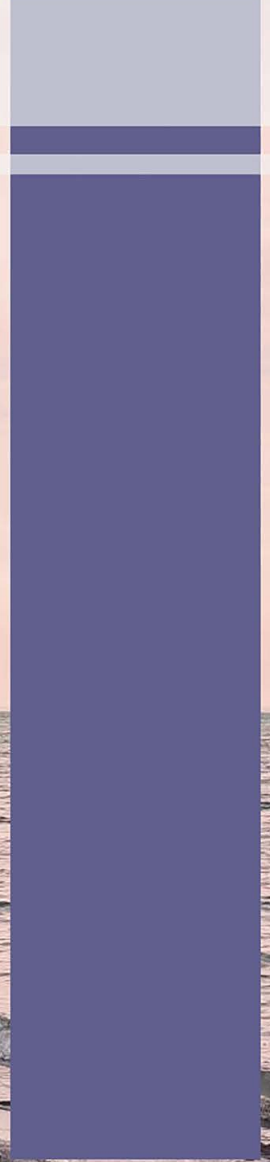
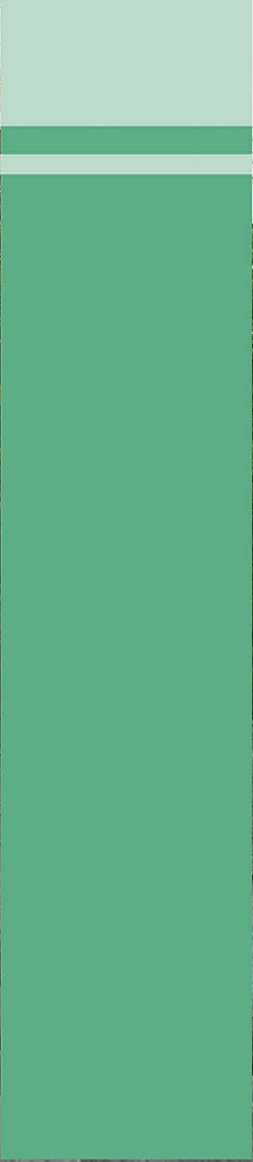


These materials are available in an alternate format, upon request.



parks recreation culture

Master Plan

March 2019

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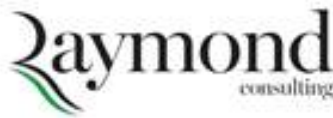
Background:

The Town launched the development of the Parks, Recreation and Culture Master Plan in January 2018. The process involved significant community engagement, led by the consulting team of MHBC Planning Ltd., Raymond Consulting, and TCI Management Consultants, and guided by the Town’s Director of Parks, Recreation and Culture. In total, more than 1,000 residents, visitors, and Town Staff, representing a wide variety of stakeholder groups were engaged to voice their thoughts on parks, recreation and culture in Grimsby.

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EXECUTIVE SUMMARY

The Parks, Recreation and Culture Master Plan identifies needs and priorities for the Town of Grimsby to the year 2029. The purpose of this Parks, Recreation and Culture Master Plan (PRCMP) is to provide the Town of Grimsby with long term direction with regards to the provision of parks, recreation and culture services to Town residents and visitors. Grimsby is growing as a preferred residential location due to its small-town charm, community oriented management, its natural assets, and its proximity to major Provincial and Regional transportation corridors, Regional urban centres and other attractions. Grimsby offers the amenities of a modern community while maintaining its small-town feel and rich cultural heritage.

With a population of 27,314 in 2016, the Town of Grimsby represents the fifth largest municipality in the Niagara Region. Grimsby's population has increased over time (5.8% from 2006-2011; 7.9% from 2011-2016). Between the years 2011 and 2016, Grimsby's rate of population increase (7.9%) exceeded that of the Niagara Region (3.8%). In fact, in proportion to its 1996 population, Grimsby experienced the highest overall population growth in the Niagara Region between 1996 and 2016. Based on historical trends in Grimsby's population, the Town is experiencing an average of 9% population growth every 5 years, or an average of 1,932 additional residents every 5 years. Based on population forecasts provided in the Town of Grimsby Official Plan, it is expected that the Town's population will reach approximately 33,000 by 2031 and result in an employment base of 10,180.

The PRCMP is intended to provide the Town of Grimsby with a long term strategy that provides a framework based on community values, operational needs and financial realities. The plan will help shape decision making over the next 10 years, towards achieving a 2029 vision. The plan provides an assessment and progress tool to ensure that the Department achieves success towards providing high quality services and facilities that meet the needs of the community. Additionally, the plan has been designed to be a flexible, working document that can adapt to changing community values, emerging trends, new opportunities and operational priorities.

As a result of the master planning process, the following outcomes were achieved:

1. We created a current context for the Department and the Master Plan including industry trends, challenges, population and demographics, user expectations, community profile and Town spending on Parks, Recreation and Culture;
2. We defined the Town of Grimsby's role in providing Parks, Recreation and Culture services, and identified the Department's role;
3. We provided a baseline assessment of the Parks, Recreation and Culture service areas, including a review of Departmental human resources, policies and infrastructure;
4. We provided a framework of priorities for future decision-making that allows staff and Council to be responsive to changing needs, trends and emerging opportunities; and
5. We create an implementation strategy for the 2029 vision that addresses each of the following areas including service level changes, capital investments and human resource needs.

The Parks, Recreation and Culture Department plays an important role in leading and providing programming, facility development, and facilitating partnerships to deliver and create healthy and active lifestyles for Grimsby's residents. Accordingly, it is recommended that the Department adopt the following mandate to guide the development in implementing the 2029 strategy:

“The Parks, Recreation and Culture mandate is to promote and facilitate healthy and active lifestyles in Grimsby. This is achieved by taking a leadership role through programming, facility development and creative partnerships with public and private sector groups who share our passion for a dynamic, inclusive, innovative, and fun community.”

One of the most fundamental recommendations of this PRCMP is the change of the Department's name from the 'Recreation, Facilities and Culture Department' to the 'Parks, Recreation and Culture Department'. This name change has been recommended in order to reflect the changing priorities of the Town and to affirm the current and evolving scope of service delivery of Parks, Recreation and Culture. Moving forward, this PRCMP will refer to the 'Recreation, Facilities and Culture Department' as the 'Parks, Recreation and Culture Department' (the "PRC Department").

Further, the PRC Master Plan is intended to complement past studies (e.g. 2018 Grimsby GO Station Secondary Plan) and provide a comprehensive strategy, which focuses on program and service delivery to ensure the Town continues to meet the recreation and culture needs of residents and visitors of all ages and abilities. The scope of the PRC Master Plan is limited to the programs and services provided by the Town of Grimsby, which are delivered primarily through the Town's PRC Department. This Plan is a ten-year plan, and provides a range of recommended actions to be undertaken in the short-term (within 2 years), the medium-term – (3-5 years), and the long-term (6-10 years). In several cases, recommended actions identified in the Implementation Plan (Section 13) are best practices already applied by the PRC Department. By including these actions in the PRCMP, it reinforces the importance of continuing to implement these best practices over the ten year timeframe of this Plan.

The Master Plan was supported by a public consultation program, which included several public workshops/public meeting(s), input from stakeholders, staff and other recreation and culture program service providers, and an on-line survey. Detailed results of this consultation are included in a compendium Consultation Report document which should be read in conjunction with this Master Plan.

The following five themes emerged throughout the process of undertaking the PRCMP. These five themes inform the implementation strategy and the key objectives for Grimsby's PRC Department as it moves forward.

1. **Accessibility & Inclusiveness**
2. **Partnerships & Collaboration**
3. **Communication & Engagement**
4. **Innovation and Building Capacity**
5. **Optimization of Infrastructure**

These five themes have been incorporated into the PRC Master Plan's Strategic Directions and Implementation Plan as the Master Plan Goal Areas. Below is a brief description of each goal area.

As a result, over 100 recommendations/strategic actions have been provided under these five general themes, which are intended to help the Parks, Recreation and Culture Department build capacity in programming; enhance diversity of opportunities for participants; establish a framework for identifying partnerships; and, provide a framework for assessing feasibility of future PRC programming and facilities.

The top fifteen pressing actions for the Town of Grimsby to implement over the next ten years are identified below. These are not presented in any order of priority or timing.

1. **Create park and facility guidelines** that exceed AODA standards and implement inclusive design standards. Develop an accessible park that creates opportunities for all abilities and levels of enjoyment.
2. **Update the Town's Official Plan** policies to:
 - a. make public design charrettes a mandatory step in the design of new parks;
 - b. include a policy that requires consultation with local school boards and public bodies when there are changes to parkland requirements and/or changes to the parks plan (as per the Planning Act);
 - c. revise Section 3.8 (Parks and Open Space) of the Official Plan as few parks meet the current parkland standards (particularly in terms of the size standards);
 - d. state that only under special circumstances, the Town should accept woodlots and other natural areas both as a measure of protection of the natural amenity and for the potential use as a passive recreational and educational feature; and
 - e. consider adopting a parkland standard ratio for parkland to people.
3. The Town should continue to **explore opportunities to acquire/develop parkland within the gap areas** identified on the Parks, Cultural Events, Facilities, & Trails Map (Figure 17 of this Plan). These gap areas have been labelled as the Olive Street Area, the Grimsby Secondary School Area, and the Rosslyn-Robinson Area.
4. The town should invest in trail enhancements and connections through the **preparation of a Trails and Bicycling Master Plan (TBMP)**. This should include the **preparation of a Parks & Trails Wayfinding Strategy** and the installation of wayfinding/entrance signs throughout the Town at key focal points, at entrances to all parks and along trails.
5. The Town should **develop a strategy to secure any waterfront lands** (e.g. Town-owned road allowances) in partnership with other government agencies/departments/non-profit groups. In addition, should any of the rail corridors running through the Town become abandoned, the Town should endeavour to secure them.
6. Based on the Parks Inventory and Recommendations included in Appendix B of this Master Plan, the Town should **develop a strategy and establish a regular maintenance schedule/work plan to guide park/facility improvements** as recommended over next 10 years. Improving

accessibility should be a primary goal. The Town should also regularly audit existing equipment and facilities and ensure fair and equal access to all facilities.

7. Consider **installing a permanent or temporary band stand/shelter in one or two key parks** within the Town. Example locations include: Coronation Park or Centennial Park.
8. The Town should move forward with **revitalizing the Elizabeth Street Pier**. This repair should expand upon the usable width, length of the pier as permitted by applicable regulations and should consider the installation of pier lighting.
9. **Prepare a Facility Feasibility Study for a new multi-use recreation facility (MURF)** at an appropriate location. The preferred location is 162 Livingston Avenue (the Peach King Centre). The Town should consider consolidating the Livingston Activity Centre into the Peach King Centre as part of this Feasibility Study. Design of this facility should reflect the most commonly requested features identified in the Consultation Report such as: an indoor pool, walking/running track, cultural activity spaces, and wellbeing/fitness facilities.
10. Consider **preparing an Events, Culture, and Sports Tourism Strategy (ECSTS)** by exploring a wide range of opportunities for the municipality to act as a host to sponsor and showcase events and live music. A good example of an events and music strategy is the 2018-2022 Ottawa Music Strategy or the Town of Richmond Hill Festivals and Events Strategy.
11. Consider **creating Public Art Standards and a Public Art Policy** to encourage public art in development proposals. (E.g. Allocate 1% of new park budgets towards public art. This could be directed by Council through Urban Design Guidelines). An example of a Public Art Policy – City of Kitchener.
12. **Explore approaches to enhance affordability of recreation and culture programming** (e.g. enhance support and promotion of recreation fee assistance programs by implementing a Recreation Access Program (RAP) such as Edmonton’s Leisure Access Program).
13. **Develop an “Active Aging” strategy** that focuses on getting older adults into programs and facilities as they age.
14. **Develop and maintain a PRC Partnership Framework**. Work with partners to negotiate and develop partnership agreements to access sponsorship revenues.
15. **Adopt and implement the proposed PRC organizational structure alignments and recommended positions** (submitted to PRC Department separately) to better position the Department to respond to the needs and desires (e.g. forecasted growth in Grimsby) identified in the Master Plan. This includes changing the name of the Department and re-aligning and/or creating certain positions within the PRC Department as recommended in the separate Organizational Review Report based on the PRC Department’s evolution, growth, mandate changes and necessary budget approvals.



Introduction



1.0 INTRODUCTION

1.1 Purpose & Scope

Recreation and leisure opportunities provide physical, health, psychological and social benefits that contribute to quality of life. Recreation and culture services can also positively impact community cohesiveness and strengthen family bonds. Healthy, diverse, and vibrant communities provide an abundance of “quality of life services”, and focus on producing quality experiences. Likewise these services can help attract new residents and businesses to the community and retain current residents.



The purpose of this Parks, Recreation and Culture (PRC) Master Plan is to provide the Town of Grimsby with long term direction with regards to the provision of parks, recreation and culture services to Town residents and visitors over the next 10 years. The Town of Grimsby invests in parks, recreation and cultural services because it believes in the value and benefit that these services provide to the community.

The PRC Master Plan is meant to guide decision-making efforts, inform stakeholders, and the public in understanding the identified needs and priorities related to recreation, parks spaces, cultural services, programs, and facilities within the Town. The Master Plan focuses on supporting healthier, more active lifestyles through the development of community parks, recreational and cultural programming, and trail resources. In total, five goals have been established for this PRC Master Plan:

- **Goal 1 - Accessible & Inclusive:** To ensure community facilities, services and programs are accessible and inclusive of all.
- **Goal 2 - Partnership & Collaboration:** Build capacity and promote healthy lifestyles through partnerships and collaboration.
- **Goal 3 - Communication & Engagement:** Increase PRC user retention and growth through the implementation of strategic communication efforts.
- **Goal 4 - Innovation and Building Capacity:** Be an innovative leader in developing and providing recreation and cultural services that promote healthy lifestyles and wellbeing.
- **Goal 5 - Optimization of Infrastructure, Programming & Service Delivery:** To efficiently deliver Parks, Recreation and Cultural Services.

The goals are based on common themes that emerged as a result of consultation with the public, stakeholder groups, Town Council, and Town Staff. These five goals and the resulting recommendations align with the 2015 Canadian national guiding document, “A Framework for Recreation in Canada 2015: Pathways to Wellbeing”.

Recently completed/adopted plans, strategies and policies were used to inform various aspects of the Town’s Recreation model. These plans include the Town of Grimsby Official Plan, the Winston Road Neighbourhood Secondary Plan, and the Grimsby GO Station Secondary Plan (2017) which outline the community’s vision and goals to assist Council in developing priorities, and the West End Waterfront Trail Design Study and Master Plan (2014) which provides a vision for future active and public recreational opportunities along Grimsby’s waterfront. Earlier documents that provided context on the parks, recreation and cultural needs of the downtown were also reviewed including the Downtown Grimsby Community Improvement Plan (2009).

These plans and strategies serve as important planning tools for the provision of parks, recreation and culture programming and facilities. The Parks, Recreation and Culture Master Plan is intended to complement these documents and provide a comprehensive implementation plan which focuses on program and service delivery to ensure the Town continues to meet the recreation needs of residents and program/ service users from the surrounding area of all ages and abilities.

The scope of the Parks, Recreation and Culture (PRC) Master Plan is limited to the programs and services provided by the Town of Grimsby, which are delivered primarily through the Town’s Parks, Recreation and Culture Department. This Plan is a ten-year plan, and provides a range of recommended actions to be undertaken in the short (1-2 years), medium (3-5 years) and long-term (5-10 years).

The PRC Master Plan establishes a comprehensive recreation model for the Town, which will include the following key outcomes:

- Create a current context for the Department including a highlight of industry trends, challenges demographic trends, user expectations and resource allocation to Parks, Recreation and Culture;
- Define the Town’s role in the provision of PRC services and specifically the role of the Parks, Recreation and Culture Department;
- Provide a baseline assessment (strengths and weaknesses) of the Parks, Recreation and Culture service areas, including a review of Departmental human resources, policies and infrastructure;
- Provide a framework of priorities for future decision-making that allows Town Staff and Council to respond to changing trends and emerging opportunities; and,
- Create an implementation strategy to 2029 that addresses each of the following areas including service level changes, capital investments and human resource needs.

This Master Plan is intended to guide the Town of Grimsby’s policies and actions in recreation and culture by creating an implementation plan that empowers the community to work towards enhancing health and wellbeing for all.

1.2 Benefits of Recreation

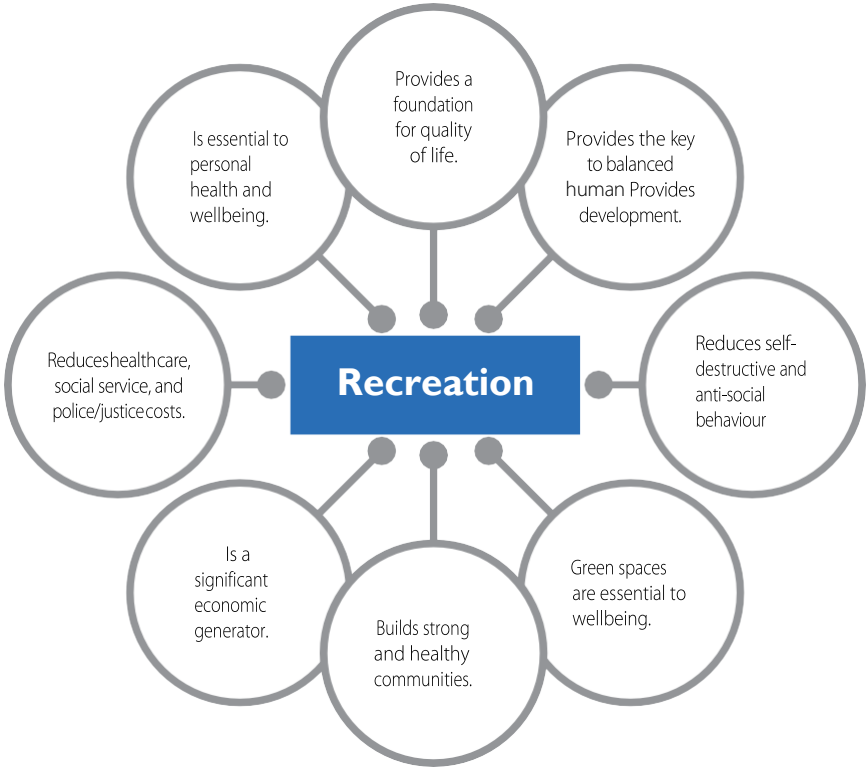
Based on the Town’s goals and the alignment with the “*Framework for Recreation in Canada 2015: Pathways to Wellbeing*” the following definition of *recreation* is adopted throughout this plan¹:

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.

Note that this definition includes active recreation such as team sports and individual fitness, but also the full range of cultural activities such as visual and performing arts, and other ‘cultural’ pursuits.

The benefits and outcomes that result from providing a high level of recreation and related services (e.g. culture and parks) to residents are substantiated by numerous studies and supporting research. The [National Benefits HUB](#) is a research database, which provides access to numerous resources that identify the positive impacts of recreation, sport, fitness, arts and culture, heritage, parks and green spaces on a community. Identified below are the eight key messages from Canada’s National Benefits HUB, with corresponding evidence related to how recreation and culture can positively impact a community and its residents.

Figure 1 - Benefits of Recreation



¹ [A Framework for Recreation in Canada 2015: Pathways to Wellbeing](#)

RECREATION & CULTURE:

Is essential to personal health & well-being

- Increased leisure time and physical activity improves life expectancy.
- Physical activity contributes to improved mental health and reduced rates of depression.
- Participation in physical activity can reduce workplace related stress.
- The provision of green spaces has been linked with a number of health and well-being benefits including; increased physical activity, improved cognitive development in children², reduced risk of obesity, minimized utilization of the healthcare system, and stress reduction.

Provide the key to balanced human development

- Regular physical activity is likely to provide children with the optimum physiological condition for maximizing learning.
- Low income students who are involved in arts activities have higher academic achievement and are more likely to go to college.
- The arts and other forms of creativity can have profound individual social outcomes and generate a deeper sense of place and local community.
- Individuals that participate in physical activity in a social setting have improved psychological and social health, and often also benefit from increased self-awareness and personal growth.

Provide a foundation for quality of life

- The arts are seen as an important contributor to quality of life in communities.
- High quality public spaces can enhance the sense of community in new neighbourhoods.
- Community sport facilities have positive benefits related to increased accessibility, exposure, participation, perceptions of success, and improved sport experiences.

Reduce self-destructive & anti-social behaviour

- Youth participation in recreational activities such as camps increases leadership and social capacities.
- Participation in recreation and leisure related activities by low income and other at risk children and youth populations can result in decreased behavioural/emotional problems, decreased use of emergency services, and enhanced physical and psycho-social health of families.
- Teen athletes are less likely to use illicit drugs, smoke or to be suicidal.

Build strong families & healthy communities

- People with an active interest in the arts contribute more to society than those with little or no such interest.
- Evidence indicates that adults who attend art museums, art galleries, or live arts performances are far more likely than non-attenders to vote, volunteer, or take part in community events.

² See: *Urban Ecology – A Natural Way to Transform Kids, Parks, Cities and the World*, Ken Leinbach, Morgan James Publishing, New York, 2018.

- Structured sport and recreational activities can help foster a stronger sense of community among children and youth.

Reduce health care, social service, and police/ justice costs

- Physical inactivity has a number of direct and indirect financial impacts on all levels of government.
- Parks and recreation programming during non-school hours can reduce costs associated with juvenile delinquency and obesity.
- Increased fitness leads to lowered risk factors for substance abuse among youth populations.

Are a significant economic generator

- Recent Canadian research indicated that cultural activities have the potential to be significant drivers of economic outputs and employment.
- Evidence suggests that creative activity shapes the competitive character of a community by enhancing both its innovative capacity and the quality of place so crucial to attracting and retaining skilled workers.
- The provision of quality parks and open spaces can have significant economic benefits which include increased property values and tourism potential.

And that green spaces are essential to environmental & ecological well-being—even survival

- Sustainable public green spaces provide crucial areas for residents of all demographics to be physically and socially active.
- Increasing green spaces in urban centres has a number of positive environmental outcomes which can increase sustainability and lower long term infrastructure costs.
- When children and youth have positive experiences with parks and green spaces, they are more likely to have stronger attitudes towards conservation and preservation of the environment as adults.

1.2.1 Additional Literature Highlighting Recreation and Community Belonging

As highlighted by the National Benefits HUB, participation in recreational pursuits has the potential to increase sense of place and community belonging. A survey of over 115,000 respondents across Canada indicates that increased sense of community belonging was strongly related to positive health behaviors including exercise, weight loss and improved diet³.

With respect to Grimsby's demographic trend towards an aging population identified later through **Figure 7**, older, community-based adults will require new ways to connect with their neighbourhoods and communities in the future. In Vancouver (2012), analyses were conducted with 20 older adults participating in the Vancouver-based program Arts, Health and Seniors Program. The study, published in the Canadian Journal on Aging, concluded that participants were able to connect with their community in

³ Kitchen, P., Williams, A., & Chowhan, J. (2012). Sense of Community Belonging and Health in Canada: Regional Analysis. Social Indicators Research, 107(1), 103-126.

new ways, by extending their relationships beyond the seniors centre, and developed a stronger sense of community⁴.

Through consultation with Grimsby stakeholders, including residents, visitors, Council, Staff and recreational/cultural organizations, it is evident that these benefits are understood and sought after. In particular, stakeholders demonstrated their value for healthy, active lifestyles and inclusive recreational and cultural activities.

1.3 Methodology

The consulting team of MacNaughton Hermsen Britton Clarkson (MHBC) Planning Ltd., Raymond Consulting, and TCI Management Consultants was retained by the Town of Grimsby to undertake the PRC Master Plan through a six phase process. The foundation of the Master Plan is based upon public, stakeholder and departmental consultation, with input from the public, stakeholders groups, Staff and other recreation program service providers.

The Plan was developed under the guidance of the PRC Department, key Staff, and Town Council. The various methods of gathering information and collecting opinions are presented in a comprehensive multi-step process as shown in Table 1.

Grimsby's PRC Master Plan community consultation program was based on the following principles:

- The community should be engaged at the beginning of the project and at various times throughout the project;
- All community members should have the opportunity to participate;
- There should be a variety of consultation methods (workshops, online surveys, open houses, etc.) so that there are opportunities for people to participate in ways that are the most comfortable and appropriate for them;
- The consultation sessions should focus on going to where the people are rather than having the people come to us; and
- The consultation program should provide for "information out" as well as "information in."

This collaborative process helped to facilitate innovative solutions and recommendations that will help guide strategic decision-making regarding future recreation, parks and culture programs and services. Although the process focuses on the role of the Town of Grimsby in service delivery, programming, and infrastructure, the intent was to provide insight and information for the benefit of all stakeholders, including regional partners, local non-profit volunteer groups, and the private sector (all of which deliver and provide valuable opportunities for residents and visitors to be engaged in healthy, active and creative lifestyles).

The project team and the Town of Grimsby utilized a collaborative approach throughout the engagement strategy. The community's feedback played an integral role in determining the recommendations for the Master Plan.

⁴ Moody, E., & Phinney, A. (2012). A Community-Engaged Art Program for Older People: Fostering Social Inclusion. *Canadian Journal on Aging / La Revue Canadienne Du Vieillessement*, 31(1), 55-64.

Public, department, and stakeholder sessions allowed for multiple participants and interest groups to discuss and make comments on what they would like to see for the future of Grimsby's parks, recreation and culture. Consultation was held both formally and informally, and the public was engaged early on in the project and throughout the process which ensured interested stakeholders had the opportunity to share their concerns and innovative ideas. Cold calls/e-mails were always accepted by the consultation team. A variety of engagement opportunities were provided to the community. The goal was to obtain the largest sample size possible, so as to make inferences about Grimsby that would accurately reflect the community as a whole.

Table 1 below provides an overview of the consultation approach adopted in preparing this master plan.

Table 1 - Consultation Approach

BACKGROUND INFORMATION	TOWN ENGAGEMENT	ANALYSIS & RECOMMENDATIONS	FINAL PLAN & IMPLEMENTATION
Project Initiation Meeting	Project Initiation Meeting	Determine Capacity of Existing Facilities, Programs, and Services	Public Review Open House and Presentation of Final Plan
Policy and Background Planning Review	Facilitated Walking Tour with Director of Recreation, Facilities and Culture	Management Tools and Guidelines (Service Delivery, Promotions, and Marketing, Classifications, Partnering/Collaborations, etc.)	Online Survey Overview
Community Description	Parks, Recreation and Culture Department Staff Focus Groups	Future Programs, Indoor and Outdoor Facility Priorities	Organizational Review as Stand-Alone Document
Comparative Research	Facilitated Discussions with Upper Management & Department Heads	Department Organizational Structure	Final Master Plan
Indoor Facility Inventory and Assessment	Council (Aldermen) Engagement Workshops and SCOT's	Review and Presentation of Draft Final Master Plan to Staff and Council	Final Plan Presentation to Town Council
Outdoor Facility Inventory and Assessment	Public Open Houses		
Recreation Trends Analysis	Public Art Gallery Advisory Board Engagement Session		
Population and Demographics Analysis	Grimsby Museum Board Engagement Session		
Programs and Service Delivery Assessment	Stakeholder Groups Engagement Workshops and SCOT's		
	Online Public Survey		

Live engagement (facilitated face-to-face discussions with participants) included:

- Project Initiation Meeting
- Facilitated Walking Tour with Director of Recreation, Facilities and Culture
- Parks, Recreation and Culture Department Staff Focus Groups

- Facilitated Discussions with Upper Management & Department Heads
- Council (Aldermen) Engagement Workshops and SCOT Analysis (i.e. Strengths, Challenges, Opportunities, Threats)
- Public Open House
- Public Art Gallery Advisory Board Engagement Session
- Grimsby Museum Board Engagement Session
- Stakeholder Groups Engagement Workshops and SCOT Analysis

Independent engagement consisted of:

- Cold calls and e-mails from residents and stakeholder groups
- Individual discussion with key Town Staff
- Online Public Survey

MASTER PLAN PROCESS

Phase 1 of the Master Plan process commenced in January 2018 and included the collection and review of an inventory of special events and parks, recreation and culture facilities. The consulting project team also met with Town Staff to formally kick-off the project to acquire a better understanding of what the Town would like to see included in the finished product. During this Phase, the consulting team also attended a day-long site tour of Parks, Recreation and Cultural facilities such as the Art Gallery, Peach King Centre, Grimsby Museum, Carnegie Library and Southward Community Park., among others.

Phase 2 of the Master Plan included extensive stakeholder, Staff and community consultation. In March 2018, the consulting team facilitated a focus group session with Staff from the Parks, Recreation and Culture Department, and a separate session with department heads, to gather input and feedback on their roles, responsibilities, strengths and challenges. This was also an opportunity for the Parks, Recreation and Culture Department to discuss their role and vision. The consulting team also facilitated an engagement workshop for Council (Alderman). All of the sessions incorporated a Strengths, Challenges, Opportunities and Threats (SCOT) analysis to narrow the input of participants into defined themes for future analysis and review.

