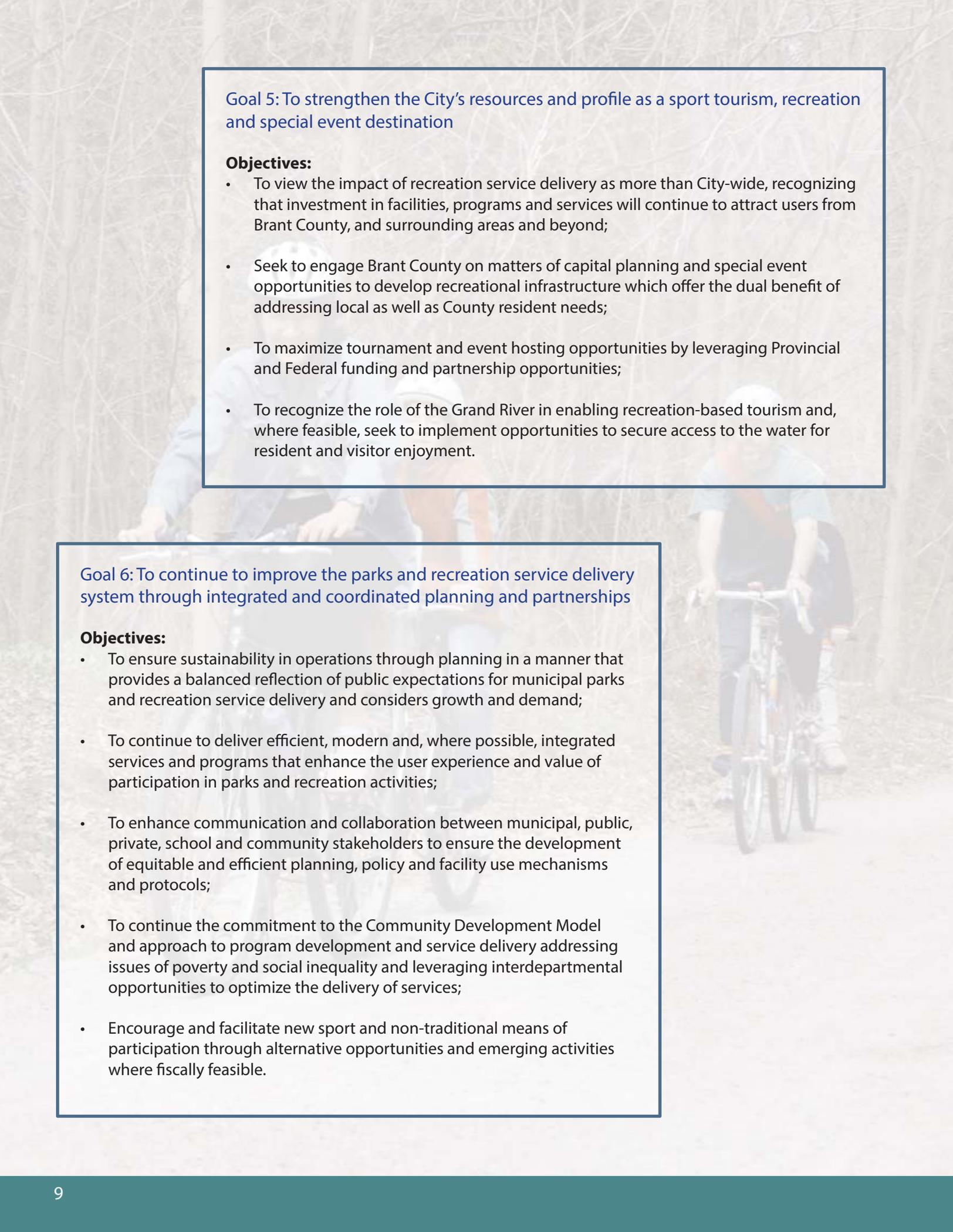
Objectives:

- To support access to sport and elite athlete development opportunities and principles of the Canadian Sport for Life Model;
- To offer opportunities for participation in recreation for all members of the community irrespective of age, ability, ethnicity and income;
- To continue to address the needs of special populations (youth, older adults, low income families and households) through affordable access to parks and recreation in the way the City plans, programs and operates its assets;
- To improve access to recreation through accessible facility design and the provision of appropriate funding opportunities, programming and equipment for people with special needs;
- To promote physical activity as a way of life and quality of life through programming as well as through ensuring passive and active recreational opportunities are accessible through a range of activities (e.g. trails);
- To foster community connections through the promotion of opportunities for participation and volunteerism in recreation.

Goal 4: To connect the system of parks, open space and trails that maximizes the city's natural heritage assets and the Grand River as a central feature

Objectives:

- To continue to plan for and invest in parkland along the waterfront as well as passive and civic uses as geographically appropriate;
- To continue to recognize the role the City's urban forestry and open space play in supporting a vibrant, healthy community including the need to maintain and enhance these features as part of the open space inventory and landscape of the City;
- To enhance the development and utilization of multi-use trails to accommodate a range of recreational opportunities;
- To enhance the urban trails system through effective on- and off-road linkages which provide a continuous trail navigation system (self-guided or otherwise) and integrating all quadrants of the City;
- To explore opportunities to develop the City's waterfront park system as civic, social, cultural and tourism assets, supporting safe public access and enjoyment of the Grand River.