During the months of April through June, 2018, the consulting team facilitated four engagement sessions. First, a Public Open House to gather the public's input on Parks, Recreation, Facilities and Culture. During the public session, attendees had the opportunity to provide feedback through participatory mapping exercises and dot-voting (also known as dot-mocracy). Second, an engagement session for the Public Art Gallery Advisory Board was undertaken. This session again utilized a SCOT analysis to learn priorities for an artistic and creative Grimsby. Third, in late-April 2018, the consulting team facilitated a Stakeholder Engagement Workshop to meet representatives of community organizations, and service providers (e.g. the Grimsby Pipe Band and the Grimsby Historical Society) that contribute to the Town's recreation and cultural landscape. Feedback was provided through another dot-mocracy exercise and SCOT analysis. In May 2018, the project team undertook a SCOT analysis with the Grimsby Museum Board to learn about the priorities for cultural heritage in Grimsby.

An online survey was also utilized to provide an additional opportunity and digital platform for community members to engage. The survey was posted on the Town's website and shared through social media and local media outlets. The survey was open from April 2018 to June 2018, providing a significant window of time for receiving feedback.

During the two (2) months the survey was active, 937 respondents had participated. This represents an excellent response rate, and demonstrates that there was great enthusiasm for the overall plan and a keen desire to be involved.

The results of Phase 2 were consolidated into a Consultation Report, prepared as a separate report to this Master Plan.

Phase 3 of the Master Plan process was executed concurrently with Phase 2 and involved a review of departmental Staff needs, duties and organization. Meetings were held with the Town Manager and the Director of the PRD department to discuss strengths, weaknesses, opportunities and challenges within the Department. Key deliverables of this phase included an updated Organization Chart, which accounted for identified gaps in departmental policies, Staff numbers and procedures, and recommendations on inter-departmental synergies and community partnerships.

Phase 4 of the Master Plan process involved an assessment of community needs for existing and future recreation and cultural programs and services. The project team, through review of the Phase 2 and 3 findings, then determined priorities for investment in Parks, Recreation and Culture.

Phase 5 of the Master Plan commenced in September 2018 and involved the preparation of a draft Master Plan Report, communication and review of the draft Final Report and recommendations with the project lead, and the preparation of a final Master Plan Report to Council.

The final phase of the Master Plan process, Phase 6, involved the presentation of the Master Plan document to Town Council, formal submission of the final Master Plan Report to Town Council and Staff, along with the preparation of a summary document to communicate the key findings of the Master Plan document to residents.

1.4 Organization of the Plan

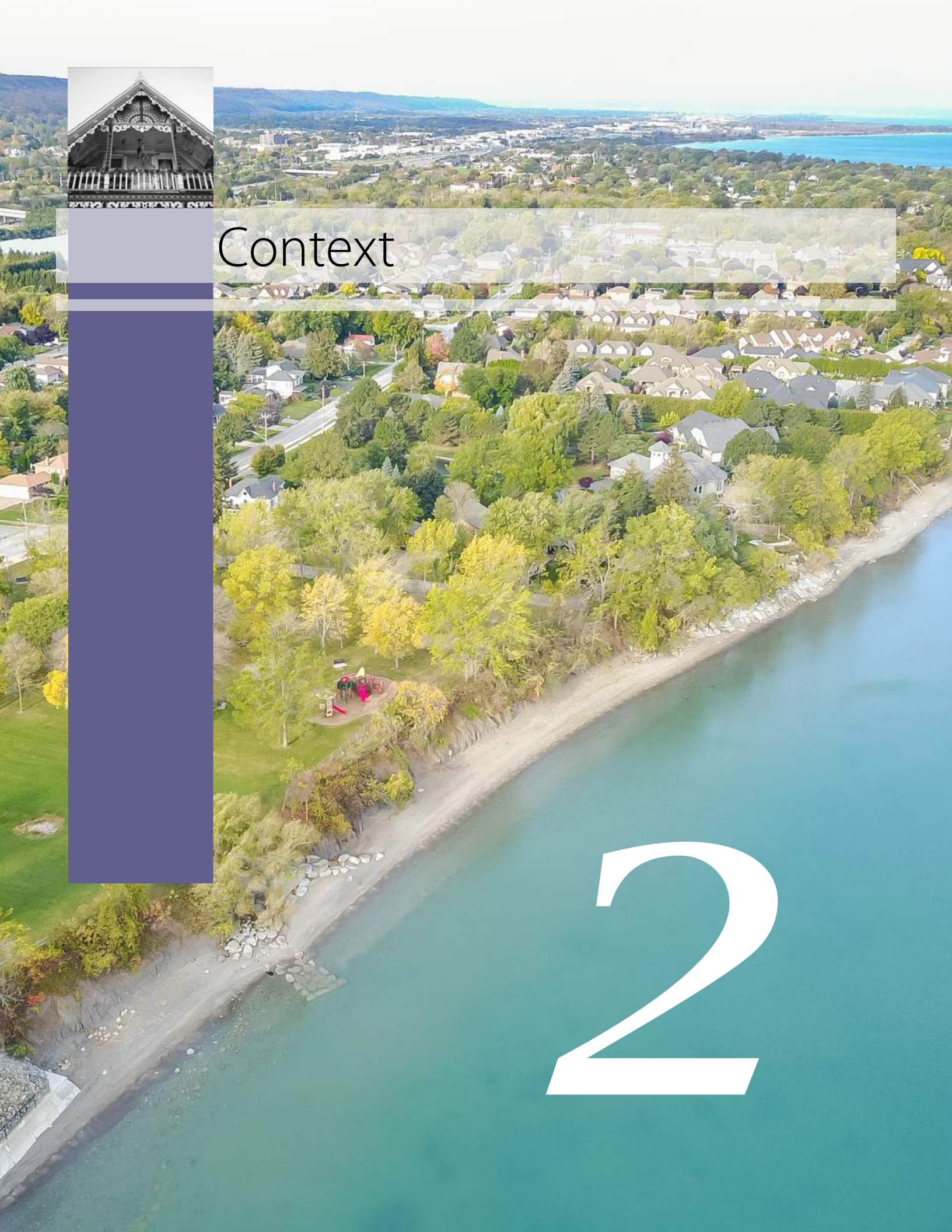
The Parks, Recreation and Culture Master Plan includes the following components:

- **A Review of Background Information**, including a review of local demographics, a summary of background studies, plans, programs and policies completed by the Town, which inform and compliment the findings and directions of this Plan (Sections 1.0 - 2.0);
- **An overview of trends in recreation and culture**, including trends in both indoor and outdoor recreation and programming (Section 3.0 – 5.0);
- **A summary of consultation findings** (Section 6.0) which are to be read in conjunction with the appended Consultation Report.

- **A review of parks, recreation and culture amenities and services in Grimsby**, including inventories, gap analysis, best practices and trends in recreation and culture and recommendations for each area: parks, trails, facilities, arts and culture, programming, Staffing and events (Section 7.0 – 12.0);
- **Vision of the PRC Master Plan; identification and summary of key themes**, identified through community consultation and background research and analysis (Section 13.0); and,
- **Action Plan and implementation strategy**, developed based on the recommendations proposed for each of the identified key themes (Section 7.0 – 12.0).

The Stakeholder Consultation Report includes detailed results from the online public survey and consultation results. This report is a separate document that should be reviewed in conjunction with this Master Plan.





Context

2

2.0 CONTEXT

2.1 Grimsby Context

The Town of Grimsby is located within the Greater Golden Horseshoe, along the southern Lake Ontario Shoreline between the City of Hamilton and Town of Lincoln. This geographic region of Ontario is also referred to as the Niagara Peninsula and contains prominent environmental features that include the Niagara Escarpment and an agricultural land base defined by tender grapes and fruits. Key transportation routes that provide service to the Town include the QEW Highway and the Lakeshore West GO Line. The Town of Grimsby is one of twelve (12) lower-tier municipalities in the Region of Niagara. According to the 2016 Census, the total population of Region of Niagara was nearly 448,000, while the population of Grimsby was just over 27,000.

Figure 2 - Locational Context Map of Grimsby



“Township Number 6”, as it was originally known based on the numbering system for Townships used in the Niagara Peninsula, was first settled in the 1780’s by United Empire Loyalists from northeastern United States. In its early years, Grimsby grew as an agricultural centre, with Forty Mile Creek serving an important role as the location of many mills, earning Grimsby the nickname “The Forty”. During the War of 1812, Grimsby was the location of the Engagement at the Forty in the year 1813, where American forces engaged with the British, following their retreat from the Battle of Stoney Creek.

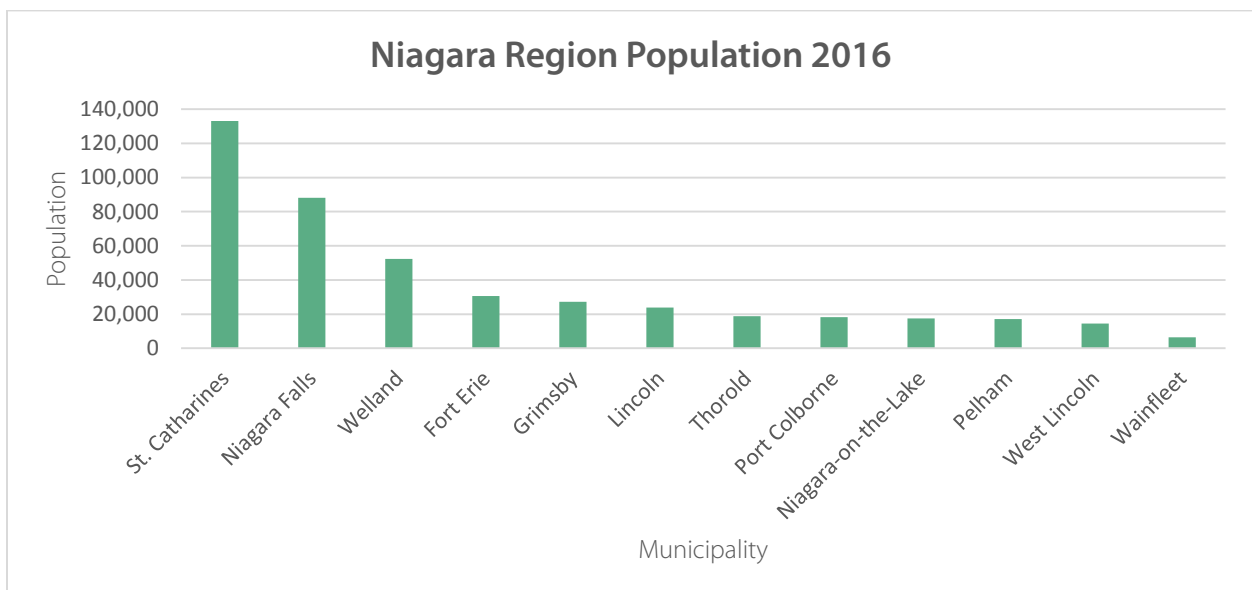
Tourism has been and continues to be important to the Town’s economic base. The completion of the Grand Trunk Railway in 1857 established Grimsby as a transportation and tourism centre between Hamilton and St. Catharines. The earliest known tourism in Grimsby was the Ontario Methodist Camp located on Grimsby Beach in 1850, which later became the location of the Grimsby Amusement Park in the 1920’s. Today, Grimsby offers a variety of recreational and cultural opportunities including waterfront access to Lake Ontario, a variety of community events such as the Wayzgoose or Happening at the Forty, views and hiking along the Niagara Escarpment, agri-tourism with several successful wineries and spirits producers, along with tender fruit and grape farms. The Town’s industrial base is also diverse and includes transportation, warehousing, printing, manufacturing, and automotive equipment.

Today, Grimsby continues to grow as a preferred residential location due to its small-town charm, community oriented management, its natural assets, and its proximity to major Provincial and Regional transportation corridors, Regional urban centres and other attractions. Grimsby offers the amenities of a modern, small-town while maintaining its small-town feel and rich cultural heritage.

2.2 Demographics

With a population of 27,314 in 2016, the Town of Grimsby represents the fifth largest municipality in the Niagara Region. The Cities of St. Catharines (133,113), Niagara Falls (88,071) and Welland (52,293) are the three most populous municipalities in the Region. **Figure 3** below provides a visual representation of the Region’s population in 2016.

Figure 3 - Niagara Region Population 2016



Grimsby's population has continued to increase over time (5.8% from 2006-2011; 7.9% from 2011-2016). Between the years 2011 and 2016, Grimsby's rate of population increase (7.9%) exceeded that of the Niagara Region (3.8%). In fact, in proportion to its 1996 population, **Grimsby experienced the highest overall population growth (%) in the Niagara Region (Figure 6 below)** between 1996 and 2016. Based on historical trends in Grimsby's population, the Town experiences an average of 9% population growth every 5 years, or an average of 1,932 additional residents every 5 years. Based on population forecasts provided in the Town of Grimsby Official Plan, it is expected that the Town's population will reach approximately 33,000 by 2031 and result in an employment base of 10,180.

Figure 4 - Grimsby's Population Percentage Change Every 5 Years

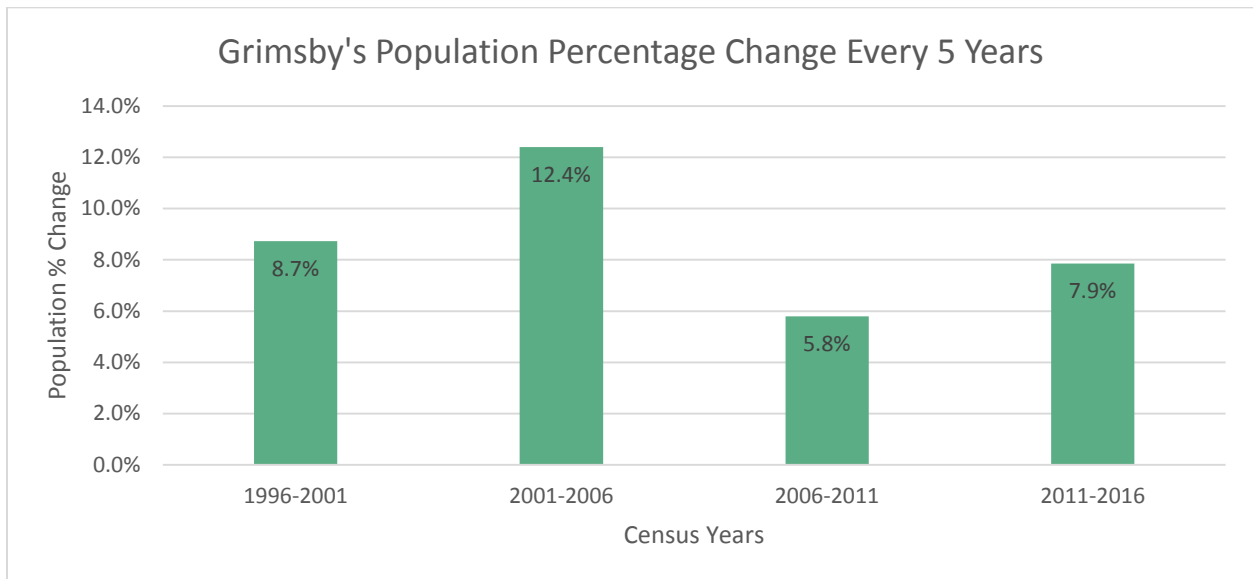


Figure 5 - Grimsby's Population Change 1996 - 2016

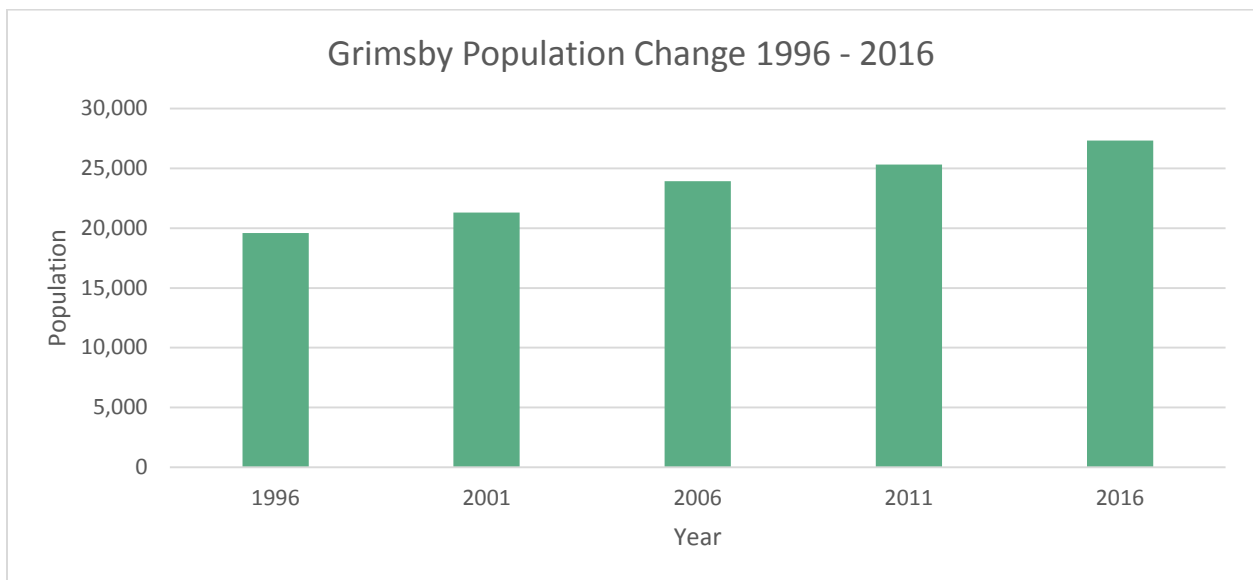
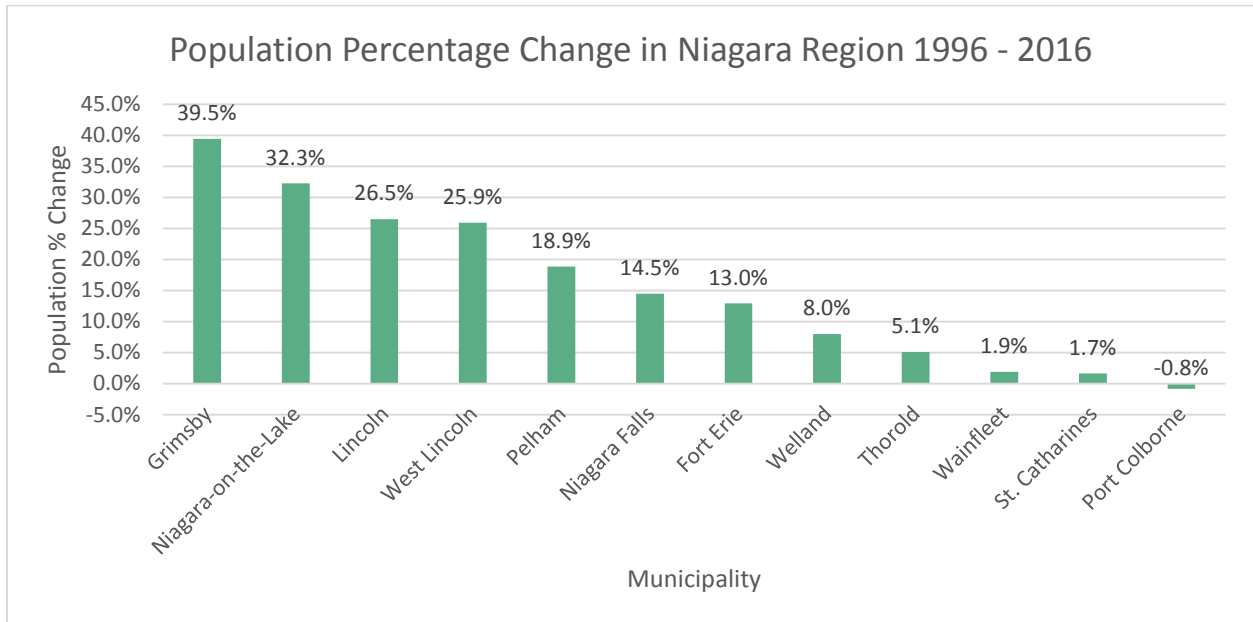
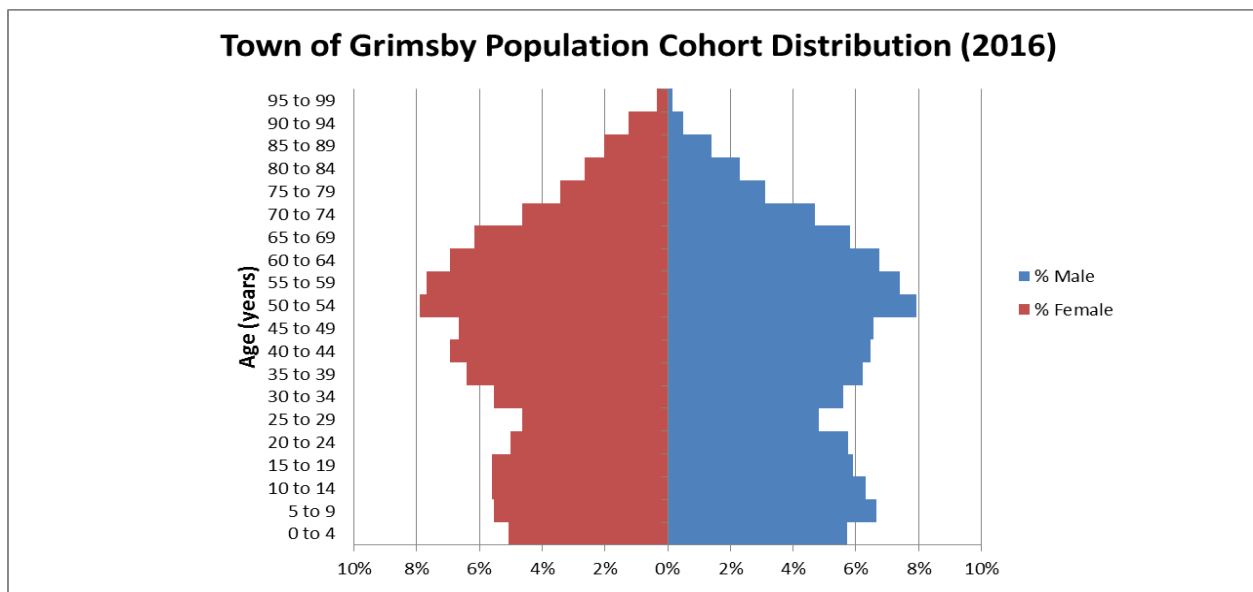


Figure 6 - Population Percentage Change in Niagara Region 1996 - 2016



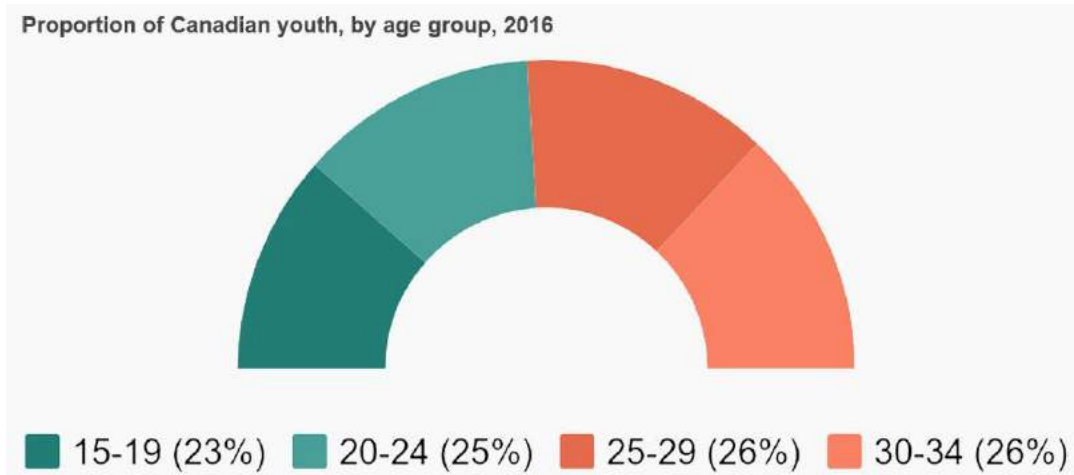
A population pyramid prepared with 2016 census data is illustrated below in **Figure 7**. The distribution of the Town’s population is relatively “top” heavy, which is likely a result of high birth rates during the baby boom period following the Second World War. The greatest proportion of Town residents fall between the ages of 45 to 70. This has implications in the short-term that includes an increased demand for programming that meets the accessibility and physical and mental activity needs and demands of an aging population. Moreover, and similar to the general life expectancy trends in Canada, the number of older adult females typically outnumbers the number of older adult males in Grimsby for those cohorts in the over 80 age brackets.

Figure 7 - Town of Grimsby Population Distribution, Data Source: Statistics Canada, 2016 Census



While the programming demands of an ageing population are evident, today's youth are unlike any generation before. They are more diverse, connected, socially engaged, and educated. However, while many youth are reaping the benefits, others face challenges such as finding full time employment, social exclusion, cyberbullying, mental health challenges, addiction, and a higher risk of being obese. Given these new generational demands, programming for the youth population has never been more important. Statistics Canada defines the youth cohort as people between the ages of 15 to 34. In Canada, there are 9 million youth across the country, aged 15 to 34 (see **Figure 8** below).

Figure 8 – Proportion of Canadian Youth (15 to 34 years of age) 2016



Source: <https://www150.statcan.gc.ca/n1/pub/11-631-x/11-631-x2018001-eng.htm#a1>

Figure 9 below illustrates the proportion of youth in the Niagara Region from total populations. In Grimsby, the proportion of youth is generally lower than that of the Province, but is comparable to the youth proportions in the Niagara Region (shown below in grey shades labelled AVERAGE).

Figure 9 - Proportions of Niagara Region Youth (from Total Populations) 2016

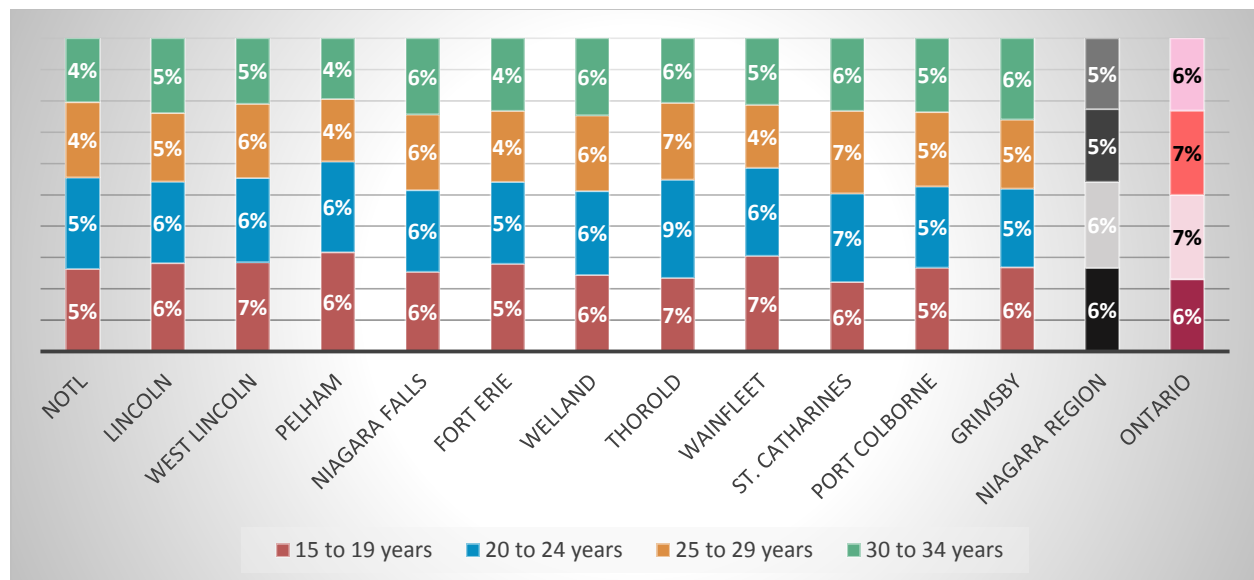
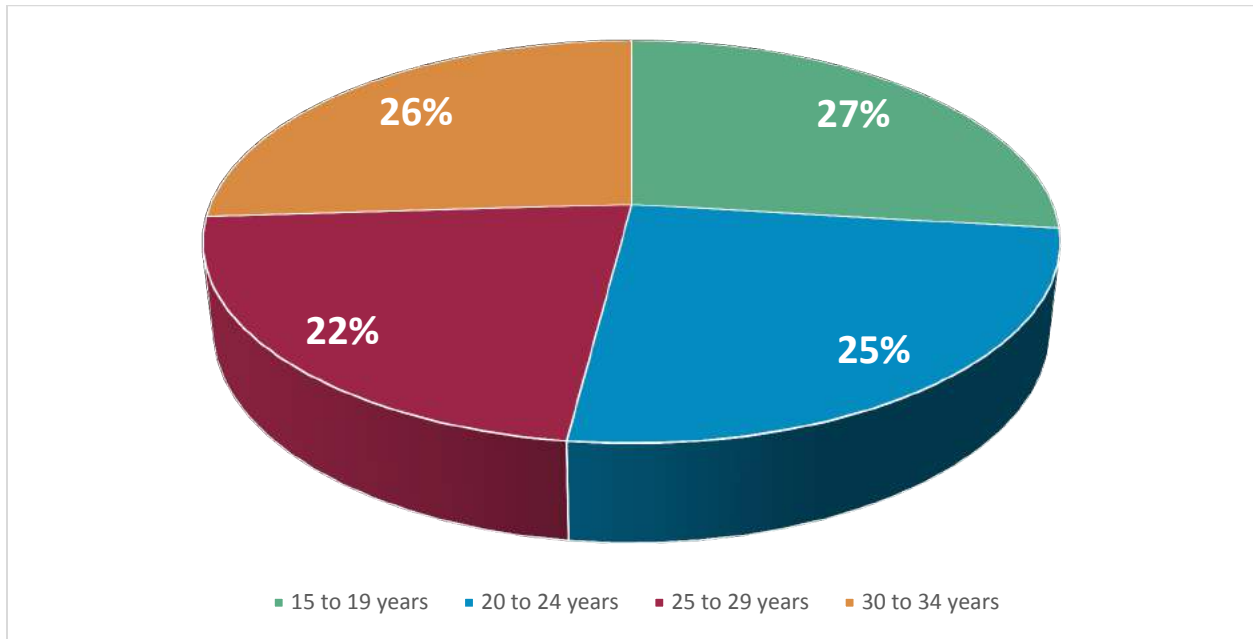


Figure 10 - Proportion of Grimsby's Youth, by Age Group, 2016



Breaking down Grimsby's youth a little further, **Figure 10** (above) and **Table 2** (below) demonstrates the proportions of youth (i.e. ages 15-34%) between Grimsby, Niagara Region, Ontario, and Canada. As demonstrated, Grimsby has a higher proportion of residents aged 15 to 19 years of age than that of Region, the Province and the County, but a lower proportion of residents aged 25 to 29 years of age. The proportions of people in Grimsby between the ages of 20 to 24 and 30 to 34 years are generally comparable to that of the Region, the Province, and County. This has potential implications for programming selection within the Town, indicating some priority should be given to the teenage age cohort between 15 to 19 years of age.

Table 2 – Comparison of Proportions of Youth, by Age Group, 2016

Age Cohort	Grimsby	Niagara Region	Ontario	Canada
15 to 19 years	27%	25%	24%	23%
20 to 24 years	25%	27%	26%	25%
25 to 29 years	22%	24%	25%	26%
30 to 34 years	26%	23%	25%	26%

Research indicates that there is a correlation between income and participation in recreational activities whereby participation in recreation activities is often higher among higher income families. Studies have also shown that wealth and family income increases with age. Based on the latest Census data, the median total household income in Grimsby (\$93,145) is higher than that of all Canadians (\$70,366) and Ontario (\$74,287).

The National Household Survey indicates that the median household income after tax for Grimsby was \$79,541, compared to Ontario at \$65,285. Grimsby also has a higher labour participation rate (66.6% compared to 64.7% in Ontario) and a larger proportion of the population works full year, or full time (54.2%

compared to 52.1% in Ontario). Roughly half of those employed in part time occupations may include the seasonality of Grimsby's tourism market (e.g. wineries, golf courses, wedding and events venues, fruit picking etc.). With just under half of the population employed part time, there is a need to ensure recreation and cultural activities are accessible and affordable for all income levels.

The level of education one achieves also influences the likelihood of engaging in healthy physical and recreational activities. As the level of education achieved increases, the probability of participation in physical and recreational activities also increases. 57.9% of the Town's population has a post-secondary certificate, diploma or degree, while the balance has either attained a high school diploma or reported no formalized education. Given these statistics and the links between educational attainment and physical activity levels, it can be inferred that residents of Grimsby are more likely to actively participate in physical and recreational pursuits, and this trend will likely continue for the next 20-25 years.

The types of languages spoken in a municipality is one indication of the ethnographic distribution of a community. Demographic analysis shows that the majority of Grimsby's population speaks English as a first language. In 2016, the top three languages, other than English and French, spoken by residents in Grimsby were Dutch, Italian, and Polish. However, the top three languages are not a good indication of Grimsby's ethnic distribution. In fact, Grimsby's ethnic distribution is changing. One way to illustrate this change is to look at the change in "mother tongue" languages between the 2011 and the 2016 census data. **Table 3** below is based on these two census years and shows how Grimsby has been changing over the last 7 years.

Table 3 - Top 15 Most Common "Mother Tongue" Languages in Grimsby Other than English & French

Top 15 Most Spoken "Mother Tongue" Languages						
2011			2016			2011 to 2016
Rank	Language	# of Speakers	Rank	Language	# of Speakers	Change In Rank
1	Dutch	600	1	Dutch	560	No Change
2	Italian	565	2	Italian	450	No Change
3	German	405	3	Polish	350	> 1
4	Polish	380	4	German	235	< 1
5	Spanish	220	5	Croatian	200	> 1
6	Croatian	185	6	Spanish	185	< 1
7	Ukrainian	130	7	Portuguese	130	> 3
8	Serbian	120	8	Serbian	115	No Change
9	Hungarian	90	9	Ukrainian	115	< 2
10	Portuguese	85	10	Hungarian	80	< 1
11	Russian	65	11	Greek	65	> 1
12	Greek	65	12	Arabic	55	Not Previously in Top 15
13	Gujarati	60	13	Punjabi (Panjabi)	55	Not Previously in Top 15
14	Hindi	55	14	Romanian	45	Not Previously in Top 15
15	Tagalog (Pilipino;Filipino)	45	15	Tagalog (Pilipino;Filipino)	40	No Change

As demonstrated in **Table 3** above, Dutch and Italian speakers remain essentially unchanged at the No.1 and 2 spot, respectively, between 2011 and 2016, with Polish, Croatian, and Portuguese speakers increasing over the five-year period and German and Spanish speakers decreasing. Interestingly, the number of Arabic, Punjabi, and Romanian speakers increased so much in the five-year period that they both made the top 15 list for most common “mother tongue” languages and displaced the Russian, Gujarati, and Hindi speakers from the list. Background and differences in ethnicity can influence the services provided by a municipality. The diversity of ethnic groups in the community can lead to greater demand for recreation pursuits that these ethnic groups enjoy. For example, there may be greater demand on facilities such as cricket, bocce, or other culturally specific programs in order to serve the diverse community needs. It is therefore important for the Town to continue to monitor the changing demographics to ensure cultural, leisure and recreation services meet the socio-demographic and ethnographic demands.

Overall, the demographic trends suggest that Grimsby is currently comprised of an aging population, and as evidenced by the Town’s population pyramid and youth proportion distribution, this trend is expected to continue in the short to medium-term, and the future demographic makeup will be increasingly skewed toward older adults and seniors. The updated Census data and Official Plan growth projections indicates that Grimsby will continue to grow, which creates new demands and pressures for recreation and culture programs, services, and facilities.

2.3 Background Review

Through a review of the Town’s relevant planning study and policy documents, recommendations for parks, recreation, facilities and culture appear to have been discussed since the early 1990’s. Recommendations for parks, recreation, facilities and culture have remained a prevalent theme in the Town’s policy, study and planning documents over the last 27 years. The following section provides a summary of the key recommendations of reviewed documents and studies.

Grimsby Character Study, 1991

The purpose of the 1991 Grimsby Character Study was to provide the Town Planning Department, developers and the public with a set of objectives to serve as the basis for the establishment of planning policies and urban design guidelines for the built environment and public realm. Prepared in consultation with the public, the core of the objectives and recommendations of the character study related to built form, heritage conservation, transportation planning and urban design. Within the character study, several recommendations were provided which pertained to the Town’s parks and trails such as creating a public link from Lake Ontario to the Escarpment along the valley of the Forty Mile Creek by means of a pedestrian and bicycle path, developing Centennial Park as the major public open space focus of Downtown, a Master Plan for Coronation Park, and an Open Space Master Plan for Forty Mile Creek.

Town of Grimsby Growth Management Study, 2005

The Grimsby Growth Management Study was prepared in 2005 during a time of significant growth. The Town was applying to expand the urban area, and was undertaking a comprehensive review of their Official Plan. Three population and household growth forecasts were included which represented low,

medium and high growth scenarios ranging from an additional 4,600 to over 12,000 persons by the year 2029. The Study concluded that the Town of Grimsby has an adequate supply of residential land to accommodate all three growth scenarios and a non-residential lands supply of nine to ten years. The Study also recommended that lands south of the Escarpment remain undeveloped. There were no specific recommendations related to parks, recreation and culture.

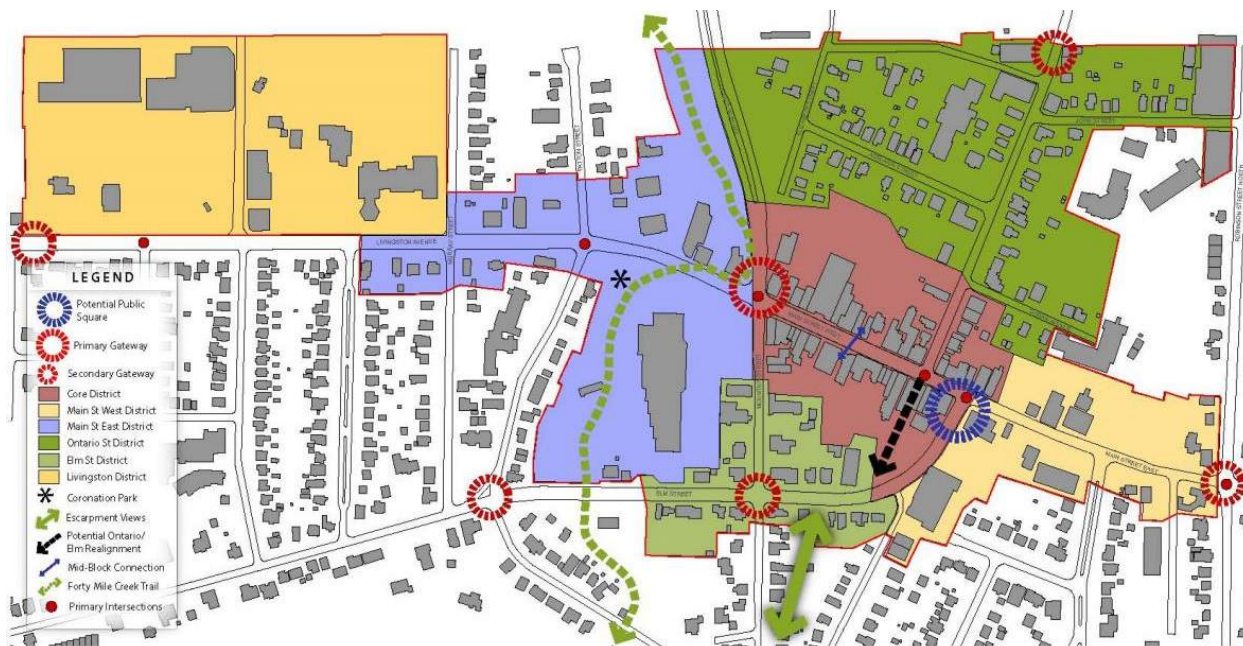
Downtown Grimsby Existing Conditions Report, 2009

The Downtown Grimsby Existing Conditions Report is the first of three documents prepared as part of the Downtown Grimsby Community Improvement Plan (CIP) process. The Existing Conditions Report was prepared to guide the preparation of the Downtown Design Plan and the final CIP document. The Report concluded that Downtown Grimsby was relatively healthy and self-sufficient with a broad economic base to build upon and listed the library and art gallery as key strengths. It was further concluded that there was a need for a public open space to act as a focal point for Downtown residents and visitors. The Report also identified a need for improved wayfinding and signage on trails and cycling routes.

Downtown Master Plan, 2009

The Downtown Grimsby Master Plan is the second of three documents prepared as part of the Downtown Grimsby CIP process. The purpose of the Master Plan was to provide an overall design strategy for the improvement of Downtown Grimsby. The Master Plan recommended the Downtown be divided into a series of districts divided by primary and secondary gateways. **Figure 11** below illustrates the conceptual Downtown Master Plan strategy.

Figure 11 - 2009 Downtown Grimsby Master Plan Concept



The Forty Mile Creek Trail was identified in the Master Plan concept as an important regional linkage through Downtown Grimsby between the Bruce Trail and the Waterfront Trail. It was noted that,

improvements to trail features should better incorporate and celebrate the historical and recreational relevance of Downtown Grimsby.

The Master Plan also recommended the addition of a centrally located public square to provide a range of opportunities for socialization, gathering and resting. The public square envisioned would also accommodate community events in the core. The Master Plan identified that a weakness of Coronation Park is that it does not provide a strong interface and connection with the Main Street West streetscape. The Master Plan recommended that Coronation Park be better incorporated within the Downtown urban fabric with improved paving, signage, streetscaping and the addition of structured space such as gazebos and benches.

Downtown Grimsby Community Improvement Plan, 2010

The Downtown Grimsby Community Improvement Plan (CIP) was prepared as the final of three reports as part of the CIP process and incorporates the findings of the 2009 Downtown Grimsby Existing Conditions Report and vision of the 2009 Downtown Grimsby Master Plan. One of the core objectives of the CIP was to develop a strategy for improvements to the public realm, including parks and open spaces, gateway features and wayfinding/ signage. Coronation Park and Forty Mile Creek Trail are two areas, amongst others, where the CIP identified a need for improved wayfinding/ signage.

The Downtown CIP also included a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and identified the Downtown's lack of a central public open space, hardscape or greenscape, as a weakness. The CIP further assessed weaknesses of Coronation Park that included its lack of visibility and grade changes.

The Downtown CIP recommended that Coronation Park's tree planting and landscaping extend into Main Street and that more areas of structured recreation be incorporated such as a band shell or gazebo. It was also recommended that Forty Mile Creek Trail be naturalized with native plantings and the reconstruction of the Creek crossing bridge for better viewing. The CIP also recommended that the Town establish new facilities where deficiencies exist to meet the needs of the citizens of the community.

Downtown Grimsby Design Guidelines, 2010

The Downtown Grimsby Design Guidelines is a reference document which contains urban design guidelines for Downtown Grimsby and implements the vision of the Master Plan and CIP documents. The Downtown Grimsby Design Guidelines generally provide public and private development with guidance in the following areas: building form, façades, and site planning and façade improvements. The Design Guidelines provide recommendations for tree and shrub species planting such as use of native, low maintenance and salt tolerant species to survive urban conditions. The Design Guidelines also recommend flower pots and planter boxes be used (compatible with the architectural style of buildings) to add colour and variety to the landscape.

Winston Road Neighbourhood Secondary Plan, 2010

The Winston Neighbourhood is located at the northwest corner of the Town, situated along Lake Ontario and is subject to the Winston Road Neighbourhood Secondary Plan (WRSP). The Winston Neighbourhood is unique in that it has a Department of National Defense (DND) rifle range and a series of Rogers Broadcasting Ltd. communication towers situated along the lakeshore. The WRSP was developed to guide

the development of the Winston Neighbourhood with the intent of creating a vibrant mixed use neighbourhood with a strong sense of place. The WRSP included design principles that focused on creating walkability, housing, recreation, places of work, a waterfront trail and convenience commercial all within walking distance.

Two principles of the WRSP are: 1) Environment and Open Space; and, 2) Connections and Linkages. With regard to the environment and open space, the WRSP area includes an array of open spaces along the Lake Ontario waterfront many of which are protected under the Greenbelt Plan. Improved public accessibility to the waterfront while protecting natural heritage features is described as a key principle within the theme of environment and open space. The intended mechanism to achieve this enhanced waterfront accessibility is through increased public ownership of the waterfront, public trails and a waterfront promenade along the urbanized portion of the waterfront.

Within the WRSP area, the Town also realized there was a need to develop a highly inter-connected network of roads, trails and lanes that provides ease of access and safety for pedestrians, cyclists and vehicles as well as a variety of connections to the built areas in the remainder of the Town. Specifically, the intention was to provide a trail network that connects the WRSP area and the broader community to the waterfront.

The planned parks, open spaces, and trail network illustrated on Schedules F and F-1 of the WRSP, have been included within the mapping for this Master Plan (**Figures 17, 18, and 20**).

Town of Grimsby Economic Development Strategic Plan, 2012

The Economic Development Strategic Plan was prepared in 2012 to leverage the Town's economic development potential and opportunities following the macro-economic financial downturn in 2008. The Plan analyzed demographic characteristics and educational attainment levels of Grimsby residents and found, based on 2006 Census data that over 8% of residents have post-secondary education in the study areas of Health Promotion, Parks, Recreation and Fitness and roughly 3% of residents are employed in the art, culture, recreation and sport sector of the economy.

Several of the recommendations of the Plan were related to Parks, Recreation and Culture and included leveraging the Town's agri-tourism industry and assets. It was recommended that the Town investigate seasonal attractions such as pumpkin festivals, Christmas tree harvesting, apple picking and farm holidays and festivals. It was also recommended that companies in the Arts and Culture sector be clustered which provides benefits for knowledge sharing and marketing of the Town's Arts and Culture to the GTA and Greater Golden Horseshoe, and a performing arts centre was noted as a potential cultural facility that could attract tourism.

40 Mile Creek Trail Improvement Project Proposal, 2013

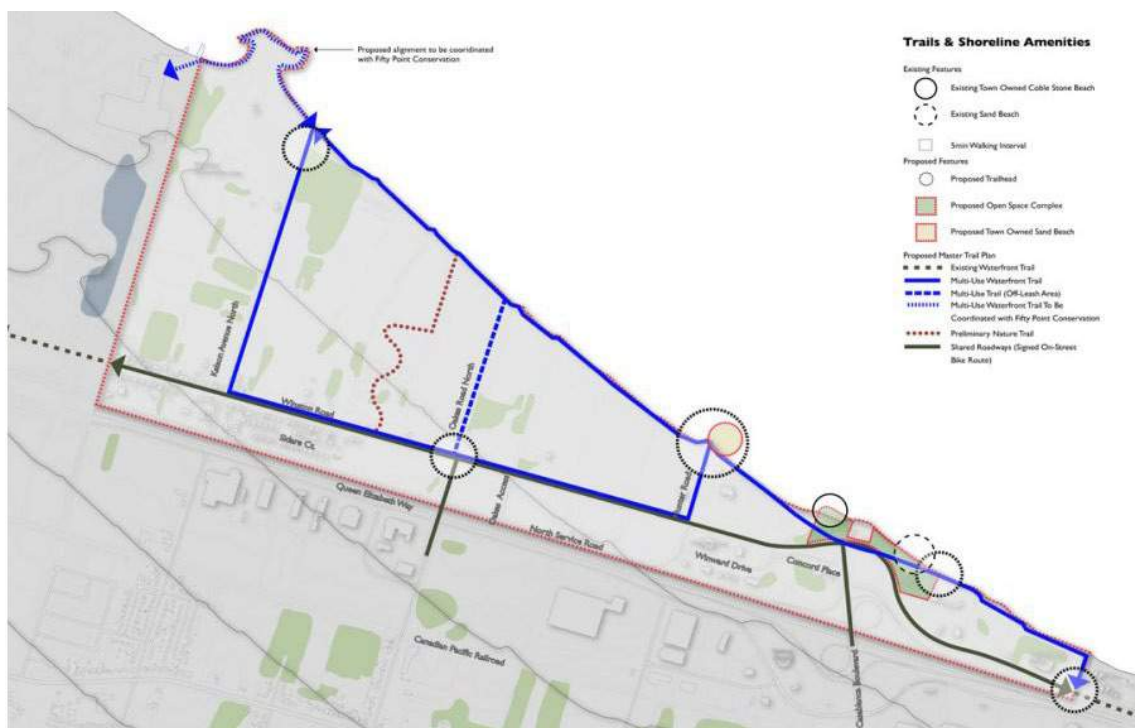
The 40 Mile Creek Trail Improvement Project Proposal was prepared by representatives of Grimsby Active Transportation. The Project Proposal is a call to action following the Bruce Trail Association's change of focus away from the maintenance and development of the 40 Mile Creek Trail, as well as the implementation of Provincial and Regional policy that return trail upkeep and improvements responsibility to the Town. Concerns and issues identified include: few access points, guardrails acting as barriers, grade-level rail crossings, and other physical safety concerns.

The Proposal for improvements was addressed to Town Alderman and Council and included underpass crossings for the rail tracks and QEW, and several other safety, paving, gradient and alignment improvements. The Proposal included detailed itemized cost estimates, sources of funding, along with health, fitness and economic development benefits for each of the proposed trail improvements and undertakings.

West End Waterfront Trail Design and Master Plan, 2014

One of the Town’s key natural assets is the Lake Ontario Shoreline. The purpose of the West End Waterfront Trail Design and Master Plan is to assist the Town with the future design of its lakefront trails system. The Master Plan was prepared following an extensive consultation process with the community that included public meetings and comment boards posted in community spaces (i.e. the library and a coffee shop). The Master Plan vision seeks to implement and further refine the established vision of the Winston Neighbourhood Secondary Plan Policies by providing strategies to manage long term public and private waterfront assets, connect future neighbourhoods and provide parkland policies for Town consideration. **Figure 12** below illustrates the preferred west end waterfront trail alignment & shoreline amenities.

Figure 12 - West-End Waterfront Preferred Trail Alignment & Shoreline Amenities



The Master Plan recommended the trail network consist of nine trail and active transportation alignments centred on an approximately 3,600 metre long lakeside trail extending from Fifty Point Conservation Area to the pumping station on the west end. The Master Plan recommended bathroom and change facilities, fencing, planting and a multi-functional pavilion area along the waterfront. The Master Plan also recommended future, more detailed studies be prepared for the West End Waterfront such as an open space Master Plan for Town owned park lands and a trail network plan linking the study area to the rest of the Town, among others. Cost estimates for land acquisition for the waterfront trail right-of-way were also included and range from a low estimate of roughly \$860,000 to a high estimate of \$3.5 million.

Southward Park Community Master Plan, 2014

The Southward Park Community Master Plan was prepared in 2014 by Town Recreation, Culture and Facilities Staff. The Master Plan was prepared in response to the Town's acquisition of two parcels of land for a total area of 35.2 hectares, for the purposes of developing a community recreation and sports park. The idea for an outdoor sports field complex was conceived by the Town Recreation and Services Committee and Town Council in 2006. The Town acted on acquiring the lands in 2010 in response to recreation activity participation (i.e. soccer, baseball and rugby) numbers more than doubling from their 1990 levels.

The facility, in addressing the need for additional outdoor parks and recreation space, is nearing the final stages of construction in accordance with the Concept Plan prepared as part of the Master Plan report. The facility includes a community building, four baseball diamonds, nine soccer fields both in junior and full-size, a playground and splash pad, a running track, trails and a pond, washroom and change room facilities and a leash free park.

Facilities Asset Management Plan, 2016

The Facilities Asset Management Plan was prepared in 2016 to with the objective of providing the Town with a comprehensive and long-term plan for Town capital assets. The Management Plan provides a baseline replacement cost estimate of Town facilities and assigns each facility a rating based on a given facility's current condition. For example, the Peach King Centre (identified as a key recreational facility and asset to the Town) was reviewed and its replacement costs were found to be over \$15 million. The Management Plan concluded that the Town's current level of funding will not sufficiently fund operating or capital needs or close the infrastructure gap. Increased investment in operating and capital needs will be required over the forecast period to reduce the infrastructure funding gap for the Town's assets.

Grimsby GO Station Secondary Plan, 2018

The Grimsby GO Station Secondary Plan formed the basis for amendment No. 6 to the Town of Grimsby's Official Plan in 2018. The Secondary Plan was prepared in response to the Province selecting Grimsby as one of four municipalities within the Region to better connect Niagara Region's local municipalities to the Greater Golden Horseshoe. Located west of Casablanca Road and south of South Service Road, the future GO Transit Station forms part of Metrolinx's Lakeshore West GO rail line and forms part of the Agency's plan to provide all-day 30-minute or better GO service between Niagara Falls and Toronto by the year 2023. The Study area runs generally along the Casablanca Boulevard corridor and contemplates changes to land use designations in proximity to the future station, along with new active transportation connections and streetscaping on Casablanca Boulevard. The Secondary Plan envisions the introduction of new public spaces and community facilities as part of the overall picture for the GO Station area and permits Town parks, public spaces and recreational facilities in all land use designations of the Secondary Plan.

The Secondary Plan identifies opportunities for the GO Station area that includes the addition of more community parks and public spaces to be accessible from the future streets and trails contemplated as part of the Secondary Plan. The Secondary Plan further recommends that trails in the area be improved as trails will serve as critical pieces of active transportation infrastructure to provide safe and direct connections to the GO Station. Schedules 6 (Planned Active Transportation Network) and Schedule 7 (Public Realm Improvement Strategy) are provided below as **Figures 13** and **14**, respectively.

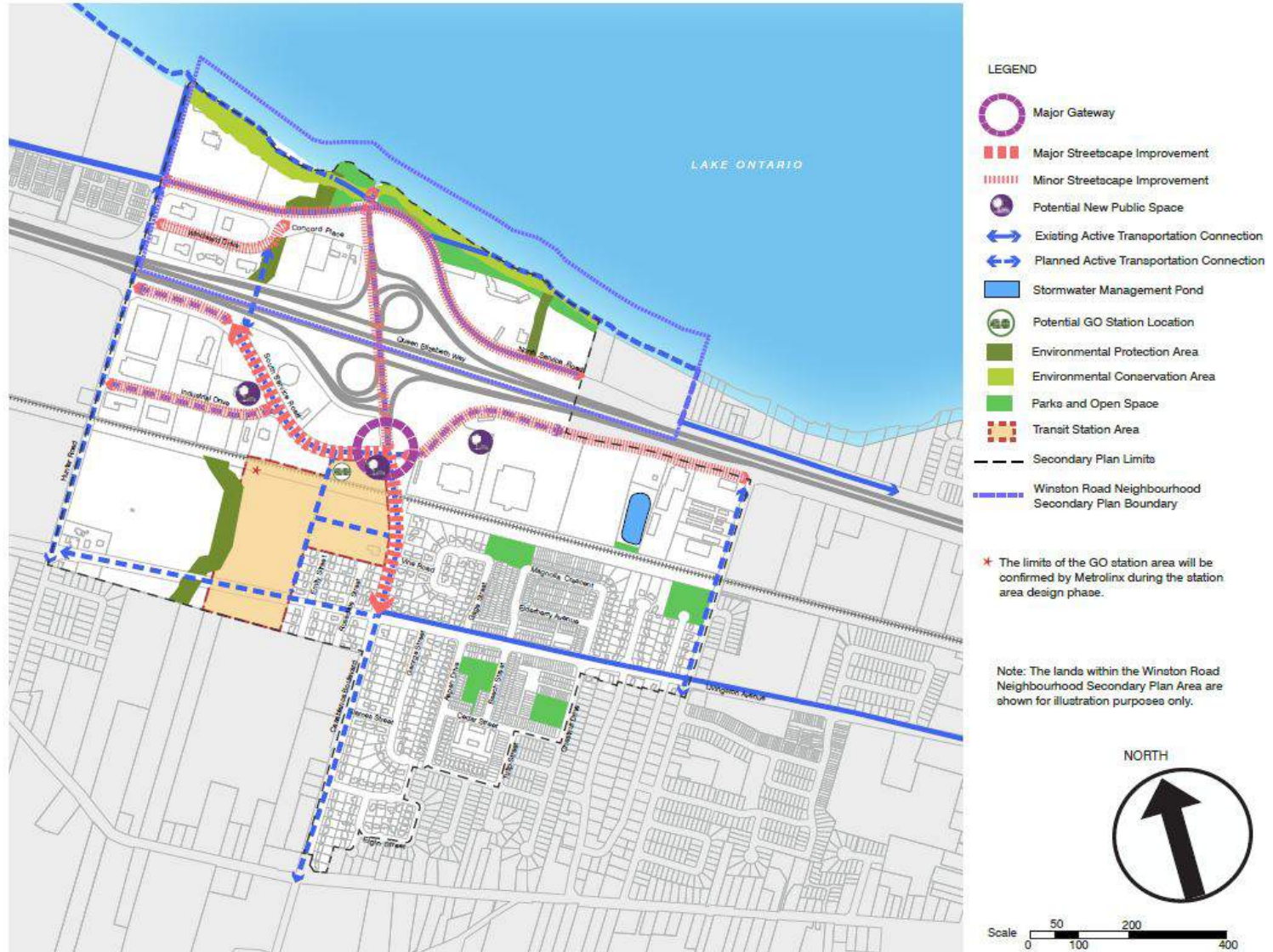
Figure 13 - GO Transit Station Secondary Plan Schedule 6

Schedule 6: Planned Active Transportation Network



Figure 14 - GO Transit Station Secondary Plan Schedule 7

Schedule 7: Public Realm Improvement Strategy





Trends in Recreation Programming



3

3.0 TRENDS IN RECREATION & PROGRAMMING

The following section provides an overview of key trends impacting recreation and programming for Parks, Recreation and Culture Departments. These trends are further supported through stakeholder consultation findings and have been considered in the development of recommendations for implementation. Monitoring trends will help the PRC Department remain resilient and adaptable as the landscape of recreation and programming evolves over time with changing interests and demographics.



3.1 Pursuit & Activity Trends

Physical Activity Preferences

The 2013 Canadian Community Health Survey provides insight into the recreation and leisure preferences of Canadians⁵. The top 5 most popular adult activities identified were walking, gardening, and home exercise, swimming and bicycling. The top 5 most popular youth activities were walking, bicycling, swimming, and running/jogging and basketball.