Goal 5: To strengthen the City's resources and profile as a sport tourism, recreation and special event destination

Objectives:

- To view the impact of recreation service delivery as more than City-wide, recognizing that investment in facilities, programs and services will continue to attract users from Brant County, and surrounding areas and beyond;
- Seek to engage Brant County on matters of capital planning and special event opportunities to develop recreational infrastructure which offer the dual benefit of addressing local as well as County resident needs;
- To maximize tournament and event hosting opportunities by leveraging Provincial and Federal funding and partnership opportunities;
- To recognize the role of the Grand River in enabling recreation-based tourism and, where feasible, seek to implement opportunities to secure access to the water for resident and visitor enjoyment.

Goal 6: To continue to improve the parks and recreation service delivery system through integrated and coordinated planning and partnerships

Objectives:

- To ensure sustainability in operations through planning in a manner that provides a balanced reflection of public expectations for municipal parks and recreation service delivery and considers growth and demand;
- To continue to deliver efficient, modern and, where possible, integrated services and programs that enhance the user experience and value of participation in parks and recreation activities;
- To enhance communication and collaboration between municipal, public, private, school and community stakeholders to ensure the development of equitable and efficient planning, policy and facility use mechanisms and protocols;
- To continue the commitment to the Community Development Model and approach to program development and service delivery addressing issues of poverty and social inequality and leveraging interdepartmental opportunities to optimize the delivery of services;
- Encourage and facilitate new sport and non-traditional means of participation through alternative opportunities and emerging activities where fiscally feasible.

The Big Moves

Recommendations of the Master Plan fall broadly into four themes and which involve investment in new capital projects, the enhancement of existing assets (indoor and outdoor) and the requirement to calibrate service capacities to meet current and future needs of the community. Major thematic moves of the plan are summarized as follows:

Destination Venues

The Master Plan is predicated, in part, on the need to address growth-related requirements as well as optimizing existing infrastructure. This includes the adoption of a new approach to investment in indoor ice that addresses the growing functional obsolescence of aging single pad arenas in the city and embraces the operational efficiencies of multi-pad locations. Recommendations to replace single pad venues (namely the Lions Park and Civic Centre arenas) will present an opportunity to invest in a second indoor aquatic centre as part of a twin-pad arena as a replacement solution for these two venues.

In addition to addressing aging infrastructure, if the city is to maintain its current service provision level for indoor ice, there will be a requirement to invest in a new four pad multi-use facility by 2031- planning for which should commence immediately given the opportunity to secure land for development as part of the secondary planning process for annexed lands.

New build facilities should support the greatest level of multi-purpose uses. As such, the Plan recommends that these opportunities be considered with investment in two new sport and recreation destination venues in the city (i.e. a twin-pad/indoor aquatic multi-use facility and a 4-pad multi-use facility). This should include consideration for state-of-the-art gymnasium and an indoor multi-use field house (the latter as part of a 4-pad arena solution) to support a range of year-round activities, tournaments and events. Destination venues are to be integrated within the fabric of parks, greenspace and trails in the city.

Boost Tournament Capital Profile

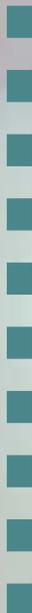
Future investment in major destination venues will help to better position the City as a sport tourism destination and develop Brantford's Tournament Capital profile. However, this is only part of the recreational tourism and economic development equation. Other opportunities, and which have been recommended by the Master Plan, include the optimization of sports fields - moving away from investment in single-field facilities to multi/multi-use field locations where possible. This will be supported, in part, by the Southwest Sports Complex and will increase the City's capacity to support major outdoor competitive play.

The City of Brantford has a rich network of outdoor experiences which has become a hallmark of the community. This Master Plan recommends that the City utilize its rich base of outdoor and scenic attractions to improve its capacity to bid for and host outdoor events including investing in opportunities to develop extreme sport attractions such as BMXing and mountain biking along existing and future trails as well as consideration for the development of an outdoor event venue for live performances, festivals, outdoor expos and awards, etc. This, in addition to the development of the City's active transportation system linked to the trail network through wayfinding signage and other promotion, will offer opportunities to market the community as a cycling and outdoor activity destination in southwestern Ontario.

Showcase Communities

Planning for facilities, programs and services occurs at various levels – City-wide and at the level of communities and neighbourhoods. There are a number of community and neighbourhood serving assets that require ongoing and immediate renewal. Similarly, as new communities are developed, the City will need to plan for and accommodate new infrastructure as appropriate to address these needs. Key facilities serving community and neighbourhood functions include sport fields, playground and parks, splashpads, skateparks, sport courts and community centres. The supply of community centres represents an aged building stock and include undersized gymnasiums which limit the programming capacities of these spaces. Recommendations to revitalize the stock of community centres, playground locations as well as opportunities to repurpose existing assets (namely single-purpose sports fields) and otherwise invest in new community infrastructure, will enhance community quality of life for residents and should be done in a manner that considers the changes in cultural diversity and the age demographics of communities.

Securing public enjoyment of the Grand River, the maintenance and renewal of the City's urban tree canopy, cemeteries and horticultural features within parks, community gateways and at major destinations are all key recommendations of the Master Plan which serve to enhance community pride of place.





Key Services

The City should continue to build on what has been observed to be an important level of community satisfaction with recreation and parks facilities, programs and services. This includes continued excellence in the delivery of core programming, proactive planning for operational demands and, where possible, the optimization of partnerships in a manner that supports greater efficiencies in the delivery of facilities, services and other opportunities.