"In 2013, just over 2 in 10 adults and 1 in 10 children and youth met the Canadian Physical Activity Guidelines"

- *Public Health Agency of Canada*

Participation levels and preferences for sporting activities continue to attract much attention given the impact on infrastructure development and overall service delivery in most municipalities. The Canadian Fitness & Lifestyle Research Institutes 2011 – 2012 Sport Monitor report identified a number of updated statistics and trends pertaining to sport participation in Canada⁶.

⁵ [Health Status of Canadians 2016](#). A Report of the Chief Public Health Officer. Government of Canada.

⁶ [Canadian Fitness and Lifestyle Research Institute](#). 2011-2012 Sport Monitor.

The highest proportion of Canadians prefer non-competitive sports or activities. Nearly half (44%) of Canadians preferred non-competitive sports while 40% like both non-competitive and competitive sports. Only 8% of Canadians prefer competitive sports or activities and 8% prefer neither competitive nor non-competitive sports.

Sport participation is directly related to age. Over three quarters (70%) of Canadians aged 15 – 17 participate in sports, with participation rates decreasing in each subsequent age group. The largest drop in sport participation occurs between the ages of 15 – 17 and 18 – 24 (~20%).

Substantially more men (45%) than women (24%) participate in sport.

Participation in sport is directly related to household income levels. Households with an annual income of >\$100,000 have the highest participation levels, nearly twice as high as households earning between \$20,000 - \$39,999 annually and over three times as high as households earning less than \$20,000 annually.

The highest proportion of sport participants continue to do so in “structured environments.” Just under half (48%) of sport participants indicated that their participation occurs primarily in organized environments, while 20% participate in unstructured or casual environments and 32% do so in both structured and unstructured environments.

Community sport programs and venues remain important. The vast majority (82%) of Canadians that participate in sport do so in the community. Approximately one-fifth (21%) participate at school while 17% participate in sports at work. A significant proportion (43%) also indicated that they participate in sporting activities at home.

A research paper entitled “Sport Participation 2010”, published by Canadian Heritage, also identified a number of trends pertaining to participation in specific sports. The following graph illustrates national trends in active sport participation from 1992 -2010. As reflected in the graph, swimming (as a sport) has experienced the most significant decrease while soccer has had the highest rate of growth. Meanwhile, golf and hockey remain the two most played sports in Canada.

Highlights of Participation Trends from the “Sport Participation 2010” report include:

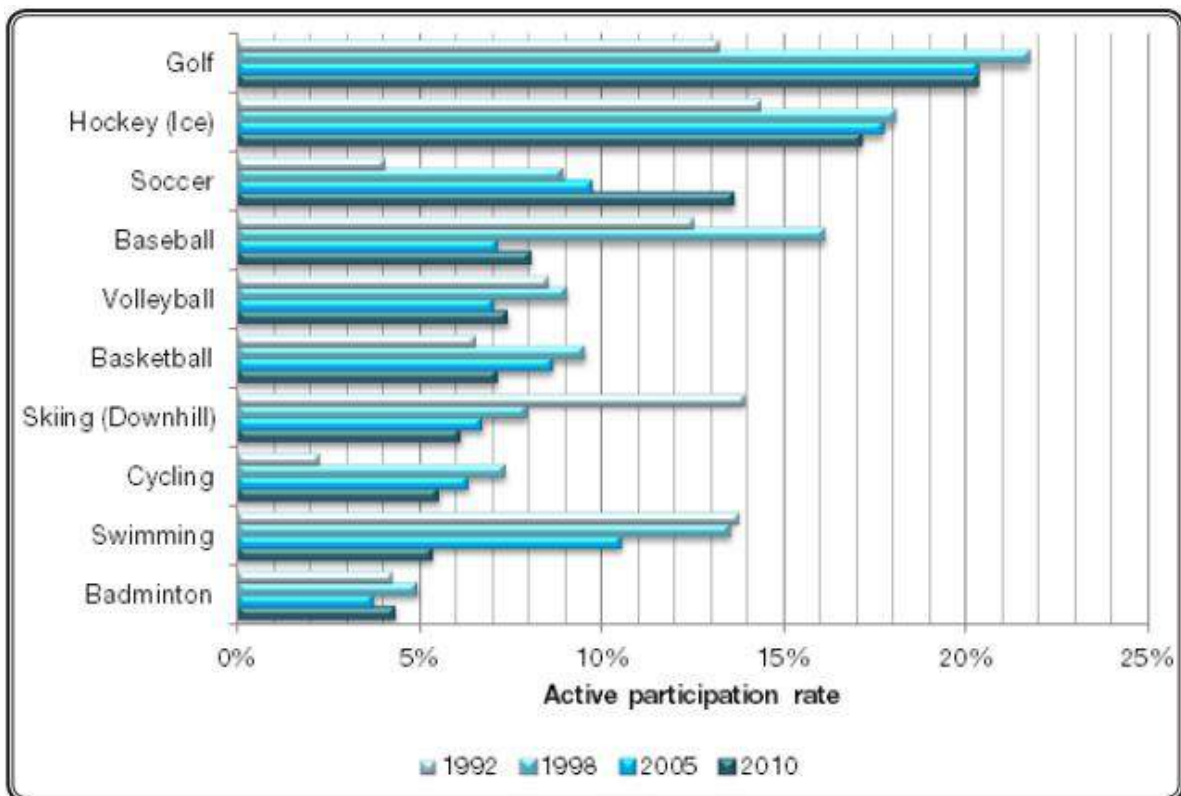
- National sport participation levels continue to decline
- The gender gap in sport participation has increased
- Sport participation decreases as Canadians age
- Education and income levels impact sport participation
- Established immigrants participate in sport less than recent immigrants and Canadian born
- Students (15 years and older) participate in sport in greater numbers than any labour force group
- Participation is highly concentrated in a few sports (golf, ice hockey, soccer)

- Women are more likely than men to have a coach (female sport participants tend to use the services of a coach/trainer more often than male sport participants and more so as they age)
- The most important benefit of sport participation is relaxation and fun (ranked as being important by 97% of sport participants)
- Lack of time and interest are the main reasons for not participating in sport

Game ON – [The Ontario Government's Sport Plan](#) is a sport-focused, athlete-centred and results-oriented plan. The plan builds on a strong existing foundation of sport organizations, programs and investments. It recognizes the many ways in which organized sport can be good for people and communities, from the obvious health benefits of physical activity to the economic benefits of hosting major events.

The plan supports multi-sport organizations (MSO's) and is a resource to guide municipalities in improving participation rates and developing athletes along the sport development continuum.

Figure 15 - Participation Rate Among Sport Participants, 1992, 1998, 2005, and 2010



Flexibility & Adaptability

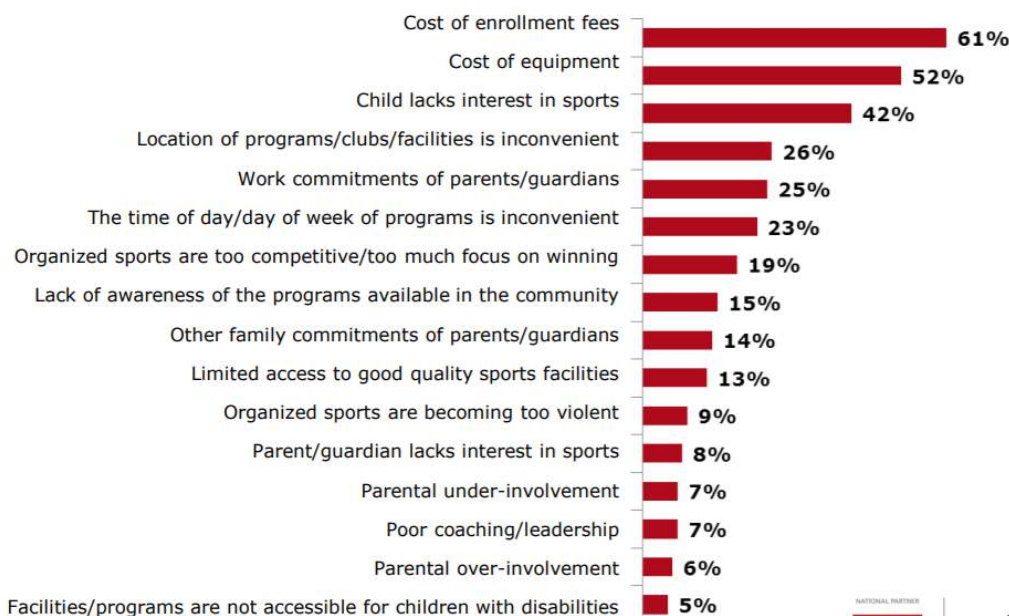
As a result of the vast choice of activity options for recreation and cultural consumers, service providers are increasingly being required to ensure that their approach to delivery is flexible and able to quickly adapt to meet community demand. Many municipalities have also had to make hard decisions on which activities they are able to directly offer or support, and those which are more appropriate to leave to the private sector to provide.

Ensuring that programming Staff and management are current on trends is important in the identification and planning of programming. Regular interaction and data collection (e.g. customer surveys) from members are methods which many service providers use to help identify programs that are popular and in-demand. The development of multi-use spaces can also help ensure that municipalities have the flexibility to adapt to changing interests and activity preferences.

Barriers to Participation

Research and available data supports that many Canadians face barriers that impact their ability to gain from the numerous physical, social, and mental benefits that are accrued from participation in recreation and leisure pursuits. Understanding these barriers can help service providers identify strategies to mitigate issues and encourage participation. The graph below is reflective of the 2014 CIBC – KidSport Report identifying barriers to participation in sport for 3 to 17 year olds in Canada⁷. As shown in the graph, the cost of enrollment, equipment and a lack of interest were identified as the top three barriers.

Figure 16 - Barriers Preventing Children from Participating in Organized Sport



* Those surveyed could choose up to three responses.



Physical Activity Trends in Canadians

In 2018, ParticipACTION and Mountain Equipment Co-op (MEC) produced a Report on the pulse, or current trends, on the perceptions of physical activity through a survey of over 100,000 Canadian adults. According to the report, only 18% of Canadian Adults are getting the recommended amount of physical activity. Out of those surveyed, 88% of Canadians believed that the problem is best solved at the individual level, while 25% believed the problem is best solved at the municipal government level. Additionally, 74% of Canadians enjoy being active and 61% said they would not need to change too much to be more active.

⁷ [CIBC – KidSport Report: Helping our kids get off the sidelines](#), July 2014.

Moreover, ParticipACTION's 2018 Report Card on Physical Activity for Children and Youth provides a comprehensive assessment of child and youth physical activity in Canada. The data included in the study identifies that only 35% of 5 to 17 year olds are reaching their recommended physical activity levels. The Report also suggests that physical activity is positively correlated with reduced stress and increased self-esteem. Physical activity is also correlated with improved cognitive, brain function and structure, as well as a reduction in depressive symptoms. Overall, the Report Card assigns a D+ Grade for youth participation in physical activity. Out of the 13 Report Card categories, the lowest grade (D-) was received for child and youth participation in active transportation, with only 21% of 5 to 19-year-olds using active modes (e.g. walking and cycling) while 63% use inactive modes, and the difference a combination.

Based on the trends identified in ParticipACTION's 2018 Pulse Report and Report Card, there is a clear need for increased participation in physical recreation at the community-level. The Master Plan will respond to these trends through providing recommendations in the areas of parks, trails and active recreational programming.

A recent survey in the United States, conducted by Sasaki and Associates, identified that people's fondest memorable experiences are associated with outdoor places, either on streets or in public parks.

The National Recreation and Parks Association of the United States is a leading non-profit organization with membership from around the world. The NRPA is dedicated to the advancement of public parks, recreation and conservation. In their 2015 Field report⁸ five trends were identified as key ensuring a sustainable and successful parks and recreational program in municipalities. The five trends that will impact the future of parks and recreation are as follows:

- **TREND 1:** Programs are key to great park attendance.
 - When there are programs in parks attendance is stronger.
- **TREND 2:** The perceived value of distributed services results in agency functions assigned to various departments.
 - When a single department carries out all the park and recreation responsibilities, operations are most effective.
- **TREND 3:** Agencies are pioneering new funding methods.
 - Getting creative to maximize this demand and bolster your revenue can be critical.
- **TREND 4:** Infrastructure deficit means you will have to fight harder for public dollars.
 - Discuss park needs and how you provide innovative solutions to the infrastructure challenge.
- **TREND 5:** Walkable cities/towns draw millennials, fueling a suburban exodus.
 - Millennials are drawn to walkable environments with cultural amenities.

⁸ NRPA's 2015 Field Report: A Parks and Recreation National Database Analysis

3.2 Service Delivery Trends

Partnerships

Partnerships in the provision of recreation, leisure and cultural opportunities are becoming more prevalent. These partnerships can take a number of forms, and include government, not for profit organizations, schools and the private sector. While the provision of recreation and cultural services has historically relied on municipal levels of the government, many municipalities are increasingly looking to form partnerships that can enhance service levels and more efficiently leverage public funds.

Partnerships can be as simple as facility naming and sponsorship arrangements and as complex as lease and contract agreements to operate spaces, entire facilities or deliver programs. According to one study over three-quarters (76%) of Canadian municipalities work with schools in their communities to encourage the participation of municipal residents in physical activities⁹. Just under half of municipalities work with local not-for profits (46%), health settings (40%), or workplaces (25%) to encourage participation in physical activities amongst their residents. Seventy-six percent (76%) of municipalities with a population of 1,000 to 9,999 to 80% of municipalities over 100,000 in population have formed agreements with school boards for shared use of facilities. In fact since 2000, the proportion of municipalities that have reported working with schools, health, and local-not-for profit organizations has increased by 10% to 20%.

Partnerships are a key theme that this Master Plan explores further and should be considered by the PRC Department.

Volunteerism

Volunteers continue to be vitally important to the planning and delivery of numerous events and programs. Canadians state that the primary reason they volunteer is to contribute to their communities. The next two major reasons are to use skills and experience and because they have been personally affected by the cause¹⁰. The following summarizes the primary reasons for volunteering:

- To make a contribution to community (93%);
- To use skills and experience (78%);
- Personally affected by the organization's cause (59%);
- To explore one's own strengths (48%);
- Because their friends volunteer (48%);
- To network with others (46%);
- To improve job opportunities (22%); and
- To fulfill religious obligations or beliefs (21%).

Below are additional findings from the 2010 Canada Survey of Giving, Volunteering and Participating:

- Ontarians volunteer at a rate (47.7%) just over the national average (47.0%)

⁹ [Municipal Opportunities for Physical Activity](#): Strategic partnerships. 2010, Canadian Fitness and Lifestyle Research Institute

¹⁰ [Research about Volunteering in Canada. Imagine Canada, Sector Source.](#)

⁸ ParticipACTION & MEC/ (2018). Participation Pulse Report Powered by MEC.

- The highest volunteer rate in Ontario is among youth and young adults aged 15 to 24 (58.1%) followed by middle aged adults aged 35 to 44 (55.3%) and adults aged 45 to 54 (48.5%).
- Although seniors age 65 and older had the lowest volunteer rate (38.6%), they had the highest average of annual volunteer hours (222 hours on average per year).

There are a number of pertinent trends in volunteerism that may impact or have relevancy to the delivery of programming or facility operations¹¹:

Much comes from the few: 47% of Canadians volunteer. Over one-third (34%) of all volunteer hours were contributed by 5% of total volunteers.

The new volunteer: Young people volunteer to gain work related skills (Canadians aged 15-24 volunteer more than any other age group). New Canadians also volunteer to develop work experience and to practice language skills. Persons with disabilities may volunteer as a way to more fully participate in community life.

Volunteer job design: Volunteer job design can be the best defense for changing demographics and fluctuations in funding.

Mandatory volunteering: There are mandatory volunteer programs through Community Service Order and school mandated community work.

Volunteering by contract: The changing volunteer environment is redefining volunteer commitment as a negotiated and mutually beneficial arrangement rather than a one-way sacrifice of time by the volunteer.

Risk management: Considered part of the process of job design for volunteers, risk management ensures the organization can place the right volunteer in the appropriate activity.

Borrowing best practices: The voluntary sector has responded to the changing environment by adopting corporate and public sector management practices including: standards; codes of conduct; accountability and transparency measures around program administration; demand for evaluation; and outcome and import measurement.

Professional volunteer management: Managers of volunteer resources are working toward establishing an equal footing with other professionals in the voluntary sector.

Board governance: Volunteer boards must respond to the challenge of acting as both supervisors and strategic planners.

Community Development

The combined factors of decreasing support from other levels of government, increasing demand for new and exciting recreation infrastructure and programs and the changing nature of the volunteer has led many municipalities to adopt a community development role in service delivery. This, in addition to the direct delivery of recreation and culture facilities and programs, includes the facilitation of empowering

⁹ [Volunteerism in Alberta: Issues and Challenges](#). University of Alberta, 2004.

local non-profit groups to operate facilities and/or offer programs to residents thereby leveraging public resources and providing more value for public investment.

Community development is the process of creating change through a model of greater public participation—the engagement of the entire community from the individual up. The concept of community development has a broader reach than just the delivery of recreation and cultural programs and facilities; it is commonly understood to be the broader involvement of the general public in decision making and delivery. Community development in recreation delivery encompasses supporting and guiding volunteer groups to ultimately become self-sufficient while providing facilities and programs that further the recreation and cultural agenda in a community.

Social Inclusion

The concept of social inclusion is increasingly becoming an issue that communities are addressing. Social inclusion is about making sure that all children and adults are able to participate as valued, respected and contributing members of society. It involves the basic notions of a sense of belonging, acceptance and recognition. For immigrants or newcomers, social inclusion would be manifested in full and equal participation in all facets of a community including economic, social, cultural, and political circles. It goes beyond including “outsiders” or “newcomers.” In fact, social inclusion is about the elimination of the boundaries or barriers between “us” and “them.” There is recognition that diversity has worth unto itself and is not something that must be overcome.

Financial barriers to participation in recreation, sport and cultural activities continue to exist for many Ontarians and should also be considered when discussing social inclusion. Understanding the potential benefits that can result from engaging citizens in a broad range of activities and programs, municipalities have undertaken a number of initiatives aimed at removing financial barriers. Current initiatives being led or supported by many municipalities include KidSport, Jumpstart, and the Canadian Parks and Recreation Association’s “Everybody Gets to Play” program.

Economic Benefits of Recreation, Sport and Cultural Tourism

Sport, recreation, and cultural tourism are major contributors to local economies throughout Ontario, especially in the case of communities that have the infrastructure necessary to host major sporting events with non-local teams and competitors or performers that draw spectators from outside the community.

“Sport tourists” have been defined as participants and their families who travel more than 80km to attend, participate in, or are somehow involved in a sporting event¹². According to the Canadian Sport Tourism Alliance, spending associated with the Canadian sport tourism industry reached \$3.6 billion in 2010, an increase of 8.8% from 2008¹³. Sport tourism related to major provincial, national or international events can have longer lasting impacts in communities than just local spending during an event. In some cases, legacies are left including infrastructure, endowments and community brand recognition.

¹⁰ [Canadian Sport Tourism Alliance: Economic Impact](#), 2013.

¹¹ Ibid.

Cultural tourism is another important and growing segment of the tourism industry. Its participants are young, well-educated, spend more money on their trips, and seek unique personal experiences. Although not a new phenomenon, cultural tourism has consistently been characterized by the following points:

1. **Frequent short trips:** The cultural tourist, while small as a percentage of all tourists, makes numerous short trips to participate in cultural activities year-round.
2. **A Personal Experience:** Cultural tourists seek experiences that are meaningful to them and that will result in individual reminiscences and memories which refer more to the tourist's personal history than to that of the site.

Many Ontario municipalities are concentrating more on event hosting to generate broader economic impact, build community image and create sustainability in volunteer groups. In some cases municipalities spearheaded these efforts by taking on a direct role in the recruitment and planning of events. In other cases municipalities are supporting community groups by providing facilities, Staff resources and/or financial support.

Providing Quality Parks & Outdoor Spaces

Research supports that individuals continue to place a high value on the availability and quality of parks, trails and outdoor spaces. A 2013 Canadian study commissioned by the TD Friends of the Environment Foundation found that nearly two-thirds of respondents (64%) indicated that local parks were “very important” to them and their family¹⁴. Additionally, 68% of Canadians are concerned about the loss of green space in their community. Another 2011 study of over 1,100 parents of 2 to 12 year olds in the United States, Canada and the United Kingdom found that the more time a family spends together at a playground, the greater their overall sense of family well-being¹⁵. Three-quarters also wished that their family had time to visit a playground more often.

Parks and outdoor spaces also play a key role in helping to combat “nature deficit disorder” amongst children and youth. This phrase, first coined by Richard Louv in his bestselling book “Last Child in the Woods¹⁶,” suggests that children are becoming estranged from nature and natural play resulting in a number of cognitive, physical and developmental issues.

While all residents benefit from the availability of quality park spaces, a significant amount of research and attention has been given to the myriad of benefits that result from children and youth being able to play and interact in outdoor settings. Findings include:

- Children who play regularly in natural environments show more advanced motor fitness, including coordination, balance and agility, and they are sick less often¹⁷.

¹² TD Friends of the Environment Foundation: [Loss of Green Spaces a Concern for Many Canadians](#), 2013.

¹³ Harris Interactive (2011). [Playgrounds Increase Sense of Family Well-Being](#). Washington, District of Columbia. Foresters

¹⁶Louv, R. (2006). *Last child in the woods: Saving our children from nature-deficit disorder* (1st ed.). Chapel Hill, NC: Algonquin Books of Chapel Hill.

¹⁴ Grahn, P., Martensson, F., Lindblad, B., Nilsson, P., and Ekman, A., (1997). UTE pa DAGIS, Stad and Land nr. 93/1991 Sveriges lantbruksuniversitet, Alnarp.

- Exposure to natural environments improves children's cognitive development by improving their awareness, reasoning and observational skills¹⁸.
- Children who play in nature have more positive feelings about each other¹⁹.
- Outdoor environments are important to children's development of independence and autonomy²⁰.
- Children with views of and contact with nature score higher on tests of concentration and self-discipline. The greener, the better the scores²¹.



¹⁵ Pyle, Robert (1993). *The thunder trees: Lessons from an urban wildland*. Boston: Houghton Mifflin

¹⁶ Moore, Robin (1996). Compact Nature: The Role of Playing and Learning Gardens on Children's Lives, *Journal of Therapeutic Horticulture*, 8, 72-82

¹⁷ Bartlett, Sheridan (1996). Access to Outdoor Play and Its Implications for Healthy Attachments. Unpublished article, Putney, VT

¹⁸ Taylor, A.F., Kuo, F.E. and Sullivan, W.C. (2002). Views of Nature and Self-Discipline: Evidence from Inner City Children, *Journal of Environmental Psychology*, 22, 49-63



Trends in Recreation Infrastructure



4

4.0 TRENDS IN RECREATION INFRASTRUCTURE

Recreational infrastructure plays an important role in providing spaces to facilitate engaged, active and healthy lives. There are several trends that are changing how municipalities plan, design and operate recreational facilities. Creating flexible and adaptable spaces and updating aging facilities are among the most noted trends. The following section provides an overview of key trends that have been considered through the development of Grimsby's PRC Master Plan.



Aging Recreation Facilities

The recently released Canadian Infrastructure Report Card includes an assessment and analysis of the state of sport and recreation facilities in Canada. The report revealed a number of concerns and issues that will impact the delivery of sport and recreation infrastructure in the foreseeable future. Key findings from the report include:

- Canada's infrastructure, including sport and recreation facilities, is at risk of rapid deterioration unless there is immediate investment.
- Almost 1 in 2 sport and recreation facilities are in 'very poor' or 'fair' condition and need repair or replacement.
- In comparison to other municipal infrastructure assessed in the Report Card, sport and recreation facilities were in the worst state and require immediate attention.
- The Report Card indicates that the extrapolated replacement value of sport and recreation facilities in 'poor' or 'very poor' condition is \$9 billion, and \$148 billion for those in 'fair' condition.

Stand-alone versus a multi-purpose approach

The tangible and intangible benefits associated with a multipurpose approach, or the "leisure mall" concept, are well documented. Economies of scale in facility and park operations, staffing, and administration, purchase of supplies, contracted services, utilities and marketing have been proven in existing major multipurpose facilities and sites across Ontario and Canada. Many of these benefits have already been discussed by Town decision makers in contemplating future recreation facility needs.

Operationally, multipurpose facilities and sites have proven to be excellent in terms of staff efficiency. The large number of activities under one management system versus a separate management system for independent facilities provides cost reduction opportunities. Energy conservation with respect to the sharing of systems between the facilities and making use of cold and warm systems to develop energy transfers provides operational savings compared to stand alone facilities of a similar size.

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

Creating spaces within a facility that are easily adaptable and re-configured is another growing trend observed in many newer and retrofitted facilities. Many performing arts venues are being designed in such a manner that staging, seating, and wall configurations can be easily changed and configured as required. Similarly, visual arts spaces such as studios and galleries are being designed in a manner that allows them to be used for a multitude of different art creation and display purposes. Similarly, gymnasium spaces and field house facilities are being designed with temporary barriers, walls, bleachers and other amenities that can be easily adjusted or removed depending on the type of activity or event.

The overall capital cost of multipurpose facilities and sites is also expected to be less than the comparative cost of building a number of stand-alone facilities. The efficiencies of scale and the attractiveness of the size of multiplex projects to construction industry stakeholders have resulted in excellent bidding and construction services related to these types of projects. Several millions of dollars are typically saved on the overall capital construction compared to a series of stand-alone facilities.

Capital cost is, however, incurred within a two to three year period as opposed to being phased out over a number of additional years if carried out as separate projects. The disadvantages of the multipurpose all-in-one concept relate to the scale of the facility, its cost to construct and the amount of land that it occupies.

Investing in the sustainability of existing infrastructure

Considering that the Town of Grimsby currently has a wide variety of recreation and culture facilities in which significant investment has been made, it is important to plan for maintaining existing infrastructure and sustaining existing services prior to developing new facilities on new sites. Maintaining existing facilities first will ensure that existing service levels are sustained and that programs currently subscribed to can continue to be offered. In considering the development of new facility components, if they can be added to existing facilities then significant costs savings in site acquisition, servicing and administrative and common-area development may be achieved. Adding to existing facilities can also promote the multiplex approach at those sites, thereby enabling the benefits of this approach to facility development to be realized. Likewise the relocation of aging program spaces within a multi-purpose complex within the community or neighbourhood centre would create opportunities for enhanced cross-programming opportunities and operational efficiencies.

This strategy is based upon maintaining and expanding/enhancing existing sites where possible, prior to developing new facilities. Rationalization for this approach includes both protecting and enhancing existing infrastructure investments and ensuring that existing service levels and programs are sustained prior to offering new ones.

Reinvestment, repurposing and decommissioning

Reinvesting is a way to protect past investment in facilities while sustaining existing service levels. However, not all facilities warrant reinvestment, and in some cases, replacement or decommissioning may be the best strategic approach. The repurposing of existing indoor and outdoor recreation and culture facilities has great potential for meeting the needs of expanding programs/activities as well as meeting the needs of newly introduced activities in the community. In order to effectively do so, facilities considered for repurposing must be analyzed in terms of exiting usage levels, the costs associated with sustaining existing services and the adaptability of the facility and/or space in accommodating a different use(s).

As even the most underutilized spaces in the Town are valued by some residents, appropriate justification will undoubtedly be required to repurpose or decommission any existing public recreation and/or culture facility. If a facility or space has been identified for potential repurposed use, the Town must engage the local community, users of the facility, and the expertise required to assess opportunities associated with sustained or repurposed uses (architectural and engineering assessment).

The concept of Facility Condition Index (FCI) is a common tool for governments in assessing the potential of reinvestment in, or replacement of, a public facility. FCI measures the facilities physical state by presenting the required upgrade costs as a portion of the facility replacement costs.

Facility Condition Index = Cost of required upgrades/Replacement value of facility

Although the FCI tool is widely accepted and helpful, it does not account for the functionality of the facility in question. For example, if a facility is sound structurally and mechanically but it doesn't meet demands for functional programming of potential users, the FCI may warrant reinvestment which functionally may not be warranted. This issue is accentuated for recreation and culture facilities as many have or could have unique and varied uses. In order to account for functionality, facility program modernization costs must be considered in combination with the cost to upgrade the structure and mechanical systems. Facility program modernization requirements should be determined by Town departments (Engineering Services and Recreation and Culture) as well as users of the existing facility or similar facilities (groups and the general public). This would lead to an overall Facility Quality Index (FQI) and would be a better tool in decision making for future reinvestment of existing recreation and culture facilities. This tool would be especially pertinent where the average age of the major recreation and culture facilities is beyond 40 years.

Facility Quality Index = Cost of required upgrades plus the cost of necessary program upgrades/Replacement value of facility

Once information is collected and the FCI and FQI are identified, administration and Council must consider the costs and benefits associated with reinvesting, repurposing or decommissioning versus new construction and make a move forward decision (see FCI Framework in **Appendix A**).

In order to implement the approach and analyze projects, the questions posed need to be answered by either Town administration, community members or a combination thereof. One way of engaging the public and community partners in decision making is for the City Town to administer an ad hoc task group every time the future decommissioning or repurposing of a major recreation and/or culture resource (replacement value of \$1M or beyond) is being contemplated.