It is recommended that the City of Brantford will continue to support a Community Development Model for the delivery of parks and recreation, supporting community group efforts through access to space for activities, etc. Opportunities to enhance access to information on services are to be achieved through the development and implementation of an annual Parks and Recreation communications and marketing plan to address key messaging, audiences and which should include the implementation of mobile and online information solutions.

A core element of maintaining service standards is the implementation of protocols to ensure investment in new facilities is informed by a full appreciation and assessment of the operational costs and resource requirements (including staffing) needed to effectively deliver, maintain and operate new infrastructure. In so doing the City will continue to ensure future resident and visitor satisfaction.

Table 1: Summary of Recommendations for New Actions/Initiatives

FACILITIES PLANNING			
Area of Focus	Rec No.	Page No.	Recommendation
Approach to Future Planning	1	26	Conduct a staff interim review of this Facilities Plan every 3 to 5 years.
	2	26	Ensure adequate resourcing is available to support the implementation of the Parks and Recreation Master Plan based on annual priorities.
Asset Management	4	27	Conduct and implement recommendations of detailed condition assessments for major parks and recreation infrastructure as an immediate priority. This includes municipally-owned recreation buildings, sport fields, play structures and other key assets where reasonable.
	5	27	Invest in AODA and maintenance requirements for parks and recreation assets in accordance with the results of detailed condition assessments.
	7	31	Undertake a Location and Feasibility Analysis for a new twin-pad venue on a suitable tract of land in the south as a replacement solution for single pad ice surfaces (and associated auditoria) at the Civic Centre Arena and Lion's Park Arena.
Address Non-Growth-Related Ice Needs as Immediate Priority	8	31	With the implementation of a new twin-pad/multi-use venue, decommission the Lion's Park Arena and Civic Centre Arena (as well as associated auditoria) and consider/evaluate future use opportunities associated with each site.
	10	32	Create a reserve fund for the Wayne Gretzky Sports Centre to finance future maintenance and capital repairs for this facility.
Addressing Growth-Related Ice Needs over the Longer-term	11	32	Invest in a new four-pad arena/multi-use facility on a suitable tract of land in the City by 2031.
	12	32	Planning for investment in a new four-pad arena/multi-use facility should commence by 2025.

FACILITIES PLANNING

Area of Focus	Rec No.	Page No.	Recommendation
Indoor Aquatics	14	35	Longer-term: Invest in a new aquatic complex as part of a new multi-use recreation facility in a suitable location in the south to include, at minimum, an 8-lane pool (standard size 25m), as well as a leisure form family/children and therapeutic pool.
	15	38	Commission and complete a Needs Assessment and Feasibility Study(ies) for the Doug Snooks Eagle Place Community Centre, Woodman Park Community Centre and T.B. Costain/SC Johnson Community Centre and evaluate options to improve and enhance community centre locations as 1) major renovations and/or 2) replacement on the existing site.
Community Centres	16	38	A condition assessment for the Woodman Park Community Centre should include the Woodman Park outdoor pool and confirm the costs associated with maintaining/improving this asset.
	17	38	Based on the outcomes of the Needs Assessment and Feasibility Study(ies), plan for and invest in the (re)development of the Doug Snooks Eagle Place Community Centre, Woodman Park Community Centre and T.B. Costain/SC Johnson Community Centre (as major renovations or replacement solutions).
	19	41	Explore options for the future of Dufferin Hall including opportunities to improve the site for tennis, lawn bowling and other outdoor recreation; and retain Bellview Hall and Grandview Hall provided there are viable lessees and buildings continue to meet accessibility standards.
Community Halls	20	41	Decommission Helen Avenue Hall and Tranquility Hall and seek to repurpose land for other appropriate uses.
	21	42	The future of Mohawk Pavilion and other auditoriums is to be evaluated for repurposing or capital investment is to be evaluated through broader feasibility planning and future uses as directed by the Mohawk Lake District Plan and is to be retained in the short to medium term timeframe of this plan.
	22	43	Re-evaluate the business model for the Beckett Adult Leisure Centre, including the range of programs offered and the alignment these with community interests.
Older Adult Space	23	43	Medium-term: Evaluate the cost-benefit of relocating the Beckett Adult Leisure Centre as a standalone facility or as a component of a larger community recreation venue in the City.

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Area of Focus	Rec No.	Page No.	Recommendation
	24	43	Invest in other older adult spaces (i.e. non-dedicated) in renovated and/or replacement community centres.
Youth Space Planning	25	44	Invest in dedicated youth space as a component of community centre space linked to a new multi-use recreation facility.
	26	44	Options and concept planning to improve and enhance the Doug Snooks Eagle Place Community Centre, Woodman Park Community Centre and T.B. Costain/SC Johnson Community Centre as major renovations and/or replacements in-situ should include investment in dedicated youth space.
	27	44	Evaluate opportunity to incorporate the WGSC a designated public transit (that is, transit pick-up and drop-off at the entrance of the facility).
Fitness Facilities	29	45	Longer-term: Should significant growth in demand for municipally-operated fitness facilities be observed, the Municipality should evaluate the option and operational implications of investing in a second fitness facility/location as part of a new multi-use recreation facility. Explore options for change of use of the track. This includes paid public access related to staff-monitored use of this facility.
Revitalize the Existing Stock of Municipal Gymnasias	30	47	Renovated and/or replacement community centre space at Doug Snooks Eagle Place, T.B. Costain Community Centre and Woodman Park Community Centre should include investment in a standard double gym at minimum for each facility (for total of 3 new gym spaces).
Investment in Growth-related Gyms/and or Comparable Space	31	47	Evaluate the opportunity to invest in gymnasium-type space as a component of a new four-pad/multi-use recreation facility.
Consideration for a Multi-Use Indoor Field House	32	50	As part of a Location and Feasibility Study for a new four-pad multi-use recreation facility, evaluate the option to include a multi-use indoor field house as part of the space program for this facility (as an alternative to a standard double gym or gymnasium).