This task group would have a holistic perspective of broad community need and, if it included members of the public, could include impacted residents or groups as well as those groups or residents that may not have their needs met if major reinvestment in an existing facility is to occur. The task group would utilize the decision making framework presented and would rely on Town staff for assistance in providing necessary information.

Integrating Indoor & Outdoor Environments

A new concept in recreation and culture infrastructure planning is to ensure that the indoor environment interacts seamlessly with the outdoor recreation environment. This can include such ideas as indoor/outdoor walking trails, indoor/outdoor child play areas and indoor/outdoor aquatics facilities.

Although there are a number of operational issues that need to be considered when planning indoor/outdoor environments (e.g. cleaning, controlled access, etc.) the concept of planning an indoor facility to complement the site it is located on (and associated outdoor amenities included) as well as the broader community parks and trail system is prudent and will ensure the optimization of public spending on both indoor and outdoor recreation infrastructure. Integrating indoor and outdoor environments can be as "simple" as ensuring interiors have good opportunities to view the outdoors.

Including Convenience Amenities

Increasingly, recreation facility users and patrons are demanding that their facility experience be convenient and tailored to their personal and family needs. Convenience amenities such as child minding (temporary child care), food services, medical services (e.g. physiotherapy, chiropractic) and retail are being included in many new and retrofitted recreation facilities. In addition to enhancing the user experience, the inclusion of these amenities can generate increased revenues for a facility.

Providing an array of social amenities can further enhance the facility experience and increase overall facility visitations. Examples of social amenities include attractive lobby areas, common spaces, restaurants and cafeterias, spectator viewing, areas, meeting facilities, wireless internet and adjacent outdoor parks or green space. Including these amenities can also help attract residents who might not normally use a recreation facility, and increase facility traffic during non-peak hours.

Spontaneous and Scheduled Activities

While schedule (structured) activities remain important, there is a growing demand for opportunities to participate in spontaneous (unstructured) activities. People are seeking individualized, informal pursuits that can be done alone or in small groups, at flexible times, often near or at home. Examples of spontaneous use activities include fitness / wellness, leisure swimming, walking, and open gymnasium time.

The public is placing greater demand on spontaneous, non-program forms of activity due to evolving households, schedules and lifestyles, prompting a transition of activities from organized to unorganized sports.

Research revealed that the top four physical activities with the highest participation rates among Ontarian’s are ‘spontaneous’ in nature:

1. Walking for pleasure (81.4%);
2. Bicycling (41.9%);
3. Swimming in pools (40.5%); and
4. Aerobics / fitness / aqua-fit / yoga (37.7%)

The survey data collected through stakeholder consultation for this Master Plan supports these Ontario trends with the following activities being the top four indicated by respondents:

1. Outdoor fitness – E.g. running, cycling, cross-country skiing (80.5%)
2. Adventure activities – E.g. hiking, camping, boating, skiing (77.3%)
3. Sports & athletics – E.g. Soccer, tennis, baseball (68.8%)
4. Special events, festivals and community gatherings (66.3%)

This does not, however, eliminate the need for venues that accommodate structured activities and the stakeholder groups that utilize them. Instead, this trend suggests that planning for the general population is as important as planning for traditional structured use environments. Table 4 below outlines the range of potential spontaneous use recreation amenities for both indoor and outdoor spaces.

Table 4 - Indoor and Outdoor Spontaneous Use Recreation Amenities

Indoor	Outdoor
Leisure Aquatics Spaces	Trails
Leisure Skating Pads (Non-Boarded)	Playgrounds
Indoor Child Playgrounds	Passive Green Spaces
Gymnasiums For Youth/Adult Drop-In	Splash/Spray Pads
Multipurpose Floor Spaces For Children’s Games, etc.	Blacktop Spaces For Basketball/Ballhockey, etc.
Seniors/Older Adult Walk-On, Drop-In Activities-Pickleball	Outdoor Fitness Equipment

Ensuring Accessibility

Many current recreation and cultural facilities are putting a significant focus on ensuring that user experiences are comfortable; including meeting accessibility requirements and incorporating designs that can accommodate various body types. Programming is made as accessible as possible via “layering” to provide the broadest appeal possible to intellectual preferences.

Meeting the needs of various user groups is also an important aspect of accessibility. Incorporating mobile technologies, rest spaces, child-friendly spaces, crafts areas, and educational multi-purpose rooms for classes and performances is an emerging trend. Accessibility guidelines set by governments, as well as an increased understanding of the needs of different types of visitors is fueling this trend. Technology is also being embraced as a modern communication tool useful for effectively sharing messages with younger, more technologically savvy audiences.

Technology and Customer Service

In recent years, the adoption of new technologies has provided many municipalities and community groups with a more advanced and streamlined process to track participation levels, improve scheduling and provide quick registration for participants when used effectively. Town websites are well utilized resources for the promotion and coordination of recreation and parks opportunities through the online Leisure Guides, eNewsletters, and online registration resources such as Perfect Minds and Active Net.

Social media and personal devices have revolutionized the way people communicate and socialize while using very few resources. However, the application of these innovative communication techniques require communities to understand and apply these methods in an effective manner to inform all age groups in the community. Social media tools such as Facebook, Instagram and Twitter provide municipalities as well as stakeholder organizations with an outlet to market Town parks, events, programs, and services to a wide market.

Social media is also being used as a forum to collect valuable information using group discussions and surveys, providing effective and efficient opportunities to communicate feedback and requests and develop social connections with the community.

Revenue Generating Spaces

Increasingly, facility operators of community facilities are being required to find creative and innovative ways to generate the revenues needed to both sustain current operations and fund future expansion or renovation projects. By generating sustainable revenues outside of regular government contributions, many facilities are able to demonstrate increased financial sustainability and expand service levels.

Lease spaces provide one such opportunity. Many facilities are creating new spaces or redeveloping existing areas of their facility that can be leased to food and beverage providers and other retail businesses. Short term rental spaces are another major source of revenue for many facilities. Lobby areas, program rooms, and event hosting spaces have the potential to be rented to the corporate sector for meetings, team building activities, special events and a host of other functions.

Social Amenities

The inclusion of social amenities provides the opportunity for multipurpose community recreation and cultural facilities to maximize the overall experience for users as well as to potentially attract non-traditional patrons to their facility. Examples of social amenities include attractive lobby areas, common spaces, restaurants and cafeterias, spectator viewing areas, meeting facilities and adjacent outdoor parks or green space. It is also becoming increasingly uncommon for new public facilities, especially in urban areas, to not be equipped with public wireless internet.

Another significant benefit of equipping facilities with social amenities is the opportunity to increase usage and visitation to the facility during non-peak hours. Including spaces such as public cafeterias and open lobby spaces can result in local residents visiting the facility during non-event or non-program hours to meet friends or simply as part of their daily routine. Many municipalities and not for profit organizations have encouraged this non-peak hours use in order to ensure that the broader populace perceives that the facility is accessible and available to all members of the community.





Trends in Arts & Culture



5

5.0 TRENDS IN ARTS & CULTURE

5.1 Trends in Arts & Culture

Participation in arts and culture and creative activities is an essential component to overall community wellness. This philosophy is integral to this entire PRC Master Plan. The notion is well expressed in the 2014 Report on Wellness in Ontario undertaken by the Ontario Trillium Foundation and the University of Waterloo:



“By participating in leisure and cultural activities, whether arts, culture, or recreation, we contribute to our wellbeing as individuals, to our communities, and to society as a whole. The myriad of activities and opportunities we pursue and enjoy benefit our overall life satisfaction and quality of life. As forms of human expression, they help to fully define our lives, the meaning we derive from them, and ultimately, our wellbeing.”²²

The recent Ontario Culture Strategy²³ *Telling Our Stories, Growing Our Economy* also espouses this philosophy.

Various trends in Ontarians’ participation and involvement in arts, culture and historical activities are highlighted below. This is essential contextual information in which the various recommendations for arts and cultural in Grimsby are made.

Increasing recognition that participation in arts and culture activities is essential to holistic well-being: As the quote above indicates, there is an increasing recognition across communities in Ontario as to the importance of arts and culture activities as being essential to overall happiness and well-being. This includes a growing consensus that **everyone** has the potential to be a creative individual and that an obligation of healthy communities is to provide opportunities and outlets for that creative impulse. Moreover, communities are increasingly understanding that for years much attention has been paid to the ‘sports and recreation’ side of providing for healthy lifestyles, and that the ‘arts and culture’ side may have

²² *How Are Ontarians Really Doing?*, University of Waterloo and the Ontario Trillium Foundation, Canadian Index of Wellbeing, 2014.

²³ [The Ontario Culture Strategy: Telling our stories, growing our economy](#). Province of Ontario.

been given short shrift. However, the pendulum has swung back and many communities are now spending more time and effort ensuring that the culture side is now being adequately addressed.

Particular needs for arts participation in younger and older age groups: While everybody needs opportunities and options for creative expression, this is particularly important for certain age groups. Several studies have noted that arts involvement and outlets for creative expression are particularly important for younger age cohorts, where they can contribute strongly to feelings of self-confidence and self-worth, as well as set life-long patterns in terms of participation in, and enjoyment of, the arts. Furthermore, involvement in cultural activities is important to older age cohorts (which now characterizes the baby boomer segment) as they can slow cognitive impairment as well as provide opportunities to socialize and build community.

Strong competition for arts and culture participation from other forms of entertainment: A significant competitive factor to participation in the arts is in-house entertainment activities. This trend was noticed over 20 years ago²⁴, but has likely been exacerbated over the last decade through the rise of streaming entertainment services such as Netflix. As well, to some extent, other forms of ‘entertainment’ such as on-line shopping, gaming and gambling are competing for the time available to engage in cultural activities outside the home. Finally, the rise of on-line communities through Facebook, Twitter, Snapchat, etc. also encourages individuals to spend time at home rather than get out and engage with the community (obviously this affects sports and recreation activities as much as cultural ones). The average American spends 24 hours per week on-line²⁵ (Although an American statistic, similar trends are experienced in Canada) and this figure is even higher for ‘Generation X’, ‘Millennials’ and Post Millennials²⁶.

Of course, these other forms of entertainment take time away from not only other arts and culture activities, but other forms of recreation as well. In particular, insofar as they compete with time spent on active and outdoor forms of recreation, they can be detrimental to overall health and wellness - both physical and mental²⁷.

Increasing cultural diversity: The province of Ontario is rapidly becoming increasingly diverse with a wide variation of ethnocultural groups from across the globe now calling the province home. Each of these groups has its own cultural traditions, which embraces cuisine, events, visual and performing arts, history and heritage, costume, etc. Increasingly, arts and culture activities across the province will reflect and celebrate these diverse traditions (note, that this phenomenon also affects supply and demand for sports and recreational activities).

Grimsby is not yet as diverse as the province overall, and may never be. The following table, taken from 2016 Census data, is indicative of this:

²⁴ **Age and Arts Participation**, with a focus on the Baby Boom Cohort, National Endowment for the Arts, Research Division Report #34, 1996.

²⁵ MIT Technology Review: [The average American spends 24 hours a week online](#), 2018.

²⁶ There are not precise definitions for these terms, but ‘Generation X’ (Gen X) is typically thought to be the generation immediately following the Baby Boomers, born in the mid-1960s to the mid-1980s. ‘Millennials’ are the generation following Gen X, born in the mid-1980s and through to about the year 2000. The current crop, born in 2000 and later, is variously referred to as ‘Generation Z’, ‘Post Millennials’ or the ‘iGeneration’.

²⁷ See: Pandika, **How All That Screen Time Affects Your Health**, August 2016. <https://www.rallyhealth.com/health/screen-time-affects-health>

Table 5 - Percentage of Population that is First Generation Canadian

Geographical Area	% of Population that is First Generation Canadian (i.e. persons who were born outside Canada. For the most part, these are people who are now, or once were, immigrants to Canada.)
Ontario	30.7 %
Niagara Region	17.8 %
Grimsby	16.3 %

Nevertheless, as **Table 5** shows, 16.3 % of Grimsby's population was born outside Canada. Even though this is far less than the province as a whole, it is still a significant percentage of the population base of the municipality. And all indications are that this percentage will increase in future. The PRC Master Plan must recognize this increase in diversity and ensure that the provision of cultural opportunities (as well as sports and recreation) recognizes this reality.

Increasing cultural fluidity and fusion: To an increasing extent, artists and creative individuals are exploring a variety of media and are not restricting themselves to just one form of artistic expression. Increasingly visual artists work in a number of media - not just 'oils', 'acrylics', 'sculpture', ceramic arts, or 'cultural arts'. Performing artists too work in a number of expressions – music, dance, drama, etc. Digital arts cross all boundaries, and become increasingly expressive as technology develops. This appears to be especially a trend amongst 'Gen X' and 'Millennials' who are less bound by the traditional creative silos and traditions as previous generations.²⁸

Emphasis upon inclusion: As mentioned elsewhere in this PRC Master Plan, communities are increasingly recognizing the importance of being inclusive in providing activities and services across all municipal departments and agencies. This acknowledges the special interests and needs of all groups within the community, especially those that in the past may have been marginalized or outright excluded such as those with physical or mental disabilities, the economically disadvantaged, the LGBTQ community, and recent immigrants. As well, arts and cultural activities should, where appropriate and necessary, recognize the rights of First Nations and Aboriginal Peoples. This will be particularly important in terms of the Truth and Reconciliation agreements, and the ways in which the arts and cultural offerings of the Town recognize and reflect these principles.

Understanding that 'culture' is an economic engine: Increasingly communities are recognizing that the cultural sector can be a key component in the overall economic base of the area, and thus a contributor to the wealth of the region. This recognition can take many forms: at the most basic level it involves an appreciation of the private sector side of the cultural community, with working artisans, professional musicians, etc. (and this could expand into a perspective embracing the entire **creative economy** which would include architects, graphic designers, engineers, inventors, entrepreneurs, etc.²⁹). Another perspective recognizes that some amateur artists and artisans are on the threshold of commercialization and that with appropriate support and resources, they may be able to become viable enterprises (i.e. an incubator role). Still another perspective (discussed separately in the next point) recognizes the tourism potential of the cultural sector in the community and the value that this may represent in terms of visitors spending time and money in the community.

²⁸ L. Rochon. [Why the cities of the future belong to the millennial generation](#). Globe and Mail: 2018.

²⁹ [The Creative Economy: Key Concepts and Literature Review Highlights](#). The Policy Research Group, Canadian Heritage, 2013.

Realizing opportunities for cultural tourism: Many communities are recognizing that their unique cultural assets are a basis for developing cultural tourism, where visitors and tourists are encouraged to come into the community to experience unique offerings. Often these events and activities are located in the downtown part of the community, where the history of the town or city is best represented (as well as a concentration of its unique historic buildings and places). Cultural tourism is a growing sector within the overall tourism industry and can bring significant economic benefits into a community. Many jurisdictions are actively promoting the development of cultural tourism within their areas³⁰.

Diminishing and Aging Volunteer Base: Similar to recreation trends overall, cultural organizations are also seeing their base of volunteers aging and diminishing over time. Many cultural organizations and events have depended heavily on volunteers, and the fact is that older ones who are no longer able to participate as actively as they may have in the past are not being replaced by younger volunteers. This is an issue recognized to be of particular concern in rural communities, especially where there is a declining population base³¹.

The Digital Revolution: There is no doubt that the digital revolution has dramatically influenced the creative process. Not only do new digital technologies make new forms of art possible (e.g. 3-D printing) but also in a sense it has 'democratized' the creative process. Nowadays, for example, anyone can take high-quality photographs on their smart phone, or post a song on YouTube, or post a blog.³² In many ways the digital revolution has provided an outlet for anyone to tap into their creative potential (which perfectly aligns with the philosophy that everyone is a creative individual in the first place).



³⁰ See, for example: [Culture and Heritage Tourism Development Guide](#), Destination British Columbia.

³¹ See Rural Ontario Institute: [Rural Volunteerism](#).

³² See, for example: New Statesman: [How digital technology has changed what it means to be an artist](#)



Summary of Consultation Findings

6

6.0 SUMMARY OF CONSULTATION FINDINGS

The engagement of citizens in the planning of their communities is fundamental to informed planning. Community consultation and engagement takes diverse forms. The approach adopted for Grimsby was threefold: facilitate participation, inclusion, and empowerment. To do this, the project team utilized an approach to consultation which included:

- A project initiation meeting with key Staff and personnel;
- Facilitated discussions with Town department heads and senior management;
- Working sessions with Staff in the Parks, Recreation and Culture Department;
- Facilitated discussions with the Mayor and Aldermen;
- Two (2) facilitated public open houses;
- Working sessions with community stakeholder groups;
- An online community/public input survey;
- A focus group meeting with the Grimsby Public Art Gallery Advisory Board;
- A focus group meeting with the Grimsby Museum Board;
- A facilitated tour of Grimsby's parks, recreation facilities, and cultural assets;
- A focused discussion with Grimsby's Town Manager/Chief Administrative Officer; and
- A focused discussion with Grimsby's Director of Recreation, Facilities and Culture.

Throughout the engagement process, participants were often asked to identify the following as it pertained to Parks, Recreation and Culture:

- Grimsby's strengths and challenges;
- What was missing and what was needed; and,
- The key opportunities to be considered.

Understanding how to leverage Grimsby's unique recreational and cultural assets in order to meet the needs of their growing population, development intensification, and evolving recreational demands was explored through community consultation. With input from over 900 people, it was not possible to include all comments in this report. However, a **comprehensive Consultation Report and complete documentation of the online public survey was prepared and the results of the consultation are detailed in the separate Consultation Report**. The Consultation Report and online public survey results should be reviewed in conjunction with this Master Plan.

Online Public Survey - April 2018 to June 2018

An online survey was also utilized to provide an additional opportunity and digital platform for community members to engage. The survey was posted on the Town's website and shared through social media and local media outlets. The survey was open from April 2018 to June 2018, providing a significant window of time for receiving feedback. The online public survey is indicative of views of the community comprising Grimsby, but is not a statistical representation of the entire Grimsby population.

During the two (2) months the survey was active, 937 respondents had participated.

The survey results indicated that more than half (~ 51%) of all responses were from people representing their household. Proportions were provided in the survey that accounted for the number of people in each household represented by the survey. If approximately 51% of the survey participants were completing the survey on behalf of their household, then approximately 469 participants represent more than one individual. This represents a significant proportion of Grimsby's 2016 population of 27,314. Counting only the 937 direct responses, this equates to 3.4% of Grimsby's entire population.

If the number of people per household are included in the sample size, then 2,162 potential residents are being represented by the survey. This equates to 7.9% of Grimsby's entire population being represented by the online public survey alone.

The following sections are a summary of the key findings from the consultation events and working sessions as well as the online survey. The results are shown below in aggregated form and key themes have been identified based on both qualitative and quantitative analysis. A more detailed summary of the survey findings is provided in the Consultation Report.

6.2 Key Findings from Community Consultation

Why do Grimsby residents participate in recreational and cultural activities?

Respondents of the online public survey clearly indicated that they value the benefits of recreational and cultural activities and services. The top five reasons to participate in recreational and cultural activities include:

- 1. Physical Health/Exercise**
- 2. Pleasure/Entertainment**
- 3. Enjoy Nature**
- 4. Meet New People**
- 5. Be With Family/Friends**

Observation:

The broader health and wellbeing lens was highlighted throughout both the survey and consultation sessions. The benefits and importance of recreation as a foundation to achieve wellbeing was frequently suggested as a pathway to tackle issues such as sedentary lifestyles and obesity, decreased contact with nature, and social/economic inequities that limit opportunities for some groups.

What is interesting, is that Grimsby seems to embrace the goals as identified in the 2015 Framework for Recreation in Canada: Pathways to Wellbeing. The Framework describes five goals and priorities for action under each goal. The goals are:

- **Goal 1: Active Living**
- **Goal 2: Inclusion and Access**
- **Goal 3: Connecting People and Nature**
- **Goal 4: Supportive Environments**
- **Goal 5: Recreation Capacity**

These reasons for participation demonstrate the benefits of recreation and cultural activities as they contribute to individual and community wellbeing, which is valued by Grimsby users.

6.3 Grimsby's Parks, Recreation & Culture: Strengths & Assets

From the unique natural features such as the historic waterfront to the established cultural scene, Grimsby is a community built for year-round recreational activities and provides residents and visitors with a range of recreational and cultural opportunities. Through the online survey and community consultation, the project team has identified recreational and cultural strengths and assets that set Grimsby apart from other communities.

The strengths and assets have been sorted using a modified version of the 'Community Capital Framework'. Community capital is a number or collection of local assets, community resources that can produce other benefits through investment (Roseland, 2012). The community capital framework was designed to consider the effects of decision-making on each form of community capital – of which there are six (6) forms: Natural Capital, Physical Capital, Economic Capital, Human Capital, Social Capital, and Cultural Capital.



Capitalizing on these assets is one foundation for sustainable community development.

6.3.1 Natural Capital

Based on consultation results, it is evident that in particular, recreational users deeply value Grimsby's natural spaces and places, and its many heritage features. This was indicated by survey respondents who frequently suggested the following natural assets as most important (sorted alphabetically):

- Agricultural Lands
- Conservation Areas/Woodlots
- Diverse System of Interior Streams/Waterways
- Diversity of Wildlife (especially birds)

- Niagara Escarpment
- Seasonal Activities
- Waterfront & Beaches

6.3.2 Physical Capital

Participants were well-voiced in what they believed constitutes Grimsby's physical capital. In all examples of consultation, Grimsby's physical capital is also a Town strength. The physical (built) assets deemed most valuable to the Town via consultation include (listed alphabetically):

- 1812 Peace Garden
- Grimsby Beach
- Grimsby Lions Community Pool
- Grimsby Museum
- Grimsby Public Art Gallery
- Leash Free Dog Parks
- Livingston Activity Centre
- Outdoor Ice Rinks
- Parks
- Peach King Centre
- Pumphouse
- Skatepark
- Southward Park Building
- Splash Pad
- Tennis Club
- The FORT
- Trails

Understandably, the list is long and nearly comprehensive of the PRC Department's facility assets. However, the length of the list contributes to the understanding that Grimsby's recreational and cultural user base value the number of clustered recreational facilities/amenities; again, a strength in Grimsby.

In terms of the quality and maintenance of recreational assets and facilities, stakeholders indicated the Grimsby Public Art Gallery, the Peach King Centre, Trails, Neighbourhood Parks, and the Grimsby Museum as the most well maintained physical assets. This was followed by the Community Parks, Soccer Fields, Outdoor Ice Rinks, the Grimsby Lions Community Pool, and Town Hall (rentable rooms). These high levels of satisfaction indicate that residents/visitors enjoy these facilities.

In Grimsby, trails stand out as a key asset, with respondents indicating that the Forty Mile Creek Side Trail and the Bruce Trail were two of Grimsby's best features. For example, the background review above and results of consultation suggest that trails help link recreational facilities and cultural facilities such as those found in the Downtown area. Connections to Grimsby's waterfront area and surrounding natural features (such as the Niagara Escarpment/Bruce Trail) were mentioned as both key assets and areas for improvement. The results of consultation reaffirmed trails as one of the most requested and sought after features for the future of Grimsby. Citizens want more, and better connected trails throughout the Town.

6.3.3 Economic Capital

Economic Capital refers to the ways in which we allocate resources and make decisions about material aspects of the community and consists of two types of resources, financial and business. Individuals and organizations use financial resources, such as money and access to affordable loans, to achieve well-being and generate wealth. Business resources, such as locally owned and operated companies, are the suppliers and consumers within a community that generate employment and income. They transform community resources into products and services that encourage the circulation of money within the community. In Grimsby, the leadership of several department heads, the Director of Recreation, Facilities and Culture, and the Parks, Recreation and Culture Department itself, was credited for efficiently maximizing a limited budget to provide parks, recreation and culture throughout the Town. These strengths will continue to be an asset moving forward.

6.3.4 Human Capital

Again, the leadership of the Parks, Recreation and Culture Department and the Parks, Recreation and Culture Department itself was credited for excellent service in the provision of parks, recreation and culture throughout the Town. This will continue to be an asset moving forward.

Additionally, the Town has a committed and dedicated base of volunteers for recreational and cultural activities. These volunteers will continue to be an asset moving forward.

6.3.5 Social Capital

Time and time again, participants stated that one of the greatest strengths of Grimsby is its people. Most residents spoke to the small-town charm and the friendliness of Town Staff, while Town Staff spoke to their desire to keep the small-town charm by delivering a friendly, efficient service.

Department heads and Council specified that the PRC Department runs very efficiently, despite minimal Staffing. On several occasions, it was suggested that the Town and the PRC Department have excellent working relationship with neighbouring institutions such as the Conservation Authority, and School Boards, and that this is partly what contributes to the success of the Department. Maintaining these relationships will be vital to the continued success of the Department over time.

PRC Department Staff recognized that their input is listened to and taken seriously by the Director of PRC Department, and that there is a serious level of commitment demonstrated by the Director.

Another strength recognized during the live engagement sessions was commitment. It was found that the entire PRC Department both recognized the need for parks, recreation and culture, and were happy to provide the level of service to do so. Their suggestions for improvement to the Department stemmed from a commitment to exceptional services to the Town as opposed to self-interest, and their respect for the Director of Recreation, Facilities and Culture was evident. This positive working relationship between manager and Staff is a strength of not only the PRC Department, but the Town as well.

Feedback from the community also pointed to several other community strengths, including:

- a sense of community connection;
- Grimsby being an active community;

- local artist talent (both visual arts and music); and,
- the network of willing volunteers.

6.3.6 Cultural Capital

A background review of Grimsby's past guiding documents and thorough consultation found that Grimsby has an abundance of cultural assets throughout the community. Among the most mentioned cultural assets were the:

- Grimsby Festival of Art,
- Local artist talent,
- Movies in the Park
- Grimsby Beach Gingerbread Cottages ("Painted Ladies"),
- Grimsby Museum,
- Grimsby Public Art Gallery,
- Library,
- Designated and listed cultural heritage properties (e.g. 1812 Peace Garden), or
- Town events (e.g. Happening at the Forty, Annual Mutt Show, or the Grimsby Santa Claus Parade).

Reflecting these assets, a common perception that emerged was that, for a community of its relatively small size, Grimsby was exemplary in having both a Museum and a Public Art Gallery.

6.3.7 General Strengths

Grimsby's natural heritage features have shaped the Town's recreational landscape. Through consultation, it is evident that residents and visitors are inspired to lead active lives. This is particularly important for Grimsby's "active agers." With a large portion of Grimsby's population over 55 years old (the greatest proportion of Town residents fall between the ages of 45 to 70).

Active Ageing is a term used to describe the maintenance of positive well-being, good physical, social and mental health, and continued involvement in one's family, peer group and community throughout the aging process.

The online survey also provided an opportunity to measure satisfaction with the PRC Departments programming and services. Overall, the majority of respondents believed that the Town of Grimsby is responsive to the physical recreation needs of the community. Furthermore, many stakeholders felt that there are key community organizations and residents that contribute to the Parks, Recreation and Culture landscape across the Town. Others suggested that there is a strong commitment to physical activity and wellbeing in Grimsby, which adds value to the community.

Overall, residents and visitors of Grimsby feel positively towards health and wellness in the Town. Specifically:

- 97% believe that in general, Grimsby is a healthy place to live;
- 97% feel that recreation, parks and culture bring the community together;
- 88% feel there are sufficient parks and open spaces in their neighbourhood;

- 84% feel there are a sufficient number of larger, community parks in Grimsby;
- 83% feel there are a sufficient number of trails in the community;
- 91% feel the current maintenance of parks is very good;
- 93% feel the current maintenance of trails is very good; and,
- 86% feel that parks and trails are well signed and easy to locate; however, some contradictions here. Wayfinding could use improvement.

6.4 What is missing & what is needed?

The input and data clearly indicates that the residents support the investment by the Town in recreation, health, wellbeing, facility development, parks, trails and cultural programming and events. Traditionally the PRC Department has provided programs and services focused primarily through the larger indoor recreation spaces such as the Peach King Centre or, more recently, Southward Community Park.

This plan acknowledges the gap in program offerings as well as the need to provide a permanent Staff position that will focus on Health and Lifestyle programming with particular focus on inclusion and introduction of programs across the entire population demographic. The introduction of programs and services is not seen as primarily the role of the Town but should involve partners from cross sectoral agencies, i.e. schools, non-profit, health, neighbouring municipalities etc.

Below is a summary of key gaps identified through consultation. These issues and additional feedback are discussed in further detail later in this report.

Parks & Outdoor Facilities

- Improved access to the waterfront for recreational use and trails;
- Better use of underutilized parks (e.g. Southward Community Park, South Beach Park, Nelles Beach Park);
- Improved lighting in key parks and along certain section of trails (especially the waterfront trail) to improve year-round usage and provide safety through night lighting;
- Improved grass cutting within parks and general play structure maintenance;
- Incorporate public-private partnerships to help with maintenance/offset costs;
- Improved safety of parks and trails/crime prevention through environmental design (CPTED) (e.g. Forty Mile Field);
- Added/improved seasonal winter maintenance parks (e.g. waterfront trail snow removal, lighting for use during winter, temporary ice rinks/park flooding for skating/hockey, etc.);
- Repairs to or revitalization of the Pier for multiple uses;
- Improved urban ecology (e.g. installing more trees, flowers, landscaping, etc.); and,
- Improved waste management (e.g. garbage clean-up).