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Area of Focus	Rec No.	Page No.	Recommendation
	33	50	Engage and seek to collaborate with the County of Brant on the implementation of a multi-use indoor field house.
Bell Homestead National Historic Site	35	53	Complete a comprehensive condition assessment for the building and grounds of the Bell Homestead National Historic Site.
	36	53	Complete and implement an Integrated Conservation Plan for Bell Homestead including the buildings, the grounds and artifacts.
	37	54	Implement mitigation measures required to address slope/soil instability as well as a concept plan for site preservation and enhancement. This may include consideration for land acquisition to facilitate movement of the Homestead on-site.
	38	54	Create a capital reserve for the Bell Homestead.
	39	54	Develop a marketing plan that promotes the Bell Homestead as a local and tourist attraction.
	40	54	Expand staff resources at the Bell Homestead to facilitate year-round, part-time program support to expand revenues and programs associated with this asset.
Glenhyrst Historic Gardens	41	55	Seek to ensure effective linkages and connects between Glenhyrst Gardens and the broader fabric of parks and recreation assets through waterfront trail development.
	42	55	Evaluate the economic benefits of investment in and the sustainability of the Christmas Light Program at Glenhyrst.
Approach to Planning for Outdoor Facilities Planning	44	56	Prior to developing new locations, strategies to address the needs for additional sports field capacity should continue to focus on opportunities to improve existing facilities.
	45	57	Adopt the recommended participant-based standards and field equivalencies as targets for planning for future sports field capacity needs and to quantify field inventories relative to user needs.

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Area of Focus	Rec No.	Page No.	Recommendation
Ball Diamonds	46	58	Review the potential for re-purposing existing, single ball diamonds in Neighbourhood Parks for other active and passive recreation, as part of future rehabilitation and renewal of the existing parks.
Soccer/Multi-Use Sports Fields	48	62	Develop additional outdoor soccer/multi-use sports field capacity to address the expected demands for 10 to 12 new fields to the year 2021 and a further 10 to 12 new fields to the year 2031, based on growth-related needs.
Playgrounds	49	67	Adopt a service-level target of one playground location accessible within a walking distance of 400m to 800m of residential dwellings in new residential development areas, and as a guideline for identifying and resolving potential gaps within existing residential / intensification areas, to provide convenient access for residents and particularly households with children.
	55	67	With continued expansion of the inventory allocate additional operational resources to sustain accessible, safe, clean and inviting play areas.
Outdoor Sport/Multi-use Courts	56	68	Consider the park-specific court rehabilitation and renewal recommendations and potential new court locations.
	57	68	Increase the number of outdoor tennis and pickleball courts and evaluate the best locations for these facilities based on geographic distribution and giving consideration to the park-specific recommendations.
	58	68	Plan for new multi-use courts, including the planned facility at the new Southwest Sports Complex, and in new Community and Neighbourhood Parks, to maximize geographic access and distribution throughout the residential and mixed-use areas of the City, and related to expected population growth in intensification areas. Based on the City's forecast population growth to the year 2041, it is estimated that 10 to 12 new outdoor multi-use court locations will be required, for an average of one new location every 2 to 3 years.
	59	68	Assess opportunities to improve the lawn bowling greens and tennis courts at Dufferin Park.
Other Outdoor Recreation	60	74	Continuing Initiative: Maintain the current free-use splash pads at Bridle Path Park (north-east), Mohawk Park (south-east), and Harmony Square (south-central/downtown); and

FACILITIES PLANNING

Area of Focus	Rec No.	Page No.	Recommendation
			<u>New initiative:</u> Plan for the development of additional splash pads including one planned for the Southwest Sports Complex, one in Tutela Park, one in the north-west and one further facility in the north urban expansion area over the longer-term.
	61	74	Smaller scale splash/spray facilities, and/or the integration of other waterplay features, should be considered for the north-central) and central / south-east areas, and with other future playground developments / replacements / park rehabilitation.
	63	74	Longer term, a third permanent skatepark should be considered in north Brantford, with consideration to new/rehabilitated facility in Jaycee Park, or a future Destination Park location in the urban expansion area.
	64	74	Consider and review the feasibility of incorporating smaller-scale skatepark / scooter features in existing parks, as part of other park rehabilitation projects and in new Neighbourhood and Community Park developments.
	65	75	Plan for a second, and possibly a third, leash-free dog park location with consideration for a small breed section in all dog park location as well as dedicated leash-free trail(s) in select locations.
	67	75	Undertake a comprehensive assessment of special event facilities and resource needs for recurring and potential community events and festivals within parks.
	68	75	Seek to develop a dedicated outdoor special event venue.
	69	75	Consider new and emerging types of active and passive outdoor recreation facilities with priority to community-based proposals.
	70	75	Develop a set of criteria for evaluating community-based project proposals.
Trails	71	76	Adopt a Trails Classification System as a basis for planning for and acquiring, designing, developing, maintaining and regulating the use of trails.
	73	77	Develop policies in the City's new Official Plan to:

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Area of Focus	Rec No.	Page No.	Recommendation
			<ul style="list-style-type: none"> a) Require the dedication of land for pedestrian and bicycle pathways as a condition of the subdivision of land, as provided for under the Planning Act (s. 51(25)(b)); and b) Require the identification and provision of pathways and other means of pedestrian access, accessibility supports as well as bicycle parking facilities and other sustainable design elements on municipal streets, as may be required for site plan approvals and developments in accordance with the Planning Act (s. 41(4) #2(e), s. 41(7)(a)(4))
	74	77	Develop a standard /policy for winter maintenance of trails and pathways.
	76	77	Establish a community engagement, partnership, education and stewardship initiatives for trails.
	77	77	Develop and adopt trails management and maintenance standards and guidelines, based on the considerations identified in the Situational Report.
	81	78	Update trails and cycling route information map(s), online and establish a mobile presence and promotional material for public access and integration with tourism marketing.
	82	78	<p>Consider the following parks-and trails-specific and related facility improvements and pathway linkages.</p> <ul style="list-style-type: none"> a) Consider a trailhead for SC Johnson Trail at Glenhyrst Gardens with parking, signage, washrooms (west end at the bottom of the hill); b) Develop a pathway connection through Bridle Path Park joining sidewalk on Ponytrail Drive to existing trail to Branlyn Community Centre and Brantwood Park Road; c) Consider enhancing the trailhead for Gilkison Trail at the south end of the Steve Brown Sports Complex with expanded parking area; d) Consider completing the pathway through the park; e) Complete a trail loop / pathway connection through Brier Park, north to Resurrection School;

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Area of Focus	Rec No.	Page No.	Recommendation
			<ul style="list-style-type: none"> f) Consider washrooms at D'Aubigny Creek Park parking area to support trailhead / access to D'Aubigny Trail and develop pedestrian connection to George Campbell Park; g) A hard surface pathway from Donegal Drive to T.H.&B. Rail Trail; h) Connect pathway from existing washrooms at Bellview Park and parking area at John Wright Soccer Complex to Hamilton-Brantford Rail Trail; i) Consider improved connectivity and opportunities within existing parks by developing parks, trails and pathways and loops in existing parks as identified in Exhibit 6, 7, 8 and 9 [of the Master Plan], and in new park developments. j) Develop the proposed pathways/trails shown on the Master Plan for the Southwest Sports Complex. k) Identify and plan for the design and development of a comprehensive trail network for the urban expansion areas as part of future secondary planning. l) Consider opportunities for a dedicated mountain-biking / BMX trail. m) Continue to develop pathway links through parks to expand the City's trail network and walkability, particularly in parks adjoining school properties
Parkland Acquisition and Classification	83	82	Adopt a Parkland Classification System and Acquisition Framework as the City's planning policy direction, organizing hierarchy and strategic approach for parkland acquisition and the design, development, programming and management of City parks.
	84	83	Require the acquisition of parkland through dedication by development, or cash-in-lieu thereof, in accordance with the Planning Act, the City's Official Plan and Parkland Dedication and Cash-in-Lieu of Parkland Dedication By-law.
	86	83	Adopt criteria for determining suitable parkland properties within new developments.

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Area of Focus	Rec No.	Page No.	Recommendation
	87	83	Plan for and pursue the acquisition of natural areas, and particularly land adjoining the Grand River, through the development process and other means of securement, as identified in the Waterfront Master Plan.
Park Design and Development	88	84	Adopt a Parks Design and Development Guidelines for new parks and for any significant changes, renewal, replacement or new facilities in existing parks.
	89	84	Further develop and expand the City's Park Rehabilitation and Replacement Program addressing lifecycle requirements, evolving standards and trends across the full range of parks and related facilities.
	91	87	Seek to increase operational resources to address the continued growth, expansion and diversification of parks and facilities and related quality and maintenance standards.
Parks & Forestry Operations/Services	92	88	Define related staffing, equipment and other resource requirements for parks management and operations.
	93	88	Further develop and maintain a Parks Inventory Database as a record and mapping of parks and related facilities, building on the inventory and mapping provided in the Situational Report.
	94	88	Undertake a comprehensive update of the City's General Forest Management Plan, Tree Inventory and site-specific Urban Forest Management Plans.
	95	88	Establish an ongoing Parks Tree Planting and Replacement Program.
	96	88	Identify and allocate required resources to improve the response times for tree inspection, removal and replacement needs.
	97	88	Complete a building condition audit of the City's greenhouses and related systems and defined future asset management needs and investments and develop a business plan for a greenhouse program to evaluate all options.

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Area of Focus	Rec No.	Page No.	Recommendation
	98	89	Review current and potential future locations of gardens and floral displays to focus horticultural services in priority areas such as gateways, major corridors, City / Regional Destination Parks, and tourism and special event venues.
	99	89	Conduct a review of the current maintenance delivery process and consider options for improved efficiency, response times and the option of providing in-house services.
Parks Programming	100	90	A Parkland Classification System shall guide potential park uses and activities for each category of park, for the purposes of parks planning and policy development.
	102	90	Through the development of a marketing strategy, expand park use and programming by promoting awareness of available park resources, facilities and services through information delivery and availability, coordinating special events and festivals, assisting program providers and tourism organizations with marketing, and other initiatives.
	103	91	Support both seasonal and year-round use of parks by providing park facilities that are maintained and equipped to support both warm and cold weather activities, where possible and cost-effective.
Campbell Cemetery's Maintenance Needs	104	92	That the City seek permission to identify, establish and delineate the boundaries; remove brush, trees and debris; identify monuments and develop a plan to address turf, grading and a right of way and/or access agreement to address the City's future obligations regarding the perpetual care of Campbell Cemetery.
Cemetery Services for Religious Communities	105	96	That the City monitor and respond to demand from local faith groups for specific sections devoted to their particular needs when conditions warrant.
Cemetery Marketing Plan	106	96	That the City develop a marketing plan for cemetery services to raise the public profile and increase revenues at the City cemeteries.
Mausoleum Interior Niches	107	98	That the City explore the potential for interior niches in the mausoleum to increase revenue and available cremation alternatives.