Indoor Recreational Facilities

- A multi-use recreation facility (MURF);
- A larger aquatic centre/pool (can be combined with a MURF);
- An indoor track (can be combined with a MURF);

- Space for a performing arts centre/theatre (can be combined with a MURF);
- Space for fitness/wellness facilities (can be combined with a MURF);
- Space for community gathering facilities (can be combined with a MURF); and,
- Gymnasium space (can be combined with a MURF).

Trails

- Waterfront trails/access to waterfront;
- More trails/boardwalks throughout Town;
- Year-round trail usage (combined with winter maintenance);
- Complete street connections/bike lanes to link trails;
- More and Safe QEW crossings;
- Waterfront trail lighting;
- More naturalized hiking trails; and,
- More and better escarpment access/stairs.

Arts, Culture, & Events

- Need to host more, and larger events, festivals, and/or concerts;
- Need improved promotion of Town-hosted events;
- Need a central platform to share information about PRC/community events;
- Install a band stand in key locations throughout the downtown or waterfront (combined with outdoor facilities);
- Provide more opportunities to showcase local artists (high demand for visual arts);
- Implement a public art program;
- Expand the Museum's offerings;
- Offer music classes/events;
- Offer theatre/drama classes;
- Offer cultural heritage conservation/walking tours;
- Implement community diversity programming (initiate outreach and dialogue); and,
- Adopt of a broader definition of culture (as the community is changing).

Programming

The online public survey indicated that 25% of respondents feel there are not enough programs for teenagers. Suggestions on how to engage teenagers included:

- Increased engagement with schools;
- Connecting with teenagers via social media;
- Year-round trails maintenance and activities;
- Provide Arts & Crafts/Makers Spaces;
- Music events that teens can access; and,
- Promote the FORT and expand as needed.

The online public survey also indicated that 21% of respondents feel there are not enough programs for adults aged 19 and over. Suggestions on how to engage adults included:

- Offer programs/courses after work/weekends;
- Provide more fitness options;
- Host social gathering events (such as nature walks);
- Provide more “learn to _____” events;
- Provide open swim and ice times;
- Organize and host Yoga classes;
- Provide more adventure activities; and,
- Implement Town-subsidized programming to offset costs for lower income families.





Parks



7.0 PARKS

7.1 Importance of Parkland

Parkland represents both natural and physical capital for a community. Parks are a valuable community asset that offers environmental, economic, and health benefits while beautifying the urban environment. Green spaces, such as parks, act as places of respite and provide venues for both passive and active activity, as well as conservation of natural landscapes. Studies and land development trends suggest that proximity to parks and open spaces can increase property values. With a growing urban population and



intensification along key nodes and corridors, such as the downtown and Winston Road area, parks are increasingly becoming a convenient option for the Town's urban residents to connect with their natural surroundings. Parks play a vital role in communities and contribute to walkability, safety, and healthy child and youth development. Connecting with nature is also associated with improved cognitive, mental and physical health, enhanced creativity, and positive social behaviors according to the 2015 Framework for Recreation in Canada.

Research suggests that children playing outdoors and establishing relationships with other children in their community can also have a positive effect on community cohesion. The more social networks children have in a neighbourhood, the greater the confidence parents have in the safety of that area. Parents also establish their own networks through their children, meaning that play also supports community cohesion amongst adults. In Finland, over 70% of parents saw their play park to be somewhere where they can get support and help with issues concerning their children³³.

The primary aim of designing a play space must be to offer children a rich play environment where they can have a wide variety of play experiences and, where possible, learn about the natural environment.

Grimsby's location along the Lake Ontario Shoreline provides a unique opportunity to develop parks and trail connections along the waterfront that attract local residents and visitors. Additionally, leveraging the Town's waterfront for public use (shorelines and beaches), has the potential to attract eco-tourists, those that value connection with nature through recreation.

³³ Design for Play - <http://www.playengland.org.uk/media/70684/design-for-play.pdf>

The following section provides an overview of Grimsby's Parks System followed by specific recommendations.

7.2 Parkland Dedication and Acquisition

There are several provincial and municipal regulations, policies, and guidelines governing the acquisition and location of parkland, notably Section 42 and 51.1 of the Planning Act. Through development/planning approval process, the Town is entitled to receive a proportion of lands proposed for development for parks or other public recreational purposes in the amount of 5% for residential lands and 2% for other lands being developed or redeveloped (e.g. commercial, industrial, etc.). The Planning Act also permits municipalities to waive the land conveyance requirements and may require cash-in-lieu of parkland (or combination of land and cash).

7.2.1 Town of Grimsby Official Plan, 2012

The Town of Grimsby Official Plan (as approved by the Ontario Municipal Board, 2012) provides broad policy direction for the provision of parkland. The following briefly summarizes some of the policy direction.

Section 2.4 of the Town's Official Plan (OP) speaks to growth management, specifically that:

"Sufficient land shall be included within the settlement boundaries to accommodate the anticipated population and employment needs of the Town for the 20-year time frame of this Official Plan."

Policy 2.4.4 provides a growth target of "approximately 80% of new dwellings units to be provided through intensification after 2015". This is a rather ambitious goal, and to facilitate the achievement of this goal the Town has also implemented an intensification strategy, which offers development incentives such as reduced parkland dedication requirements, among others. As intensification progresses throughout the Town, more residents will place a higher demand on the available parkland. As intensification reaches its peak, parkland should be required instead of cash-in-lieu as much as possible as part of any applicable development application. When utilizing cash-in-lieu funds, preference should be given to spending it on park and facility upgrades and creating trail linkages within the subject lands' planning area.

Section 3.0 of the Town's OP speaks to land use policies as they pertain to Environmental Protection Areas (Section 3.1.1), Environmental Conservation Areas (Section 3.1.2), and Hazard Land Areas (Section 3.1.7).

In all instances, **Environmental Protection Area lands, Environmental Conservation Area lands, and Hazard Land Areas are not accepted as parkland dedication.** The Town should continue with this policy direction moving forward.

Section 3.5.5 of the Town's Official Plan provides policies for downtown intensification. Objectives for these areas include reference to their treatment for parkland dedication. Specifically regarding Open Space/Village Squares, "The following policies apply to the establishment of Village Squares throughout the Downtown District:

i) Notwithstanding any other policy of this Plan, **all new development applications within the Downtown- Main Street designation shall not be required to contribute land, or cash-in-lieu of land for public park purposes.**

ii) Lands within both the Downtown – Transition and Downtown – Intensification designations shall be set aside for a Village Square as follows:

(a) All **development applications on sites greater than 0.2 hectares in size shall include a location for a Village Square.** Village Squares are intended as formal pedestrian spaces, in support of the adjacent higher density, mixed use *development*;

(b) **All development applications or sites less than, or equal to 0.2 hectares shall pay cash-in-lieu of parkland;** and,

(c) The alternative parkland dedication requirement provided in the *Planning Act* of **1 hectare per 300 dwelling units shall not be applied within the Downtown District.**

These development incentives help the Town in reaching its growth targets within the downtown area, and help to maintain consistency with intensification directives of regional and provincial planning documents (such as the 2017 Growth Plan for the Greater Golden Horseshoe). The Town should revisit this requirement to determine if all new development applications within the Downtown- Main Street designation shall not be required to contribute land, or cash-in-lieu of land for public park purposes. Additionally, the Town should also review these incentive policies to determine whether they should at least be obtaining cash-in-lieu or a reduced cash-in-lieu rate. If it is determined that the development incentives specified in Section 3.5.5 of the Town’s Official Plan are still warranted, then the Town should retain them moving forward.

7.2.2 Parkland Dedication By-law No. 94-119

By-law No. 94-119 was passed in 1994 to help the Town deal with parkland as it pertains to residential development throughout the municipality. Specifically, it is a by-law to require the conveyance of land or cash-in-lieu as a condition of development or redevelopment for residential purposes in the Town. The following policies detail parkland dedication requirements:

2. *“No land in the municipality shall be developed or redeveloped for residential purposes unless land in an amount equal to 5% of the land proposed for development or redevelopment is conveyed to the corporation for park or public recreational purposes.”*

3. *“As an alternative to the requirement to convey land provided for in Section 2 of this by-law, in the case of land proposed for development or redevelopment for residential purposes at a density greater than 15 units per net residential hectare, the Council shall require that land be conveyed to the Corporation for park and other public recreational purposes at a rate of one hectare for each 300 dwelling units.”*

4. *“Council may require in place of land for park or public recreational purposes, the payment of monies, to the value of the land required to be conveyed under Sections 2 and 3 of this by-law.”*

5. "Where lands are required to be conveyed under Section 2 and 3 of this by-law, they shall be conveyed at the time of entering into the agreement for the development or redevelopment of the lands."

What this means is that, land for parks purposes can be taken as a condition of plans of subdivision or condominium as well as consents or development for residential uses at a rate of 5% of the proposed development area or the equivalent of 1 hectare for every 300 units, whichever is the greater, and all new employment or commercial development is conditional on the provision of 2% of the total development area. Two important points to note are that:

- Cash in-lieu is never taken as a condition of subdivision, condominium, or consent but is always taken as a condition of development or redevelopment in accordance with By-law 94-119.
- Payment is due with the building permit application(s) and the value is determined as of the day before issuance of the building permit.

Of additional note, since the passing of By-law No. 94-119, the Planning Act has changed the cash in-lieu requirement from 1 hectare for every 300 dwelling units to 1 hectare for every 500 dwelling units. The Town should ensure their OP and Parkland Dedication By-law are updated to conform to the recent changes to the Planning Act.

7.3 Parkland Inventory and Level of Service

As of 2016, the Town's population was 27,314. Grimsby has a total of 217.9 hectares (538.4 acres) of parkland comprised of 50 neighbourhood and community parks and a variety of conservation areas, woodlands, and open space. Of that total, the Town offers 33 neighbourhood parks, which combine to provide 20.1 hectares of parkland. This equates to a level of service of 0.73 hectares of neighbourhood parks for every 1,000 people. The Town's parkland is also comprised of 17 community parks which provide for a land area of 75.5 hectares. This equates to a level of service of 2.76 hectares of community parks for every 1,000 people. Together, Grimsby neighbourhood and community parks combine for total land area of 95.42 hectares of parkland, which equates to **an overall parkland service level of 3.5**

hectares for every 1,000 people. Combining the sum of all neighbourhood and community parks, conservation areas, woodlands, and open space, equates to an overall service level of 7.98 hectares per 1,000 people.

Neighbourhood and community parks provide a broader range and abundance of recreational opportunities over conservation areas, woodlots or open space. Given the existing service level of 3.5 hectares for every 1,000 people, Grimsby is comparable, if not exceeding, the best practices of other municipalities across Ontario. Typical best practices from other similarly-sized municipalities recommend a parkland provision of 1.0 – 1.5 hectare(s) for every 1,000 people.



Comparably, Grimsby is providing a high level of service for parkland and open space. According to *Niagara 2041 How We Grow*, Grimsby's Population Forecast is expected to reach 33,200 by the year 2031. If the current area of parkland in the Town remains unchanged, then the level of service provided would be reduced to 2.9 hectares for every 1,000 people. However, in order to maintain the current service level of 3.5 hectares per 1,000 people, an additional 20.8 hectares of parkland would be required by the year 2031. We would recommend that the Town continue to maintain its current level of service as much as possible.

7.4 Parkland Standards

The Town of Grimsby's Official Plan provides the Town's direction for the provision and classification of parks and open space. The overall vision of the Official Plan maintains:

"Grimsby will continue to be a healthy community through supportive policies to encourage active lifestyles and alternative means of transportation such as walking."

Section 3.8 of the Official Plan provides policy direction regarding parks and open space. The Town maintains that a fundamental principal of the Official Plan is to promote an active, healthy lifestyle for its residents by providing parks, trails and recreational facilities that are:

- **well distributed;**
- **strategically located;**
- **connected;**
- **well maintained;** and,
- **diverse.**

In addition, the Town's intent is to continuously expand and improve their network of existing public open spaces, facilities and trails, which include the public road network. Directives in Section 3.8 of the Official Plan that stand out as complementary to the findings of consultation include:

- Parks and public open spaces may be located within any land use designation;
- The Town's intent is to retain all existing Town parks, including those components within the Parks and Open Space designation as well as those components located within other land use designations; and,
- Plan and develop a parks and trails network that will link residential areas, environmental features, the Escarpment, the waterfront and the downtown.

Section 3.8.4 of the Official Plan provides parkland standards for the Town and the general policies regarding the classification of parks and open space within the Town, specifically:

Regional Parks – Regional parks should serve the needs of more than one community and is generally oriented to passive recreational pursuits.

Community Parks – Community parks shall serve Town residents, through the provision of major sports facilities including floodlit fields, swimming pools, community buildings, tennis courts, and running tracks.

- i. They **should be a minimum of 6 hectares in size.**

Neighbourhood Parks –Generally, neighbourhood parks are located to be a neighbourhood focal point, are adjacent to a school and/or are integrated, where possible, with an adjacent natural heritage feature.

- ii. Neighbourhood parks will provide opportunities for active and passive recreation for residents within a 400-metre radius (a 5-minute walk).
- iii. Neighbourhood Parks **shall be between 1.2 hectares and 2.8 hectares in size.**

Village Squares – Village Squares are small components of the public open space system that are typically soft surfaced and green.

- iv. A Village Square is most likely a public open space that connects larger pieces of the open space system.
- v. These squares are **generally less than 1.2 hectares in size.**

Included as **Figure 17** to this Master Plan report, the Town of Grimsby Parks, Cultural Events, Facilities, & Trails Map, and the Town of Grimsby Parks, Conservation Area, & Open Space Map (**Figure 18**) illustrates the distribution and inventory of parkland and open space throughout Grimsby. The map includes all neighbourhood and community parks, conservation areas, woodlands, and open space. Additionally, the maps include the identification of public beaches, splash pads, and all playground facilities. **Figure 17** provides for a 400m walking radius to community & neighbourhood parks, extending from existing parks. This walking radius helps illustrate gaps in three (3) areas of the Town that require further assessment to explore opportunities where possible to secure park/open space lands. They are labelled using red circles as “Areas for Further Assessment” and have been labeled based on their surrounding area. The three (3) areas for further assessment in the Grimsby are:

1. **The Olive Street Area:** the area north of the QEW, west of Murray Street, east of Centennial Drive, and south of Forest Road and Karen Crescent (Olive Street intersects this area).
2. **The Grimsby Secondary School Area:** the area south of the QEW, north of Main Street West, east of Glenwood Avenue and Brentwood Road, and west of St. Andrews Avenue.
3. **The Rossllyn-Robinson Area:** the area south of the QEW, north of Mountain Street as it approaches the Niagara Escarpment, west of Robinson Street South, and east of Rossllyn Avenue.

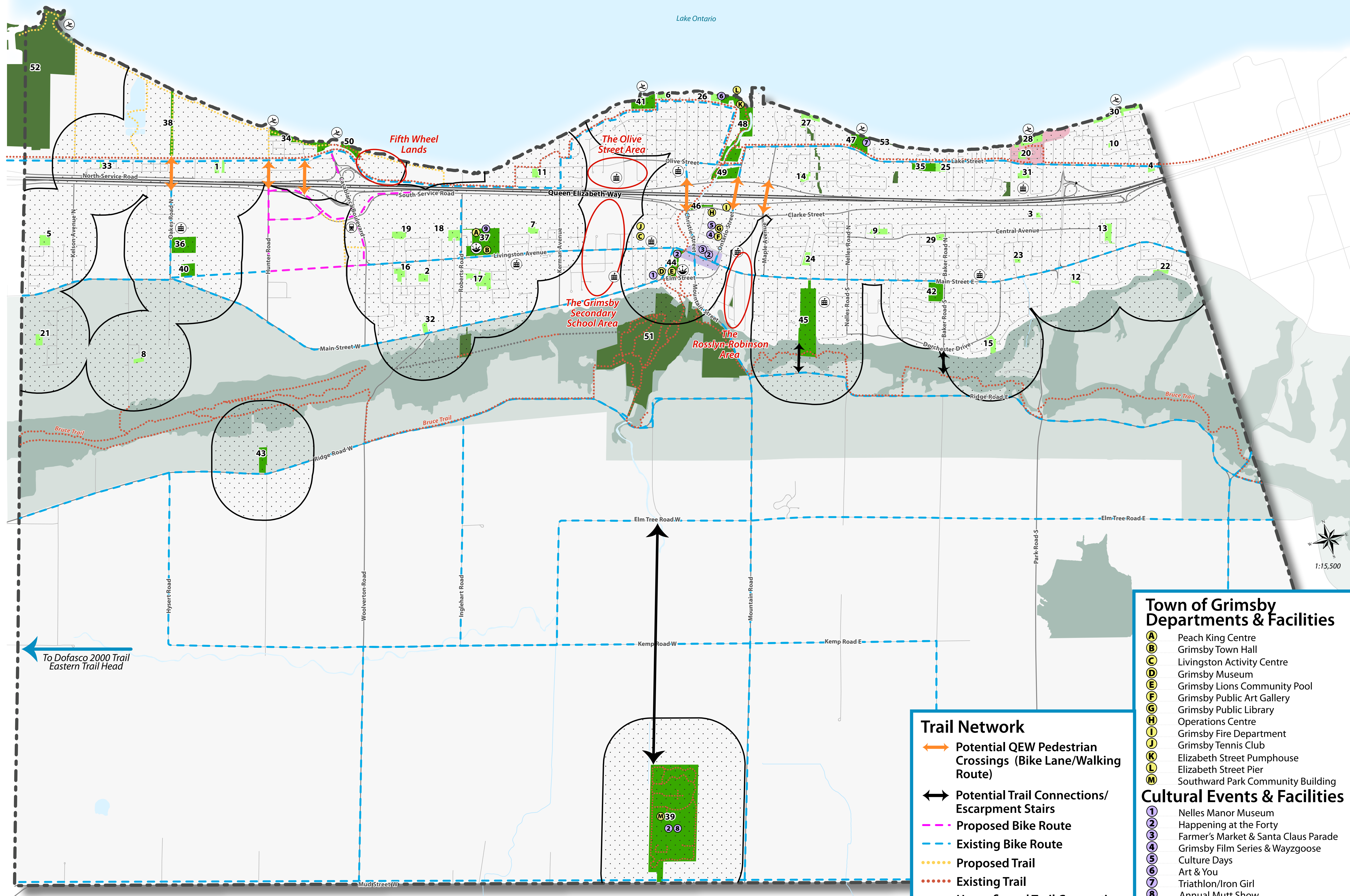
Figures 17 and **18** are further supplemented by a Town Division Map (**Figure 19**) which breaks the Town of Grimsby into segments for the purposes of calculating the proportion of parkland distribution within three urban areas of the Town: West-End, Central, and East-End. These areas were deduced using natural breaks in the Towns alignment and through the use of the Town’s Official Plan mapping layers. Southward Community Park, parks and open space on the Niagara Escarpment and parkland south of the Escarpment were excluded from the calculations in west-end, central, and east-end lands.

The West-End has been delineated from the westerly flank of Grimsby to the identified easterly boundary of the West-end Waterfront Trails Master Plan, and extending north-south from the waterfront to the base of the Niagara Escarpment.

Figure 17 - Town of Grimsby Parks, Cultural Events, Facilities, & Trails Map

Figure 18 - Town of Grimsby Parks, Conservation Area, & Open Space Map

Figure 19 - Town Division Map



- ### Legend
- Town Boundary
 - Schools
 - Proposed GO Station
 - Public Beaches
 - Splash Pad
 - 400m Walking Distance to Community & Neighbourhood Parks
 - Areas for Further Assessment
 - Downtown Grimsby
 - Grimsby Beach Community

- ### Parks
- Neighbourhood Parks**
- 1 Bravo by the Lake Park (1.59 ac)
 - 2 Chestnut Park (1.40 ac)
 - 3 Marlow Park (0.33 ac)
 - 4 Boundary Park (0.50 ac)
 - 5 Escarpment Vista Park (1.97 ac)
 - 6 Morocco Park (0.97 ac)
 - 7 Cheriedale Park (1.06 ac)
 - 8 Cline Mountain Road Park (0.76 ac)
 - 9 Pinewood Park (1.75 ac)
 - 10 Cindy Court Park (0.63 ac)
 - 11 Lakewood Gardens Park (1.27 ac)
 - 12 Golf Woods Park (0.68 ac)
 - 13 Arrowhead Park (2.20 ac)
 - 14 Lakeview Terrace Park (1.18 ac)
 - 15 Dorchester Park (2.03 ac)
 - 16 Aspen Park (1.82 ac)
 - 17 Evergreens Park (4.45 ac)
 - 18 Roberts Road Park (2.16 ac)
 - 19 Gage Park (1.72 ac)
 - 20 Bell Park (0.78 ac)
 - 21 Leaward Park (1.38 ac)
 - 22 Vineyard Valley (1.32 ac)
 - 23 Denick Park (0.96 ac)
 - 24 Maplewood Park (1.50 ac)
 - 25 Mayfair Park (1.44 ac)
 - 26 Lakeside Park (1.11 ac)
 - 27 South Beach (2.22 ac)
 - 28 Grimsby Beach Park (2.99 ac)
 - 29 Rotary Park (0.90 ac)
 - 30 Bal Harbour (3.43 ac)
 - 31 Grand Avenue Park (1.36 ac)
 - 32 Woolverton Park (0.94 ac)
 - 33 Sidare Court (0.40 ac)
- Community Parks**
- 34 Place Polonaise Park (3.44 ac)
 - 35 Steve McDonnell Leash Free Dog Park (3.15 ac)
 - 36 Smith School Soccer Field (6.86 ac)
 - 37 Peach King Centre (13.95 ac)
 - 38 Oakes Road Dog Run (3.09 ac)
 - 39 Southward Park (85.97 ac)
 - 40 Oakes Road Park (3.09 ac)
 - 41 Murray Street Park (4.61 ac)
 - 42 Sherwood Hills (4.80 ac)
 - 43 Alway Community Centre (3.44 ac)
 - 44 Coronation Park (3.54 ac)
 - 45 Centennial Park (20.47 ac)
 - 46 Shane Armstrong Skate Park (1.25 ac)
 - 47 Nelles Beach Park (4.57 ac)
 - 48 Forty Creek Park / 1812 Peace Garden (15.69 ac)
 - 49 Forty Mile Creek Park / Field (4.58 ac)
 - 50 Casablanca Beach Park (4.11 ac)

- ### Town of Grimsby Departments & Facilities
- (A)** Peach King Centre
 - (B)** Grimsby Town Hall
 - (C)** Livingston Activity Centre
 - (D)** Grimsby Museum
 - (E)** Grimsby Lions Community Pool
 - (F)** Grimsby Public Art Gallery
 - (G)** Grimsby Public Library
 - (H)** Operations Centre
 - (I)** Grimsby Fire Department
 - (J)** Grimsby Tennis Club
 - (K)** Elizabeth Street Pumphouse
 - (L)** Elizabeth Street Pier
 - (M)** Southward Park Community Building
- ### Cultural Events & Facilities
- (1)** Nelles Manor Museum
 - (2)** Happening at the Forty
 - (3)** Farmer's Market & Santa Claus Parade
 - (4)** Grimsby Film Series & Wayzgoose
 - (5)** Culture Days
 - (6)** Art & You
 - (7)** Triathlon/Iron Girl
 - (8)** Annual Mutt Show
 - (9)** Raptorfest

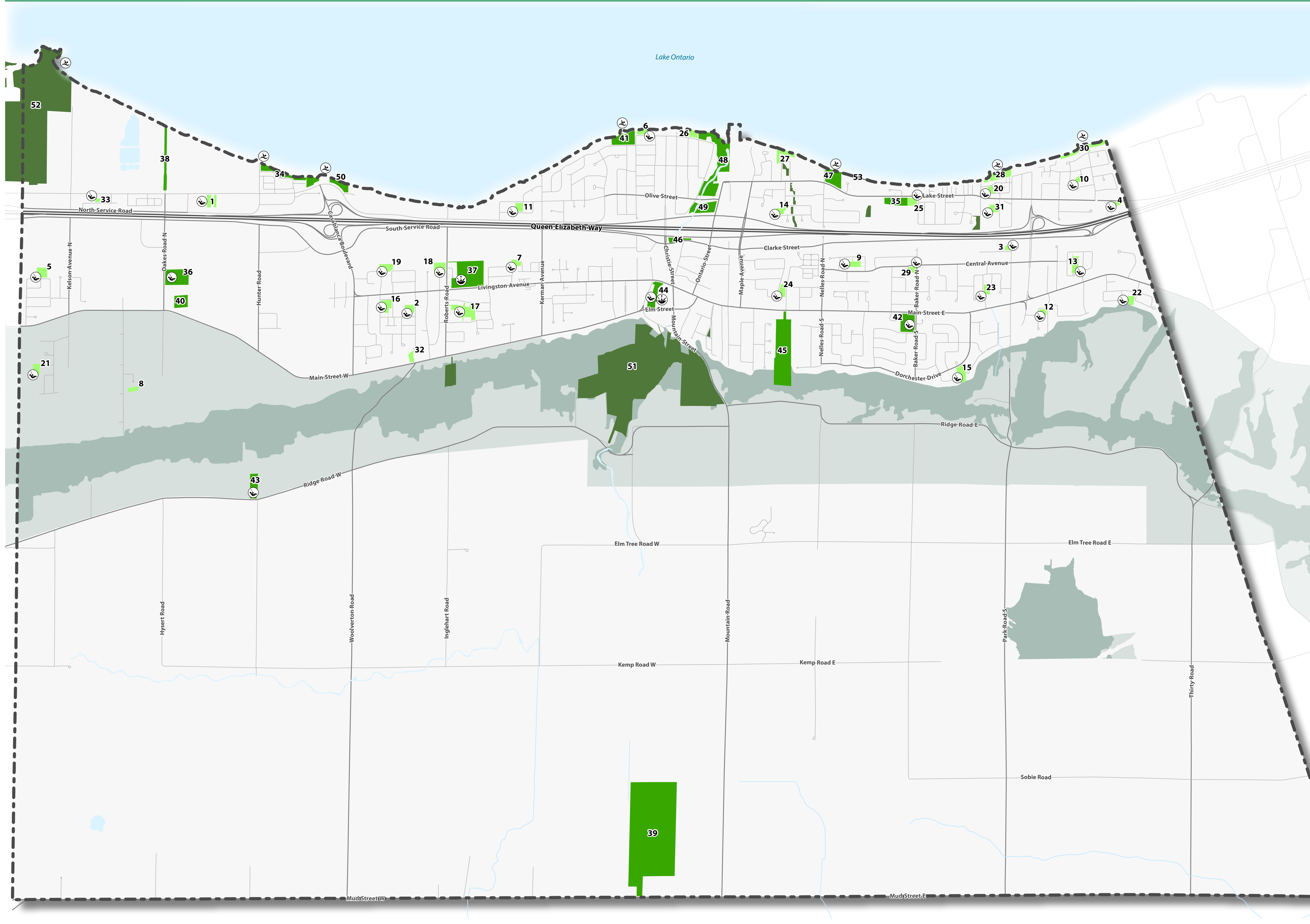
- ### Trail Network
- Potential QEW Pedestrian Crossings (Bike Lane/Walking Route)
 - Potential Trail Connections/ Escarpment Stairs
 - Proposed Bike Route
 - Existing Bike Route
 - Proposed Trail
 - Existing Trail
 - Unconfirmed Trail Connections

To Dofasco 2000 Trail Eastern Trail Head



Town of Grimsby Parks, Conservation Area, & Open Space Map

Figure 18



Legend

- Town Boundary
- Public Beaches
- Splash Pad
- Playground

Parks

Neighbourhood Parks

- 1 Bravo by the Lake Park (1.59 ac)
- 2 Chestnut Park (1.40 ac)
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- 4 Boundary Park (0.50 ac)
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Community Parks

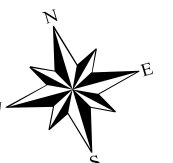
- 34 Place Polonoise Park (3.44 ac)
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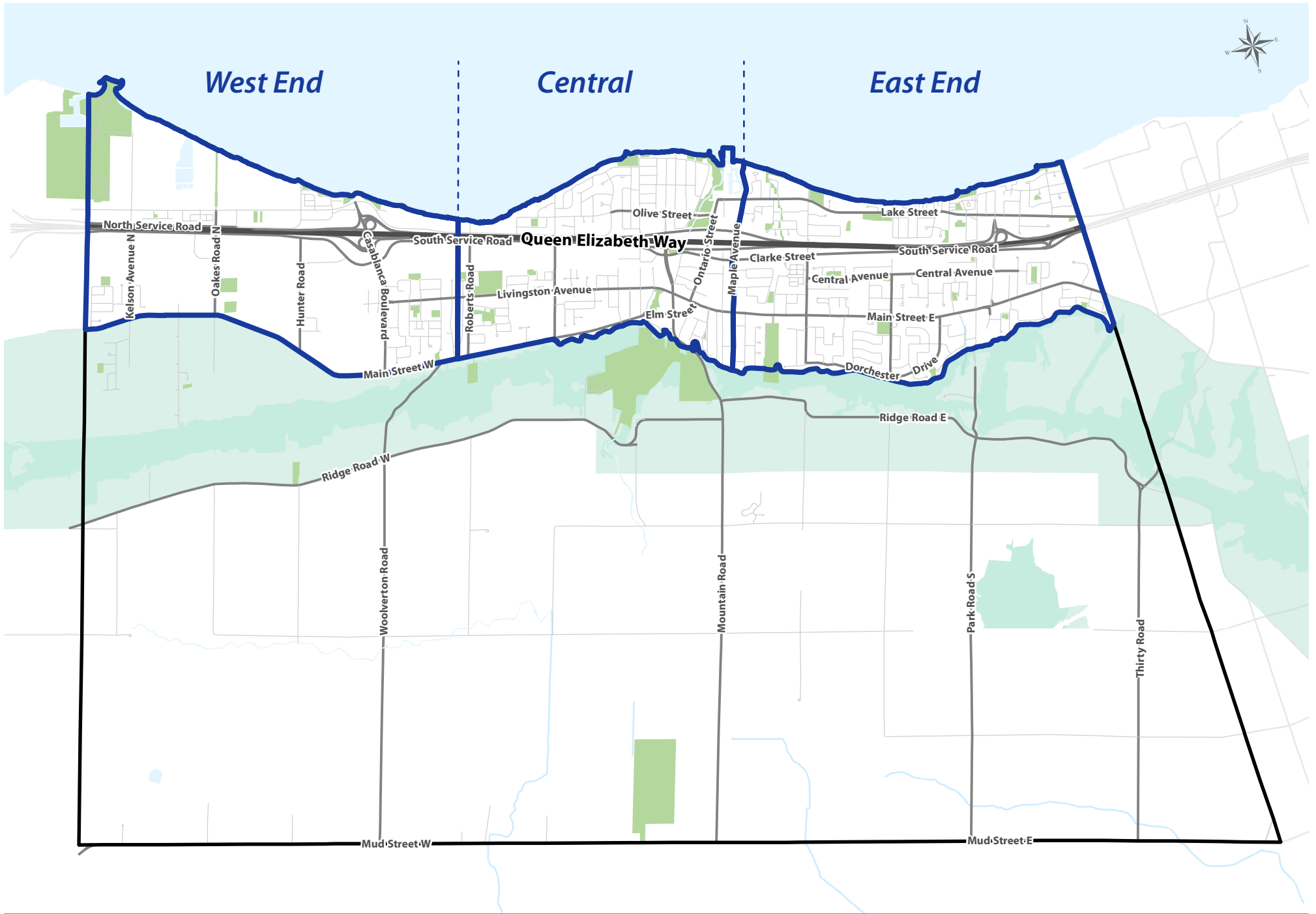
Conservation Areas, Woodlands, & Open Space

- 51 Beamer Falls (128.85 ac)
- 52 Fifty Point Conservation Area & Marina (163.89 ac)
- 53 Lake Street Park (0.20 ac)

Niagara Escarpment Natural Area

Niagara Escarpment Protection Area





Town Division Map
Grimsby Parkland

Figure 19



Central Grimsby has been defined from the identified easterly boundary of the West-end Waterfront Trails Master Plan to Maple Avenue, and extending north-south from the waterfront to the base of the Niagara Escarpment.