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Area of Focus	Rec No.	Page No.	Recommendation
Columbarium Niche Development at City Cemeteries	108	99	That the City develop additional columbarium niches at Oakhill Cemetery. There is \$120,000 allocated for this purpose in the 2018 capital budget. Development should include at minimum 100 niches.
	109	99	That the City develop additional columbarium niche inventories at Mount Hope and Oakhill Cemeteries as demand dictates.
	110	100	That the City prepare a master plan for Oakhill Cemetery including conceptual design, capital costing and development phasing to efficiently utilize this depleting resource.
Cemeteries Planning & Operations	111	100	That any development at Mount Hope Cemetery be offered at a premium price to reflect its central location and historical significance.
	112	100	That the City review current and future needs for Veteran interments and seek council direction on costs and land needs.
	113	101	That the City implement an ongoing program to identify, evaluate and reset any monuments that present a hazard to safety.
Cemeteries Planning & Finance	114	101	Consideration for incremental increases to the \$35,000 Minor Capital should be given to account for increased costs for maintenance and upkeep as well as inflationary considerations.
Mount Hope Building Assessment Recommendations	115	102	That the Mount Hope mausoleum and maintenance building architectural and building condition assessment recommendations be included in the 10-year capital plan.
Oakhill Cemetery Farmhouse	116	102	That the former farmhouse at Oakhill cemetery be renovated or replaced for future consideration when appropriate or be repurposed.
Cemeteries Planning & Finance <i>(continued)</i>	117	103	That the fiscal adequacy of the CMF be evaluated in terms of current and forecast annual maintenance costs as well as future CMF performance and that strategies be developed to achieve ultimate fiscal sustainability.

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Area of Focus	Rec No.	Page No.	Recommendation
	118	103	That the Cemetery Bylaw be amended to enforce collection of CMF funds for interment rights sold prior to 1955 that were not previously charged.
	119	103	That the revenue from the sale of interment rights be split into three streams, with a portion sufficient to purchase and develop an interment right to replace the one just sold into a cemetery development capital reserve to allow development of additional cemetery inventory as it is depleted.
	120	103	That cemetery pricing be evaluated against the associated costs to provide those services and be adjusted accordingly.
	121	103	That cemetery prices be reviewed annually to ensure that they keep pace with inflationary increases.
Future Planning	164	146	Evaluate and update the City's 10-Year Capital Plan to reflect priorities of this Master Plan. Decisions regarding the annual implementation of projects and the allocation of funds to these projects are subject to Council approval through the City's annual budget process.
Delivery of Infrastructure	165	148	Ensure the full scope of operational cost implications are evaluated, and budgets are secured and/or adjusted as required, in advance of the implementation of new capital projects.
	166	148	Establish a formalized policy on the process(es) to be followed in the delivery of new parks and recreation infrastructure that reflects principles of risk reduction, efficiency, cost reduction and revenue maximization.
	167	148	<p>The Municipality should directly manage the process of establishing the following:</p> <ul style="list-style-type: none"> • The requirements for new facilities; • The method of delivery (options); • The process of selecting partners (competitive process); and • Parameters for utilizing necessary external resources as well as the selected partner for development and operation

FACILITIES PLANNING

Area of Focus	Rec No.	Page No.	Recommendation
	168	148	Address the full range of public-private partnership options for capital projects to ensure the greatest level of cost-efficiencies in the delivery of facilities to serve future populations.
	169	148	Engage Brant County in ongoing discussions regarding capital planning priorities of joint interest, including 1) a potential capital cost sharing solution for the implementation of a second indoor aquatic pool in Brantford that may service the needs of County and City residents; 2) opportunities for joint funding applications for capital projects from upper levels of government; and 3) other interest that may arise over the course of this plan.
Capital Reserves	170	149	For all new build facilities, approximately 1-2% of the original capital cost of new building infrastructure be allocated to a capital reserve(s) per annum. This should be built into the business plan and annual operational expense budgets for these facilities.
	171	149	For major infrastructure not subject to decisions regarding decommissioning, repurposing or replacement, seek to adopt the practice of allocating 1-2% of original capital costs with annual operating expense budgets for these assets.

SERVICES DELIVERY PLANNING

Area of Focus	Rec No.	Page No.	Recommendation
Administrative Reviews of this Plan	123	105	It is recommended that staff conduct a comprehensive review of the Service Delivery Plan at least once every cycle of Council to evaluate the relevance of recommendations in light of shifting market demand and available resources.
Organizational Capacity	126	117	Through attrition, consider the opportunities to improve the Department's management structure to better support workload demands, geographic and other impacts on service expansion and delivery. This should include consideration for any additional management-level expertise as required.

SERVICES DELIVERY PLANNING

Area of Focus	Rec No.	Page No.	Recommendation
	127	117	Conduct a Workforce Gap Analysis/Staffing Strategy and Departmental Organizational Review of the Parks and Recreation Department to identify options to further enhance the management and staffing structure in light of known areas of constraint and giving consideration to the implications of growth on the continued effectiveness of the Department.
	128	117	Evaluate and address the impact of minimum wage thresholds on staff retention for key roles of expertise required to support service delivery (e.g. aquatic lifeguards).
Programming	130	123	Develop a process to complete and implement an internal program and service review for the Parks and Recreation Department to identify opportunities and strategies to facilitate greater efficiencies in delivery and which build on public feedback as part of the Master Plan process.
	131	123	Evaluate opportunities to share/coordinate volunteer resources across the Community Recreation section and general programming functions of the Department to provide additional support for the implementation of human resource intensive programs such as the Random Acts of Play Program to help reduce the complement of staff required at any one park location (as appropriate).
	133	124	Implement a customer engagement and monitoring strategy to aid in the continued assessment of trends in participation to routinely gauge shifts in market demand for programming and activities.
Fostering Volunteerism	136	125	Invest in a volunteer management process and system with appropriate staff resources that leverages community partnerships to support and enhance recruitment efforts.
	137	125	Evaluate new opportunities and strategies to engage community groups and volunteers in the stewardship of neighbourhood parks.
Access and Fee Policies	140	127	Develop and approve a Municipal User Fee Standard that confirms, validates and prioritizes an approach to pricing in keeping with best practice.

SERVICES DELIVERY PLANNING

Area of Focus	Rec No.	Page No.	Recommendation
Partnerships	142	130	Develop and implement a corporate policy for capital and operating agreements/arrangements with third-parties.
	143	131	The City should require third-party facility operators to develop an operating manual that outlines mutually-agreeable service standards.
Joint Use Agreements	145	131	The <i>Facilities Plan</i> makes recommendations for the improvement of parkland and sports fields – some of which are adjacent to school board properties. The City should work with schools/school boards to identify opportunities for shared use of school parking areas and washroom facilities at appropriate times to offset capacity needs for tournaments and events in City park locations.
Business Planning	146	133	When considering new construction, develop a 3 to 5-year operation plan for all new municipally-owned recreation facilities outlining likely operating costs and revenues.
Events, Communications and Outreach	147	136	Seek to optimize existing and potential partnerships on all levels (community, inter-municipal, County, provincial) to enhance marketing, communications and information-sharing on recreation, parks and trails, sport/recreation tourism opportunities in the City of Brantford.
	148	137	Develop an annual Parks and Recreation communications and marketing plan to address key messaging, audiences and the appropriate communications vehicles to promote facilities, program, services and more broadly the mandate of the Department.
	150	138	Work to expand the scope of the Active Grand Partnership initiative and build the City's profile as a regional partner through the implementation of an Active Grand mobile application to facilitate convenient, real-time 'access to recreation' in Brantford for city and county residents. Any recreation mobile application should have the capacity to link to the City of Brantford's online facility availability and program registration systems.
	151	138	Evaluate the opportunity to develop a mobile application for parks and recreation in a manner that aligns with Corporate Communications priorities and initiatives for the City of Brantford.

SERVICES DELIVERY PLANNING

Area of Focus	Rec No.	Page No.	Recommendation	
	152	138	Evaluate opportunities to transition to provide online booking services for all facilities (arenas, meeting space etc.) in a manner that protects the needs of core user groups. Any investment in an online booking system should comprise an online payment feature.	
	153	138	Regularly review and update the City of Brantford's Special Events Standard.	
	154	138	Investigate and establish best practices for event hosting for events in the downtown as part future updates to the Special Event Standard.	
	155	138	Clarify the role(s) of Parks and Recreation staff and Sport Tourism staff regarding special events and sport bid hosting.	
	156	138	Ensure staff resources as well as facility design and availability are fully evaluated prior to bidding on major sporting events.	
	157	138	Evaluate opportunities to improve the staff complement to support the Special Events Standard as part of a Workforce Gap Analysis/Staffing Strategy.	
	158	139	Strengthen the criteria to determine which events are reviewed by the City of Brantford's Special Events Advisory Team (SEAT).	
	159	139	With respect to Harmony Square, ensure infrastructure amenities are in place to support activities and events (e.g. washrooms, mechanical rooms).	
	160	139	Per the <i>Facilities Plan</i> , investigate the opportunity for a dedicated park location for outdoor special events.	
	Monitoring Performance	161	144	Analyze and track program and facility bookings/registrations on an annual basis, working with organized user groups to collect data and monitor changes in sport registration and market conditions over time.
		162	144	Develop a straightforward data collection and analysis methodology that can be used to routinely assess the Department's performance year-over-year based on meaningful and measurable quantitative and qualitative indicators/metrics.

SERVICES DELIVERY PLANNING

Area of Focus	Rec No.	Page No.	Recommendation
	163	144	Develop a Parks and Recreation Performance Scorecard for the City of Brantford based on key quantitative and qualitative performance metrics.

Table 2: Recommendations for Continuing Actions/Initiatives

FACILITIES PLANNING			
Area of Focus	Rec No.	Page No.	Recommendation
Approach to Future Planning	3	26	Continue to use a standards-based approach to planning for future parks and recreation infrastructure, including both the provision of municipal capital facilities as well as consider development through partnerships with other providers where appropriate.
Asset Management	6	27	Continue to implement a long-term (10-year) capital plan as a framework for prioritizing investment in facilities.
Address Non-Growth-Related Ice Needs as Immediate Priority	9	31	Continue to invest in the maintenance of the Wayne Gretzky Sports Centre (including the arenas, pools, fitness and other areas).
Indoor Aquatics	13	35	With the completion of a building condition assessment for the Wayne Gretzky Sport Centre (WGSC), continue to invest in required capital maintenance items for this facility including the indoor aquatic centre. This includes the 65-metre competitive pool and its amenities.
Community Centres	18	38	Continue with plans to invest in a community centre as part of the Southwest Sports Complex. Detailed facility design planning should contain, at minimum, community centre space components recommended by this Master Plan.
Fitness Facilities	28	45	Continue to invest in and maintain fitness facilities at the WGSC and monitor trends memberships, program registration and drop-in use.
Waterfront Access Strategy and Amusement Park	34	52	Continue to invest in Earl Haig Family Fun Park.
Approach to Planning for Outdoor Facilities Planning	43	56	Continue to monitor and assess sports field utilization and capacity on an on-going and periodic basis, as a key input to facilities planning and points of investment.