Last, the East-End has been delineated from Maple Avenue to the easterly flank of Grimsby, and extending north-south from the waterfront to the base of the Niagara Escarpment.

Table 6 below, provides insight into current parkland service level provided by the Town of Grimsby, and the distribution of parkland across Grimsby's three divisions. The greatest proportion of parkland is located in the West-End and both the East-End and Central Grimsby provide a similar total area of parkland. One of the reasons the West-End contains a greater proportion of the Town's parkland is because the Fifty Point Conservation Area is located within the West-End and comprises 66.3 hectares (163.89 acres) of land. However, if the Fifty Point Conservation Area is removed from the divisional calculation, the West-End of Grimsby ends up having the least proportion of parkland within the Town at 13.2 hectares (32.6 acres).

Table 6 – Grimsby's Current Parkland Service Level

Area by Type of Park		
Type	Total Area	Average Size
Neighbourhood Parks	19.9 ha (49.2 ac)	0.57 ha (1.40 ac)
Community Parks	75.5 ha (186.6 ac)	4.2 ha (10.37 ac)
<i>Subtotal</i>	<i>95.42 ha (235.8 ac)</i>	--
Conservation Areas		
Named	118.45 ha (292.7 ac)	--
Unnamed	1.90 ha (4.7 ac)	--
<i>Subtotal</i>	<i>120.35 ha (297.4 ac)</i>	--
Woodlands, & Open Space		
Named	0.08 ha (0.2 ac)	--
Unnamed	2.02 ha (5.0 ac)	--
<i>Subtotal</i>	<i>2.10 ha (5.2 ac)</i>	--
Total All Parks	217.9 ha (538.4 ac)	
Areas of Parkland by Town Division Map		
Location	Total Area	
West-End	79.5 ha (196.5 ac)	
Central	22.2 ha (54.9 ac)	
East-End	25.9 ha (64.1 ac)	
Escarpment	56.4 ha (139.1 ac)	
South Grimsby (South of Escarpment)	33.9 ha (83.8 ac)	
Total All Parks	217.9 ha (538.4 ac)	

Note: The areas specified for each of the regions on the Town Division Map do not include parkland on or south of the escarpment. This was done to demonstrate the concentration of parkland north of the escarpment which focuses on the urban area of the Town. Areas have been specified in the table above to demonstrate the remainder of parkland on and south of the escarpment. All areas shown above in grey include neighbourhood and community parks, conservation areas, and woodlands and open space.

The Town of Grimsby does not currently provide a parkland standard ratio directive in their Official Plan or By-law No. 94-1 19 (i.e. the ratio of parkland area to number of people). A review of best practices for other municipalities provides some insight with regard to recommended parkland ratios. Accordingly, the Town should consider adopting the following parkland standards presented below in **Table 7**:

Table 7 - Recommended Parkland Standards

Park Classification	Standard Provision	Preferred Size
Regional Parks	2.0 ha/1,000 people	Varies Depending on Features
Community Parks	1.5 ha/1,000 people	4.0 – 12.0 ha
Neighbourhood Parks	1.0 ha/1,000 people	0.5 – 2.8 ha
Parkettes/Village Squares/Urban Greens	0.5 ha/1,000 people	Available Space to a Max of 0.5 ha

7.5 What We Heard

The results of the Online Survey, completed by participants between April and June 2018, provides insight into resident perceptions on Town parkland and open space. When respondents were asked if they knew the location of the majority of Grimsby’s parks, 81% responded with a confirmation that they do, while 19% responded that they do not know the location of the majority of Grimsby’s parks. What is interesting here, is that participants in both live engagement sessions and the online public survey, expressed concerns about: not knowing the location or existence of Grimsby’s parks; a lack of signage; and, a lack of wayfinding mechanisms.

When residents were asked to rank outdoor parks and recreation facilities by their usage patterns, the majority respondents suggested trails were most used, followed by community parks, conservation areas and community parks located along the waterfront. Residents were also asked to select from a comprehensive list of parks, trails and facilities and highlight those that they frequent most.

It is evident in the results that the larger community and waterfront parks attract more visitors, are used more frequently, and therefore may act as a regional draw for other communities and visitors to Grimsby. Additionally, as noted in the Consultation Report, some parks such as Southward Community Park, although currently not identified as a “Regional Park”, have the capacity to be used and classified as Regional Park. Several respondents spoke to the ability of Southward Community Park’s sports fields, and their ability to host more than just soccer or football. Given the changing demographic, the Town should consider utilizing the sports fields at Southward Community Park in a flexible manner. Consideration should be given to uses that include, but are not limited to, Ultimate Frisbee (a.k.a. “Ultimate”), Lacrosse, Field Hockey, Cricket, etc.

Discussions with stakeholders, Town Staff, Department heads, Town Council, and the public provided further insight into the level of satisfaction with Grimsby’s Parks. Typically, respondents agreed that there are a sufficient numbers of parks, trails and open space in their neighbourhood and that the current maintenance of parks is very good. However, respondents also agreed that the Town should do more to

protect natural areas and that offering diverse and more specialized parks is a good investment for Grimsby.

When respondents of the online survey were asked to rate the quality and maintenance of facilities neighbourhood parks and community parks were among the top-rated. However, there is also evidence of contradiction in the responses, as neighbourhood parks and community parks were also among the worst rated in terms of quality and maintenance. When asked to elaborate, many respondents indicated that waste management could be improved in key parks, such as Coronation Park, parks along the waterfront, and especially Forty Creek Park and the Forty Creek Side Trail section within the park. Additionally, participants in live engagement sessions provided insight as to specific parks that require attention with regard to general maintenance. These responses have been recorded and discussed in detail in the separate Consultation Report and the supplementary Town of Grimsby Parks, Recreation and Culture Master Plan Existing Park Inventory and Assessment (**Appendix B**).

Moreover, participants, as part of the online survey, were asked to identify areas of improvement. Among the top 10 responses, grass cutting within parks, safety of parks and trails, seasonal and winter maintenance, improved trail signage and connections, improved urban ecology (i.e. trees and landscaping), and improved waste management, were identified as priorities.

Access to the waterfront, additions and enhancements to the Town's trails system, additional waterfront boardwalks, more open spaces, and more picnic areas were all identified as features most needed in Grimsby. The consultation revealed a common theme among the Grimsby community – **residents and visitors of Grimsby want more and better public access to the waterfront**. Moreover, it was found that residents and visitors want access to the waterfront using parks and a connected trail network and/or the installation of boardwalks.

Generally, community engagement identified common themes for improvement with regard to Grimsby's parks and open space. These common themes included:

- **better waterfront access;**
- **installation of a waterfront boardwalk;**
- **improved wayfinding and signage;**
- **improved safety and lighting;** and,
- **seasonal maintenance.**

Additionally, participants commented that beach access and beach awareness should be improved upon. Many mentioned that the available beaches in Grimsby are comparable to other large beaches in Ontario that draw significantly large amounts of tourists each summer.

7.6 Best Practices

Section 3.8.11 of the Town's OP provides design policies for parks and open space. However, best practices suggest that park design standards are most comprehensively considered through the implementation of independent design guidelines; either, through the creation of Urban Design Guidelines or through the provision of a Parks Design Standards Manual. Proper parkland development takes time and research, and often, the outcome is a result of analytical study and available funding. Efficiently using park funding to provide the best parkland for a given neighbour or community, is a skill that stems from experience in design and knowledge surrounding best practices.

Based on the inventory of Grimsby's parks and trails system and the feedback received through the public consultation, the following is an overview of best practices to consider integrating into the design of the Town's parks. A complete inventory and recommendations for Grimsby's Parks is included in **Appendix B** of this report. These recommendations will help the PRC Department prioritize updates to parks over the next 10 years.

Safety Standards

- Playgrounds should maintain safety standards that comply with the Canadian Standards Association's (CSA) latest codes and standards for children's playspaces and equipment (currently CAN/CSA-Z614-14), and O. Reg. 137/15: GENERAL under the Child Care and Early Years Act, 2014, S.O. 2014, c. 11, Sched. 1, where applicable (e.g. Section 27 - Play materials, equipment and furnishings).
- Playgrounds built in 2015 or later should have safety surfacing that complies with standard safety regulations and therefore does not need to be changed but will require maintenance.
 - Upgrade safety surfacing to either rubber or Engineered Wood Fiber (EWF) playground chips for safety surfacing in order to comply with current safety and accessibility standards.
- Ensure that at least one PRC Staff member is trained as a Certified Playground Inspector through the Canadian Parks and Recreation Association (CPRA) and the Canadian Playground Safety Institute (CPSI) so that they may conduct hands-on inspections/audits of Town-owned playspaces.

Accessibility

- Many of Grimsby's parks are lacking pathways, concrete pads, and accessible equipment that are needed to bring the parks up to current AODA standards.
 - Add pathways to park elements from points of entry in order to provide access to those with mobility limitations.
 - Add concrete pads to the base of site furnishings such as bike racks, tables, and benches in order to increase accessibility.
 - When replacing site furnishings upgrade to accessible furniture and equipment whenever feasible.

Playgrounds

- The large majority of the playgrounds in Grimsby's parks are strongly focused on traditional play elements such as swings, slides, and towers.
 - Consider installing more natural playground, adventure play elements, or adult play structures in order to provide interesting places to place for a large variety of interests.
 - Consider implementing a combination of equipment types and styles to engage various ages and abilities.
- Most of Grimsby's parks are relatively flat with simple land works.
 - Consider installing more berms and swales where applicable, to provide a variety of vantage points, provide barriers to undesired views and noise, and multiple spaces within a small area for an increase sense of refuge and imaginative play opportunities by the users while still providing necessary sightlines for supervision.

Adult Elements

- The programming for the majority of Grimsby's parks revolves around children and not many adult-oriented elements are provided.
 - Where demographics are appropriate, consider adding park elements made for an older user group, such as chess board tables or Outdoor Fitness Equipment (OFE), which can help bring exercise and healthy living to a community. Site these elements appropriately to avoid unnecessary interference with the activities of children and potentially combine so caregivers and parents can supervise while also engaging in use of equipment.

Microclimate and User Comfort

- Many of Grimsby's existing parks could use improvement in factors affecting microclimate and human comfort. Careful planning and design could potentially lead to increased and prolonged use of facilities due to comfortable conditions.
- Elements affecting comfort include shade, wind, hydration, materials and aesthetic cohesion, park and trail cohesion, as well as signage and wayfinding. These are discussed further below.
- Park and trail benches should be more prevalent throughout parks and along key points on trails.

Shade

- Many parks lack shading on playground structures and adult seating areas which could potentially decrease park use due to uncomfortable conditions for users.
 - Increase the amount of shade available for park users; especially in areas frequently used during peak sunlight hours and hardscape areas that can affect the urban heat island.
 - Both playgrounds and supervisor or passive seating areas should be provided with shade using either trees, shade structures, or sun sails wherever possible.

Wind

- Some parks that are exposed to conditions often producing high winds and could potentially benefit from increased vegetation or strategically placed playgrounds, gathering and rest areas in order to increase human comfort in these areas. Additionally, wind could be strategically reduced in areas that could affect snow accumulation and blowing in order to reduce hazardous conditions and snow removal maintenance both within and adjacent to parklands.

- Whenever possible, consider implementing coniferous windbreaks, custom fencing, or other means of reducing wind to the north and west of playgrounds, rest areas, gathering areas, parking lots, and pathways.
- Strategic placement of windbreaks can also be used to reduce snow accumulation and blowing in areas where this issue has been identified during winter months.

Hydration

- Parks should be connected via an extensive trail network which encourages active transportation and/or provides facilities for activities such as sports. However, all of these activities can result in dehydration of users if water is not available.
 - Consider installing public drinking fountains and/or water bottle fill stations in parks where moderate to high levels of activity often occur, as well as along well-used trail routes.
 - Provide signage for these facilities from nearby trails, informing users of their availability and location.

Materials & Aesthetic Cohesion

- Certain areas and elements of Grimsby's parks require upgrades and various replacements. These are listed in Appendix B.
- It is recommended that the Town develop an overall plan for materials, colours, and furnishings through the development of Urban Design Guidelines/Standards which might help guide the design of future parks, and increase the legibility of the landscape for users (especially those less familiar with the area). Having consistency of materials and colours could provide a certain amount of branding for Grimsby parks as well as passively direct activity and provide a sense of place.

Park Cohesion and Trail Linkages

- Within a single park, materials, furnishings, and colours should be made consistent. This is especially important for well-used flagship parks such as Forty Creek Park and Nelles Beach Park.
 - When implementing additional elements into an existing park a plan should be in place to unify materials or hard surfaces, and possibly direct the flow of certain kinds of traffic.
 - Areas of gathering and nodes might be better suited to composition out of pavers or stamped concrete in order to show their different use and enhance the aesthetic of areas where many users spend time or gather.
 - Edger should always be used to maintain clean lines on pathways composed of materials that tend to move and require maintenance, such as pavers and stonedust.
- Similarities in colours and materials between parks can potentially increase the legibility of the sites by users due to having elements and materials that are associated with certain uses or areas. For example, all off-road trails that are not waterfront could be distinguished uniquely via material composition, colour, or painted line work.

Signage & Wayfinding

- Improve signage of trail entrances and destinations
 - Enhance trail entrances and provide way-finding signage of a consistent format for easy and quick reading by potential trail users.
 - Provide information about trail length and difficulty from one park to nearby parks.
 - Provide overall trail Master Plan mapping for ease of destination planning
 - Note water bottle filling stations and restroom locations

Tech-Enabled Parks

- Design new parks and enhance existing parks to work in conjunction with mobile technology.
 - Parks should be designed with enough open space to accommodate location-based augmented reality games such as Pokémon Go. With Pokémon Go, players use their mobile device's GPS capability to locate, capture, battle and train virtual creatures called Pokémon. Pokémon Go has been downloaded more than 500 million times and, according to an article by Recreation Management³⁴, 58% of players are between 18 – 24; a demographic often hard to capture. The Town can also play a part in encouraging the use of its parks for augmented reality games/apps. Examples on how this can be achieved can be found here: [Go! Tech-Enabled Parks - From Pokemon GO to Geocaching and Beyond](#).
 - Town PRC Staff can establish a network of hidden Geocaches within the parks and register them the [Ontario Geocaching Association](#) or on the [Geocaching®](#) app.
 - Additional tech-supportive park designs include the use of Quick Response codes (QR codes). Use of them in parks and along trails is an inexpensive way that parks can marry technology and nature. The codes can be placed on stickers and affixed to trees, posts, geologic features, kiosks or added to visitor brochures, printed maps or signs. Parks and refuges often place them at trailheads, where visitors can use their phones to link to online maps and trail guides, historical and nature information, video and audio clips.
 - Everyday there are new mobile apps entering the market. The Town should encourage members of its community to utilize apps which may help get people outside and using parks and trails. Some examples of mobile applications that get people outside are:
 - [AllTrails](#): provides the largest collection of hand-curated trail guides, so you can explore the outdoors with confidence.
 - [Topo Maps Canada](#): allows users to download maps for areas of interest to view them later without the requirement for Internet access or you don't want to use cellular data.
 - [TreeBook](#), [PlantSnap](#), and [Leafsnap](#): help users to identify trees, shrubs, perennials, ferns, vines and grasses.
 - [Chirp! Bird Songs Canada+](#), National Geographic Birds: feature information on hundreds of bird species, along with bird call recordings, drawings, maps and photos.

Innovation

- Incorporate hi-tech solutions for maintaining the Town's parks. One option for this could be through the use of new automation technology such as robotic lawn mowers. The City of Edinburgh, Scotland is one of seven cities worldwide that have



³⁴ Go! Tech-Enabled Parks: <http://recmanagement.com>

[tested robotic lawnmowers](#) to help with their park and amenity management. These robotic lawnmowers are operated remotely to cut grass as part of an international pilot project by the Swedish manufacturer of outdoor power products, Husqvarna Group, in collaboration with data science community, Quantified Planet. The benefits of these robotic mowers include: increased efficiencies, allowing staff to concentrate on horticultural activities elsewhere; [improved safety](#) on steep grass verges; and a contribution towards good environmental stewardship thanks to their battery operation.

The [Husqvarna robotic mowers](#) are operated using a smart phone app, are pin-protected and are fitted with alarms and technology to disable them should they be moved without authorization. To ensure public safety, sensors detect any nearby objects, including people and animals, causing machines to turn away. Top of the range models, such as the [Husqvarna Automower® 450X-LINE](#) start from \$5,499.00 CAD.

Creating inspiring play spaces that will please, excite, challenge and satisfy children requires knowledge of play, technical skill, an understanding of children and, above all, imagination. The 10 principles for designing successful play spaces are as follows.

1. are 'unique'
2. are well located
3. make use of natural elements
4. provide a wide range of play experiences
5. are accessible to all children of all abilities
6. meet community needs
7. allow children of different ages to play together
8. build in opportunities to experience risk and challenge
9. are sustainable and appropriately maintained
10. allow for change and evolution.

7.7 Recommendations

Based on the forgoing discussion on Grimsby's parks and trails system, the following recommendations have been included in the PRC Master Plan Implementation Strategy.

16. **Consider undertaking a feasibility study to promote the use of unused and underutilized spaces** by community groups including those involved in the arts and cultural community. Establish and maintain an inventory of available spaces throughout the Town where PRC activities can occur.
17. **Create park and facility guidelines that exceed AODA standards and implement inclusive design standards.** Develop an accessible park that creates opportunities for all abilities and levels of enjoyment.
18. Based on the Parks Inventory and Recommendations included in **Appendix B, develop a strategy and establish a regular maintenance schedule/work plan to guide park/facility improvements** as recommended over next 10 years. Improving accessibility should be a primary

goal. Regularly **audit existing equipment and facilities** and ensure fair and equal access to all facilities.

Ensure that at least **one PRC Staff member is trained as a Certified Playground Inspector** through the Canadian Parks and Recreation Association (CPRA) and the Canadian Playground Safety Institute (CPSI) so that they may conduct hands-on inspections/audits of Town-owned playspaces.

19. **Install wayfinding/entrance signs throughout the Town at key focal points, at entrances to all parks and along trails.** These signs can help with wayfinding and promotion of trails/parks (e.g. [Legible London](#)).
20. Should the property be deemed surplus by the School Board, the Town should acquire all or part of the Grimsby Secondary School (GSS) property into a community hub facility (e.g. multi-functional arts and cultural centre, performing arts theatre, green space, etc.). At a minimum, **the green space surrounding the GSS should be acquired for additional parkland/open space** if the property becomes surplus.
21. **Retain a Shoreline Engineer** to review and recommend remedial measures to mitigate against existing/on-going erosion impacts along the waterfront cliffs where applicable along parks and planned/existing trails.
22. The PRC Department, in cooperation with other Town departments, should continuously look for opportunities to **protect and secure parkland or other open spaces areas** that have the potential to provide outdoor recreational program opportunities (both passive and active) (E.g. Trails, parks, cultural event spaces, nature programming, family activities, etc.). Emphasis should be placed on areas of the Town where there are identified gaps in available parkland and open space areas as well as waterfront access and connectivity. The PRC Department should work in **partnership with the Planning Department** in any opportunity for the acquisition of parkland along Grimsby's waterfront that creates opportunities for resident and visitor experience with the lake and its many amenities, beaches, trails, parks and water.
23. **Revise the Downtown Grimsby Design Guidelines to create a modern set of Urban Design Guidelines** which would include park design standards. Niagara on the Lake's Village of St. Davids Urban Design Guidelines, North Oakville's Urban Design and Open Space Guidelines, or Waterloo's Northdale Urban Design and Built Form Guidelines are a good examples to review. For specific recommendations, please see the best practices in Section 7.6 of this report. Through development of new spaces, **the Urban Design Guidelines (Park Standards) should be incorporated** to ensure consistent use of building materials, colours, etc. Park design standards should include policies to promote/incorporate environmental stewardship (e.g. installation of green infrastructure, maintenance standards, Low-Impact Development (LID) energy conservation, renewable energy, etc.)
24. Update the Town's Official Plan policies to **make public design charrettes a mandatory step in the design of new parks.** Involving the public is crucial in every park design, as charrettes can provide creative bursts of energy that helps build momentum for a project and sets it on a course to meet project goals. Charrettes give the community a chance to have a conversation that will

impact how their community is being shaped. Allowing for public input on a park-by-park basis would help bring an understanding, at a very local level, to the features a park should include for their surrounding area (e.g. playsets vs gardens, or fountains vs. night lighting).

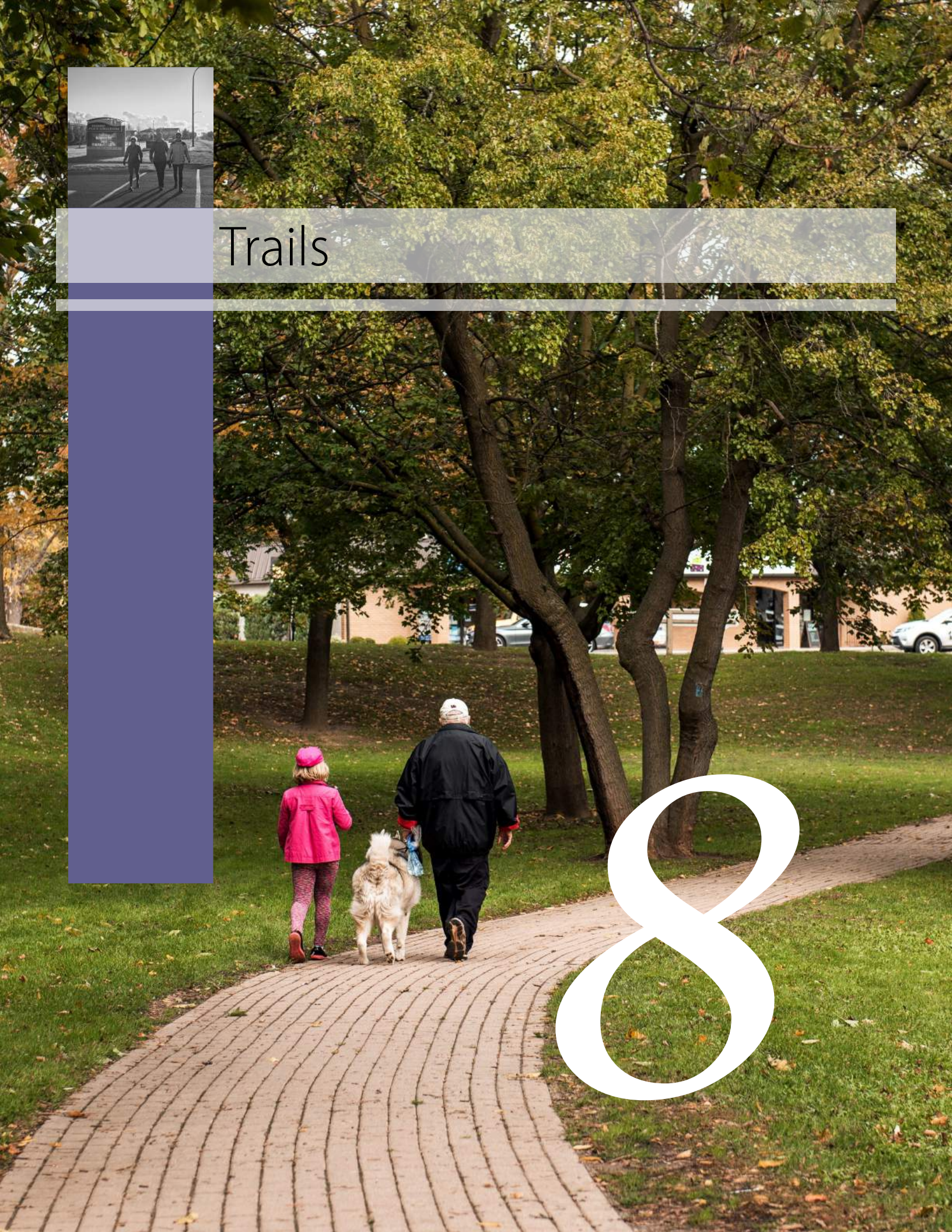
25. **The Town should continue to explore opportunities to acquire/develop parkland within the Olive Street Area, the Grimsby Secondary School Area, and the Rosslyn-Robinson Area** to fill parkland gaps as identified on **Figure 17**.
26. **Update the Town's Parkland Dedication By-law** for consistency with the Planning Act (i.e. payment in lieu, to the value of the land otherwise required to be conveyed).
27. The Planning Department should consider conditions/process for plan of subdivision to allow for front-end construction of parks to **encourage the early development/provision of parks and trails** in the development of new communities.
28. **Revise the Town's Development Charges By-law** at the next By-law Update to include the study and facility recommendations from this Master Plan.
29. The Official Plan should be updated to include a policy that requires **consultation with local school boards and public bodies** when there are changes to parkland requirements and/or changes to the parks plan (as per the Planning Act). Town Staff to follow-up with school boards upon completion of PRC Master Plan process.
30. The Town should **revise Section 3.8 (Parks and Open Space) of the Official Plan** as few parks meet the current parkland standards (particularly in terms of the size standards). This provision can be monitored through the development of future parks, and assessed for update at the next Official Plan Review.
31. **Parkland should be required instead of cash-in-lieu as much as possible** as part of any applicable development application. When **utilizing cash-in-lieu funds, preference should be given to spending it on park and facility upgrades** and creating trail linkages within the subject lands' planning area. Parkland dedication policies should be monitored and reviewed every 2 years.
32. The Official Plan should be updated to state that **only** under special circumstances, **the Town should accept woodlots and other natural areas both as a measure of protection of the natural amenity and for the potential use as a passive recreational and educational feature.**
33. **Consider adopting a parkland standard ratio for parkland to people.** The ratio suggested is identified above in **Table 6** of this report.
34. **Host or enable environmental events** such as tree planting partnerships, park/trail clean ups, neighbourhood garden projects.
35. Continuously explore opportunities to **utilize hi-tech solutions for maintaining the Town's parks.** Automated grass cutting technology now exists from niche manufacturers in the form of robotic lawnmowers. The Town could consider a trial of robotic lawnmowers in select parks. Automated robotic lawnmowers can: increase efficiencies by allowing staff to concentrate on

horticultural activities elsewhere; improve safety on steep grass verges; and contribute to environmental stewardship thanks to their use of battery operation.