FACILITIES PLANNING

Area of Focus	Rec No.	Page No.	Recommendation
Ball Diamonds	47	58	Continue to expand baseball diamond capacity with future growth, where sustained growth in baseball demand and participation are evident, and to support tournament functions and sports tourism.
	50	67	Include all playground equipment in the City's Asset Management and Capital Plan(s) and continue to monitor and identify playground equipment repair and replacement needs on an ongoing basis as part of the City's Parks Rehabilitation program.
Playgrounds	51	67	Continue to develop new playgrounds on parklands in new development areas, where appropriate based on the recommended standards and Parkland Classification System of this Master Plan.
	52	67	Continue to coordinate planning for playground locations in parks with those available or planned at local schools to maximize access, variety and appeal to children of all ages, as well as multi-generational features and amenities.
	53	67	Continue to address current standards for safety and accessibility of play structures through ongoing renewal/replacement of existing structures and in new play equipment installations, and by providing barrier-free pathways to playgrounds (existing and new).
	54	67	Continue to review and consider trends in playground designs and developments.
Other Outdoor Recreation	62	74	Maintain the existing Brantford Skatepark at Brant's Crossing (south-central) and continue planning for the development of a second major skatepark facility in the west as part of the South-West Sports Complex.
	66	75	Continue to work with community groups to plan for and establish community gardens and food forests including locations within existing parks and as part of new and existing parks development and explore related partnership and fundraising opportunities.
Trails	72	76	Continue to further develop, finalize and adopt the Bikeway and Trails Network Plan (Schedule 9) to the City's Draft Official Plan.

FACILITIES PLANNING

Area of Focus	Rec No.	Page No.	Recommendation
	75	77	To guide future trails network planning and asset management of the trails system, continue to develop, expand and maintain a comprehensive inventory and mapping of trails as part of the parks database.
	78	78	Continue to expand and optimize the capacity and efficiency of operational resources for ongoing trails maintenance and repair.
	79	78	Continue to lead and undertake the detailed planning, design and implementation of recommended trails and active transportation projects and initiatives, including those recommended in this Master Plan and the City's other related plans and strategies, working with local and regional trails groups, the Grand River Conservation Authority, the County of Brant, other partners, stakeholders and residents, to provide and leverage the necessary resources and expertise in these areas including staff or contracted services and related local and regional resources and expertise.
	80	78	Continue to develop and further establish and provide resources for unified trails signage, identification and wayfinding with related regulations and City by-laws.
Parkland Acquisition and Classification	85	83	Continue to plan for future parks and trails within new Secondary Plans for the future urban expansion areas.
Park Design and Development	90	84	Continue to adapt and innovate parks design and development by investigating and considering new approaches, concepts, ideas and technologies.
Parks Programming	101	90	Continue to provide a balance of park facilities to support both informal and structured activities for residents and visitors.
Cemetery Staffing	122	104	That the City cemeteries continue to monitor and add to staff levels as demand at the cemeteries grows.

SERVICING DELIVERY PLANNING

Area of Focus	Rec No.	Page No.	Recommendation
Monitoring Trends	124	113	Continue to seek funding partnerships to develop and expand the existing recreation subsidy program to facilitate access and participation for persons of all ages and abilities.
	125	113	Continue to regularly monitor shifts in policy, planning and trends in sport and recreation participation which may impact the City's approach to the delivery of parks and recreation and the geography within which some services and programs are delivered.
Organizational Capacity	129	117	Continue to monitor the impact of internal and external pressures on the maintenance of appropriate levels of programming and service.
Programming	132	123	Continue to support affordable access opportunities (Youth Crew Card Membership, Can We Help and other options) and work with community partners such as the Arnold Anderson Sport Fund to promote these options to key target groups.
Fostering Volunteerism	134	125	Continue to maintain and provide administrative and operational support the Neighbourhood Alliance of Brantford (NAB) and local Neighbourhood Associations.
	135	125	Continue to celebrate community champions and promote a culture of volunteerism in the city by recognizing volunteers within the Parks and Recreation Department and wider community through an annual volunteer appreciation event.
Access and Fee Policies	138	125	Continue to engage the Brant Tree Coalition to strategically assist with the implementation of tree planting initiatives which may support the development of the city tree canopy ratio.
	139	126	Continue to maintain support for the City's Parks and Recreation Affiliation Policy.
	141	128	Regularly review the City's facility allocation standards and evaluate the effectiveness of implementation.

SERVICING DELIVERY PLANNING

Area of Focus	Rec No.	Page No.	Recommendation
Joint Use Agreements	144	131	Continue to encourage access to school board facilities as supported through the Community Use of School Policies and Joint Use Agreements.
Events, Communications and Outreach	149	138	Continue to invest in the Leisure Activities Guide and continue to ensure digital availability on the City's website and access via appropriate social media outlets.