36. Whenever possible, **direct additional new parkland to the West-end of Grimsby** (as denoted in the Division Map – Figure 19). The Town should continuously explore opportunities to acquire surplus properties, underutilized or abandoned land, or enter into land-swap agreements to acquire and/or assemble additional parkland in the West-end of the Town. A land swap is one tool that empowers a municipality to trade a municipally owned site with a privately owned site or vice versa.



Trails



8.0 TRAILS

Grimsby's trail system was indicated by survey respondents as both one of the most important PRC assets and one of the most desired areas for improvements/additions. Trails play a key role in Grimsby's overall Parks and Recreation system as they provide connections between amenities such as parks, recreational facilities, arts and culture destinations, downtown food, entertainment and shops, active transportation routes throughout the Town, and connections to nature.

Grimsby's trails system is maintained by the PRC Department under the direction of the Parks and Facilities Manager. There are several existing trails throughout Grimsby both paved, and naturalized.

This section is not intended to be a comprehensive Trails Master Plan; however, this chapter addresses some high level observations made through site visits and based on consultation with residents and stakeholders.



8.1 Importance of Trails

There are a number of benefits for communities that can be realized through trails and trail-related activities. Trails support active living and facilitate social benefits by connecting neighbourhoods and outlying community's together. Trails also support broader environmental objectives through the protection of greenspace corridors while providing spaces to educate resident's about local habitat and environmental stewardship.

Trails are an equalizer as they are accessible to all income levels, age groups and cultures, and with appropriate design, can be made physically accessible to a wide range of skills and abilities. With the growing interest in passive, spontaneous outdoor recreation, trails provide opportunities for unstructured recreation that can be enjoyed in solitude, by families or as groups. Trails also have economic benefits as they can promote a high quality of life for communities and make it a desirable place to live. A connected trail network can provide access to restaurants, shopping and lodging, thus meeting broader economic development objectives. Certain communities around the world even thrive on the existence of a comprehensive trail network through their use as commuter conduits.

In Japan, going for a therapeutic walk in the woods is known as **“shinrin-yoku” (a.k.a. forest bathing)**, which is simply walking and/or staying in forests in order to promote health by taking in the ‘atmosphere of the forest’, and is a form of relaxation in Japan³⁵. In another study, it was found that healthy participants who participated in a 90-min walk in a natural setting, showed decreased negativity in their moods and improved mental well-being. They also found that **accessible natural areas within urban contexts** may be a critical resource for mental health in a rapidly urbanizing world³⁶.

In considering options for future trail networks, it is important to understand that not all trail types are equal in their benefits to a community. Paved multi-use trails contribute to the network of accessible, user-friendly connections to focal points within a community, whereas unpaved hiking trails contribute to the access to nature and enhanced health benefits (i.e. forest environments). According to a study³⁷, which assessed the biomechanics and energetics of walking on uneven terrain, it was found that walking/hiking on uneven terrain is superior to walking on flat surfaces when it comes to fitness. In fact, people burn 28% more energy when hiking on uneven terrain compared with walking on flat surfaces.

The Town of Grimsby Official Plan provides policies that guide the future development of trails. Section 3.8 (Parks and Open Space) states a key objective of the Plan is *to: provide an integrated system of trails for pedestrian and bicycle use; and, to link with the Niagara Escarpment park system, the Bruce Trail and the Waterfront Trail*. Section 3.8.4 (e) (Bike Routes and Trails) provides additional guidance pertaining to the development of trails over the longer term. Specifically, this section identifies bike routes and trails as being crucial components of an integrated Parks and Open Space System. Design of new bike routes and trails in Grimsby must accommodate all forms of recreation such as hiking, jogging and cross-country skiing, and should attempt to follow natural linear features and serve as connections, where possible, to

³⁵ Morita, Fukuda, Nagano, Hamajima, Yamamoto, Iwai, . . . Shirakawa. (2007). Psychological effects of forest environments on healthy adults: Shinrin-yoku (forest-air bathing, walking) as a possible method of stress reduction. *Public Health*, 121(1), 54-63.

³⁶ Bratman, G., Hamilton, J., Hahn, K., Daily, G., & Gross, J. (2015). Nature experience reduces rumination and subgenual prefrontal cortex activation. *Proceedings of the National Academy of Sciences of the United States*, 112(28), 8567-72.

³⁷ Voloshina, Alexandra S., Kuo, Arthur D., Daley, Monica A., & Ferris, Daniel P. (2013). Biomechanics and energetics of walking on uneven terrain.(Report)(Author abstract). *Journal of Experimental Biology*, 216(21), 3963-70.

other components of the Parks and Open Space System. All bike routes and trails are directed to be designed such that a range of users and abilities can use them. Regional connectedness is highlighted due to the proximity to regional trails such as the Bruce Trail and Great Lakes Waterfront Trail.

The Official Plan also provides design policies for parks and open space implemented through Section 3.8.11.4 which speak to minimizing environmental impacts, trail widths, trails slopes, types of materials, drainage, signage, trail amenities, proximity to sensitive natural features, and bicycle parking.

8.2 Grimsby's Trail System

At the time of this Master Plan, there are five (5) main trails throughout the Town of Grimsby. The availability and diversity of trails give the Town's residents access to passive recreation (walking/running/biking). However, improvement and/or additions to trails throughout the Town could contribute to making the Town of Grimsby a destination in terms of passive recreation through examples such as hiking, biking, or walking. The five main existing trails are described below and are illustrated in the Town of Grimsby Trails Map (**Figure 20**).

8.2.1 Bruce Trail

The Bruce Trail runs through Beamer Valley and over the Forty Mile Creek before heading to the top of the escarpment where it has four lookouts offering an excellent view of Lake Ontario and the Town of Grimsby. Access to the Bruce Trail is gained in a few locations throughout the Town. The most popular access point to the Bruce Trail is through the Beamer Memorial Conservation Area. This is also the location of the annual spring hawk migration over the Niagara Peninsula. Reference the Grimsby Trails Map in **Figure 20** for an illustrated detail. It should be noted that the Bruce Trail is maintained and operated by the Bruce Trail Conservancy³⁸.

8.2.2 Forty Mile Creek Side Trail

The Forty Creek Side Trail (FCST) is one of Grimsby's most important trails, as it provides a connection to the Niagara Escarpment, Bruce Trail, and the Waterfront Trail and provides a walk through downtown Grimsby. With short detours off the trail, the Forty Creek Side Trail also leads users to the Grimsby Library, Art Gallery, Museum, and Coronation Park. Originally considered a side trail off of the Bruce Trail, the FCST's most common access point is at the waterfront of Lake Ontario via Forty Creek Park /1812 Peace Garden. The other end of the trail is accessed through the Beamer Memorial Conservation Area and Niagara escarpment. It should be noted that the Forty Mile Creek Side trail is not entirely accessible or consistent throughout its length. Several sections of this trail utilize on-road connections, and signage between trail sections is not consistent. In March 2013, representatives of Grimsby Active Transportation (a dissolved group as of 2017) prepared a document proposing improvements to the 40 Mile Creek Trail. Their proposal included a detailed description of the trail design and materials, as well as a thorough cost-benefit analysis.

The intent of the improvement proposal was threefold: 1) to preserve the natural beauty surrounding the trail; 2) provide safer routes for the public and promote usage by local residents and tourists; and 3) enhance the trails so as to enable it to act as a centre point for tourism and local events throughout Town.

³⁸ The [Bruce Trail Conservancy](#) (BTC) is a charitable organization committed to preserving a ribbon of wilderness, for everyone, forever. The BTC is responsible for the stewardship of the Bruce Trail, and maintains various natural properties in cooperation with landowners and conservation groups along the Niagara Escarpment corridor.

The plan proposed a four-phased approach to improvements which included: enhancing the trail's accessibility; adding safety features (such as hand rails where applicable); trail leveling strategies; wheelchair accessible concrete ramps; and, design guides.

Improvements to the Forty Mile Creek Side trail should follow the recommendations and work plan as proposed in the 2013 Proposal for Improvements to the 40 Mile Creek Trail submitted by Grimsby Active Transportation and its representatives.

Reference the Grimsby Trails Map in **Figure 20** for an illustrated detail.

8.2.3 Waterfront Trail

The waterfront trail in Grimsby is an important trail for the Town, as the existing waterfront trail routes and potential waterfront trail improvements are prioritized in the Town's Official Plan. The waterfront trail runs east and west across the Town of Grimsby with the majority of it running along Lake Ontario with several sections leapfrogging around private properties utilizing on-road connections. The trail represents a portion of the larger Great Lakes Waterfront Trail, which stretches over 3000km and connects 140 communities and First Nations along the Canadian shores of the Great Lakes region. The Great Lakes Waterfront Trail (GLWT) is regarded as the first step towards a regenerated waterfront, and has served as a catalyst for improvements in many of the communities it joins. The GLWT was and is a signature project of the Waterfront Regeneration Trust³⁹.

The GLWT consists of both on-road and off-road facilities. About 30% of the Trail is off-road along Lake Ontario and the St. Lawrence River, about 14% is off-road on the Lake Erie, Detroit River and Lake St Clair section, and roughly 4% is off-road along the North Channel between Sault Ste. Marie and Sudbury. The route is primarily paved, with sections of unpaved path and gravel roads.

Priority for improvements to Grimsby's trail network should continue to be given to the multi-use waterfront trail. The full set of recommendations regarding trails can be found below.

Reference the Grimsby Trails Map in **Figure 20** for an illustrated detail.

8.2.4 Southward Community Park Fitness Trail

Southward Community Park is one of the newest advancements in the Town's inventory of parks and recreation facilities. In 2014, the Southward Community Park/Grimsby Recreation and Sport Park Master Plan was released which delineates areas of the large 35.2-hectare property for recreation purposes. Among this delineation is the dedication of over 2.5 kilometres of stone screening (gravel) trail that loops and winds through the entirety of Southward Community Park. A 2 kilometre section of the fitness trail runs around the perimeter of the park, with a section of passing through a forested area.

Reference the Grimsby Trails Map in **Figure 20** for an illustrated detail.

³⁹ For over two decades, the [Waterfront Regeneration Trust](#) has assisted communities along the shores of the Great Lakes and the St. Lawrence River revitalize their waterfronts by connecting them with a trail now enjoyed by bikers, hikers, and joggers of all ages.

8.2.5 Beamer Memorial Conservation Area Trails

Renowned as one of the best vantage points in the Niagara Peninsula to observe the annual spring hawk migration, and part of the internationally designated Niagara Escarpment Biosphere Reserve, Beamer Memorial Conservation Area offers one of Niagara's most breathtaking and panoramic views of the Niagara Escarpment and Lake Ontario and access to the Bruce Trail.

There are two trails that run throughout the Beamer Memorial Conservation Area: 1) the 225-metre-long Hawk Watch Road Loop; and 2) the 710-metre-long Lookout Trail. These trails provide great spaces for hikers or birders looking to watch a variety of birds of prey (such as bald eagles, sharp-shinned and red tailed hawks and vultures). The Lookout Trail is wheelchair accessible and both trails provide bench seating along their lengths.

Reference the Grimsby Trails Map in **Figure 20** for an illustrated detail.

8.2.6 Casablanca Beach Park Waterfront Trail

The Casablanca Beach Park Waterfront Trail (CBPWT) is one of Grimsby's newest trails. The CBPWT is considered by many residents as part of the Waterfront Trail; however, this trail is unique in its own right. The trail consists of asphalted sections along the shores of Lake Ontario in the west end of town and begins at Casablanca Beach Park (off of North Service Road) which is one of Grimsby's newest parks. The park and trail are still under some construction. The trail provides access to the waterfront and is a perfect place to go for a stroll or enjoy a picnic while taking in the lakeside. Parking for the park and trail is available off of North Service Road, with additional parking planned for the future. This linear trail extends along the waterfront and provides access to two (2) beach areas and a small park pavilion. Additionally, there are several benches and interpretive plaques scattered along the length of the CBPWT. The CBPWT currently represents a small portion of a much longer trail system (adjoining the Waterfront Trail) that will eventually link one end of town to the other, winding through the former Place Polonaise property, which is under development.

8.2.7 Access to Regional Trails

Grimsby is also situated just east of the Dofasco 2000 Trail. This regional trail is an 11.5 kilometre-long multi-use trail in the Hamilton/Stoney Creek area running east and west along the Niagara Escarpment. The trail links the Devil's Punch Bowl Conservation Area, 87-Acres Park, the Bruce Trail and the Battlefield House Museum and Park. It passes through the rural countryside of Stoney Creek, with a boardwalk section through the Vinemount South Swamp. The Vinemount South Swamp is part of the Vinemount Wetland swamp forest, which is the biggest natural forest area south of the Escarpment in the Hamilton area.

Currently the trail has an on-road section on Ridge Road from Fifth Road East to Eighth Road East. Eventually this will be replaced with a boardwalk section which will be built through the Vinemount South Swamp. The trail will eventually continue on road to link with the Ontario Waterfront Trail and the Fifty Point Conservation Area in Grimsby. The Dofasco 2000 Trail is managed by the Hamilton Conservation Authority and was built in partnership with the Hamilton Conservation Foundation, Dofasco Inc., the Millennium Bureau of Canada and the City of Hamilton.

Future trail connections and trail networks within the Town of Grimsby should consider connections to the Dofasco2000 trail in their design and alignment. Reference the Grimsby Trails Map in **Figure 20** for an illustrated detail.

8.3 What We heard

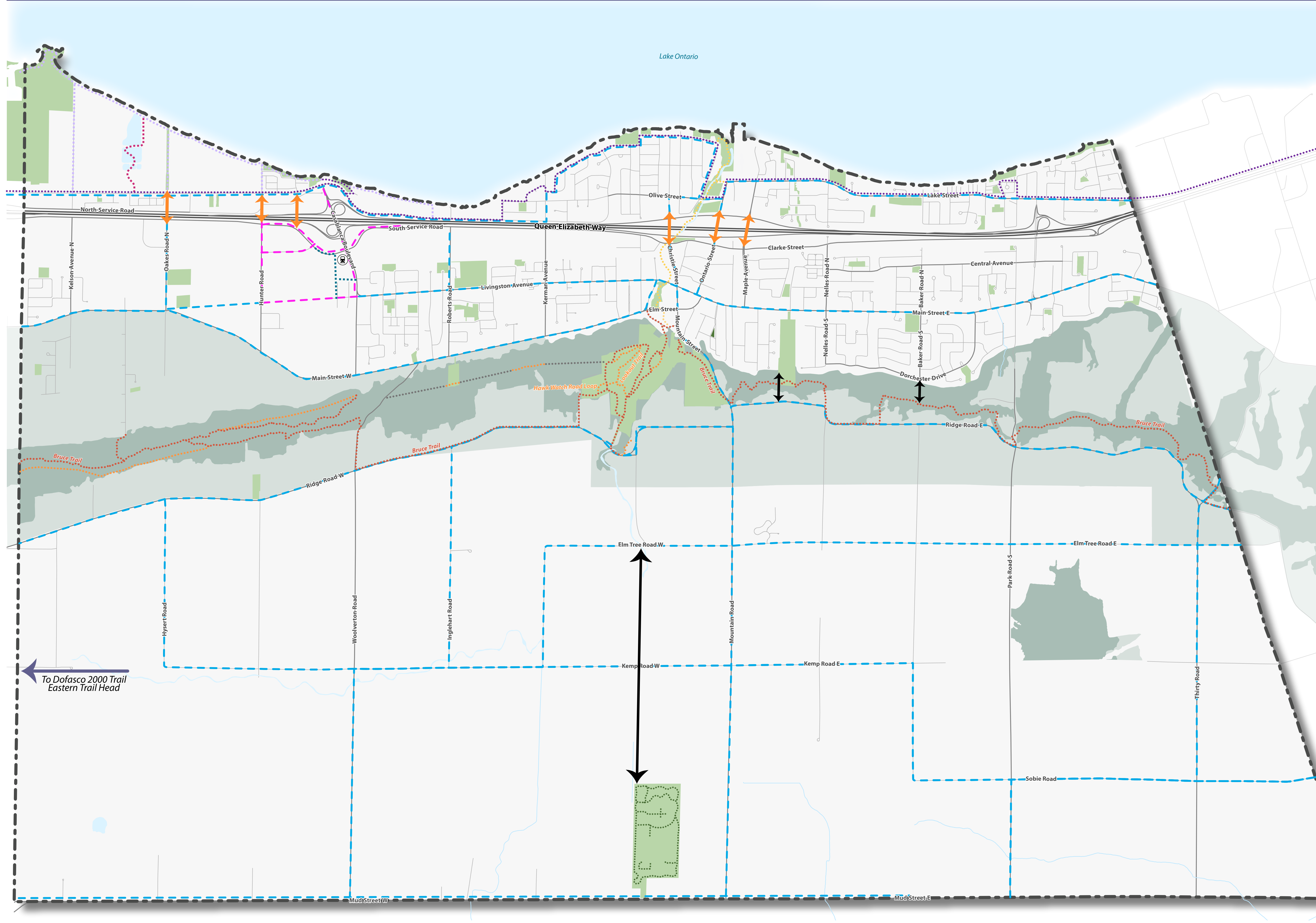
As previously discussed, trails were highlighted by many stakeholders as among the most important recreational asset for Grimsby. 66% of survey respondents indicated they use trails once a week or more. A review of the existing trails system was undertaken as part of the PRC Master Plan. An inventory has been included on the Grimsby Trails Map (**Figure 20**). This map illustrates the trail network throughout the Town and includes both planned and existing trails.

Stakeholders indicated there is strong demand for year-round trail usage. Most participants indicated they feel this would increase physical activity year-round and create safer routes to schools, and recreational and cultural facilities. In addition to the demand for trails, stakeholders also emphasized the desire for safer bike lanes and routes throughout Grimsby. It was highlighted that Grimsby should be a hub for both passive and active transportation.

Specific focus was given to the multi-use waterfront trail throughout the Town. Both PRC Department Staff and the public indicated they would like to see more waterfront access, a trail system along the entirety of the waterfront, year-round waterfront trail access (i.e. snow removal along the trail), and the installation of LED lighting along the waterfront trail.

Another common point of feedback from the community was that signage and wayfinding could be improved upon. Some respondents cited examples such as Toronto's wayfinding strategy or London, England's "[Legible London](#)", as examples of good signage and wayfinding that may be applicable to the Town of Grimsby. Specifically, respondents indicated they wanted to know where in the Town they were, (especially when at key focal points), and how far and in which direction they needed to go to get to another focal point within the Town (e.g. waterfront to the downtown, or the Museum to the Escarpment, etc.).

Figure 20 - Town of Grimsby Trails Map



Legend

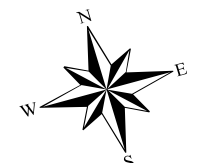
- Town Boundary
- Ⓜ Proposed GO Station
- Parks, Conservation Areas, and Open Space
- Niagara Escarpment Natural Area
- Niagara Escarpment Protection Area

Trail Network

- ↔ Potential QEW Pedestrian Crossings (Bike Lane/Walking Route)
- ↔ Potential Trail Connections/Escarpment Stairs
- Planned Bike Route
- Existing Bike Route
- Planned Trails
- Preliminary Nature Trail*
- Proposed Waterfront Trail*
- Great Lakes Waterfront Trail
- Bruce Trail
- Niagara Peninsula Conservation Authority Trails
- Forty Mile Trail
- Southward Park Trails
- Unconfirmed Trail Connections

*Part of the West End Waterfront Masterplan & Trail Design Study

To Dofasco 2000 Trail Eastern Trail Head



There are additional opportunities to coordinate with Town departments such as Planning, and Public Works in the review of development plans or infrastructure projects. Consideration should be given to improving existing and proposed walking and cycling opportunities to schools and other community facilities, along selected roadways and within and between parklands. In particular, the PRC Department in collaboration with Planning and Public Works should explore options to create safer crossings across busy intersections and the QEW, and incorporate more wayfinding signage to help connect trail users with other PRC destinations.

A key recommendation to the PRC Department is to conduct a complete review of the trails system through the development of a Trails and Bicycling Master Plan. A Trails and Bicycling Master Plan (TBMP) will help the Town to identify options and priorities for developing a comprehensive trails network. The development of some year-round trails could also be considered through a Trails Master Plan.

8.4 Best Practices

Based on our review of the current trails system, the following are some best practices to consider in the maintenance and development of Grimsby's trail system.

General Trail Design

- Avoid creating trails that cross roadways; wherever possible off-road connections are preferred.
- If the route of a given trail is too convoluted to follow easily then consider breaking the trail into more than one trail in a way that will more clearly define the route of the trail and avoid confusion and users getting lost.
- Consider adding more signage and wayfinding mechanisms at various key locations or minor nodes.

Mapping & Master Plan Design

- Delineate key Focal Points within the community. For example, treat Forty Creek Park/1812 Peace Garden and Coronation Park as major trail nodes.
- Place each of the parks on the trail map in a way that demonstrates their connection to the trails and identifies park amenities relevant to trail users such as water stations and washrooms. This could be done in conjunction with the TBMP and through the development of an interactive web-app such as a 'Park and Recreation Locator' that would allow residents and visitors to easily plan their desired parks, trails, recreation and culture experiences.
- Identify parks on the trails map: it is more important to identify facilities and names of trails and parks rather than interpretive signs, but if there is room to include a system to identify the location and theme of interpretive signs they would be beneficial as well for those interested in Town history.
- Adjust legend, colours, and line types to more clearly articulate the information desired to be conveyed to trail users.
- Keep snowmobile trails and trails owned by the Region on the map to avoid confusion of users on-site, but clearly define them through hierarchical design as not being part of Grimsby's trail system.

Outreach/Community Connectivity

- Trail maps should be posted in strategic locations throughout the Town. If Grimsby were to ever adopt a public transit strategy, these maps should also be available on public transit (i.e. buses trains).
- Reference should be made to the Grimsby GO Transit Station Secondary Plan when planning trails in or connecting to the Secondary Plan area.

Please note, these are preliminary findings and a thorough inventory and analysis of trail conditions should be undertaken as part of the preparation of a Trails and Bicycling Master Plan.

8.5 Recommendations

The implementation of recommendations in this Master Plan over the next 10 years will see Grimsby begin to keep pace with the growing public demand for a high quality, connected system of multi-use pathways that connect neighbourhoods with places of recreation, shopping and employment. In addition, well developed multi-use pathways and trail systems provide a variety of other transportation, economic, environmental and community health benefits. The following recommendations provide strategic direction with regard to trails and trail services in Grimsby, and form part of the larger primary recommendation to prepare a Trails and Bicycling Master Plan.

The town should invest in trail enhancements and connections through the preparation of a Trails and Bicycling Master Plan (TBMP). Preparation of a TBMP will assist in identifying options and priorities for developing a comprehensive trails system. As part of the TBMP, the following components should be included:

1. Consider **utilizing un-opened road allowances for parks and recreational purposes** such as trail connections, waterfront access, connections to conservation areas or connections to other town-owned properties. Example: The Robinson Street Road Allowance between Lots 8 & 9, Concession Broken Front North Grimsby.
2. **Prepare a Parks & Trails Wayfinding Strategy.** For example: the [Toronto 360 Wayfinding Strategy](#) is a great example of Toronto's ambition to make the City a more walkable, welcoming and understandable place for visitors and residents. Grimsby could create a similar, albeit, smaller-scale version of the strategy. An emphasis on the interpretation of human and cultural heritage, in addition to natural heritage, should be encouraged. Additionally, the Town should **install wayfinding/entrance signs throughout the Town at key focal points, at entrances to all parks and along trails.** These signs can help with wayfinding and promotion of trails/parks (e.g. [Legible London](#)).
 - a. As part of the Parks & Trails Wayfinding Strategy, **existing and future trails should be appropriately signed, with trail entry and access points identified and wayfinding marked.** Local trails should be promoted through various means such as publications, brochures and websites.
3. **Consider providing additional trail connections, linkages, and crossings throughout the Town.** These linkages should reflect:

- a. the trail network illustrated on the Town of Grimsby Parks, Cultural Events, Facilities, & Trails Map;
 - b. the Planned Active Transportation Network identified in the Grimsby GO Transit Station Secondary Plan; and,
 - c. the Preferred Trail Alignment as illustrated in the West End Waterfront Master Plan & Trail Design Study (**Figure 12** above).
4. Consider **providing on-road bike routes/lanes for improved connectivity throughout the Town** in the areas identified on the Town of Grimsby Parks, Cultural Events, Facilities, & Trails Map.
5. Consider **constructing paved trails through some naturalized areas** (i.e. asphalt or board-walk) for those required barrier-free access (i.e. wheel chair or walker use). The locations for these trails should be identified during the preparation of the TBMP, and should comply with the Global Alliance on Accessible Technologies & Environments' (GAATES) [Illustrated Technical Guide to the Accessibility Standard for the Design of Public Spaces](#).
6. Work with all Town Departments/Divisions responsible for Transportation and public services to **implement bike trails in public right-of-ways** (e.g. streets). All development applications should be reviewed by the Town with trail and pathway linkages in mind.
7. Additionally, whenever road construction or reconstruction is planned, the Town should **include designated bike lanes and look for enhancements where appropriate through consultation with local trail groups**. Opportunities to include bike lanes or multi-modal linkages to arterial roads should be a priority for enhancing the active transportation network in Grimsby. The Town should consider opportunities to **go beyond standards outlined in Ontario's Cycling Facilities Guide** ([Book 18](#)).
8. **Develop new/enhanced year round, multi-use trails, particularly along the waterfront** (for east to west connectivity), and Grimsby's downtown core, the Niagara Escarpment, parks, and Conservation Areas. These multi-use trails should connect to the Region's key tourist attractions, such as the Niagara Escarpment or the Bruce Trail. Providing more and better access to the Town's waterfront should be a priority.
9. Consider **installing energy efficient lighting along the waterfront multi-use trail** for night safety (i.e. crime prevention through environmental design), and use year-round.
10. Consider **making naturalized areas/forest environment hiking trails a priority**.
11. Consider **promoting the expansion of snowmobile trails, cross-country skiing trails and historic walking tours**, with consideration being given to support infrastructure, design standards, promotion and marketing, funding/partnership opportunities and cost implications.
12. **Review trail-road crossings to ensure crossings are appropriately signed and safe for all levels of trail users**, regardless of age and abilities and ensure trails are integrated with safe school routes.

13. **Integrate greater range of interpretive signage (AODA compliant) on existing and future trail networks**, describing built, natural, historical and cultural places of interest. Consider as well the use of internet-based and GPS-triggered interpretive systems.
14. **Develop a strategy to secure any waterfront lands** (e.g. Town-owned road allowances) in partnership with other government agencies/departments/non-profit groups. In addition, should any of the rail corridors running through the Town become abandoned, the Town should endeavour to secure them.
15. **Develop design standards** that could be included in the preparation of the Town's TBMP.
16. Where possible and appropriate, **consider interpretive signage that reflects the unique historical, cultural heritage, and natural assets** of the areas crossed by trails.
17. Consider an **update to the Official Plan policies and Schedule** to further promote, protect and encourage trail development and active transportation.
18. **Update the online inventory** (available mapping/details on Town's website) of municipal parks, open space, trails and facilities should continue to be updated to reflect capital improvements and enhancements over the Master Plan's period (10 years). (Integrate use of GIS technology where possible).
19. **Develop an interactive web-app called a 'Park and Recreation Locator'** that would allow residents and visitors to easily plan their desired parks, trails, recreation and culture experiences. The Park and Recreation Locator is a configuration of Web AppBuilder for ArcGIS that can be used by the general public to locate a park or recreation facility and obtain information about recreation activities in the community.





Outdoor Recreation Facilities



9.0 OUTDOOR RECREATION FACILITIES

Outdoor recreation involves both programmed and self-directed activities in natural spaces and focuses on the interactive relationship between the natural environment and people. Outdoor recreation is different from other forms of recreation because it relies on nature as a component of the activity. For example, snow is necessary for cross-country or downhill skiing, lakes, streams, and rivers provide places to fish, kayak or canoe; and mountains, forest lands, create opportunities for hiking, climbing, and mountain biking.



The Town of Grimsby can be viewed as an “Outdoor Recreation Destination” and residents and stakeholders place considerable value on outdoor recreation. This is evident through the finding that the third most popular reason for participating in recreation and cultural activities in Grimsby is to enjoy nature (ranked third after physical health/exercise, and pleasure/entertainment, respectively). The value for outdoor recreation facilities was further reflected by the demand for more programming in nature/outdoor education.

Outdoor recreational facilities, such as sports fields, are maintained by Parks Staff under the supervision of the Parks and Facilities Manager and Foreman within the PRC Department.

9.1 Importance of Outdoor Recreation Facilities

Recreational users place more value on outdoor recreational facilities because they provide an opportunity to participate in activities in an outdoor environment. There has been a shift in recent years in interest and activities in outdoor recreation from risk adventure and specialized activities to more easily accessed opportunities such as hiking, biking, and activity groups. In the development of new parks and with redevelopment of existing parks, consideration should be given to the provision of opportunities and services based on the identified high demand activities:

- Outdoor water features such as splash pads;
- Walking, hiking, and biking on trails;

- Nature and wildlife viewing and education;
- Outdoor events such as interpretive tours, outdoor concerts and performances, festivals, farmer's markets, etc.

The Town of Grimsby has an abundance of outdoor assets with parks, the waterfront, natural open spaces, and the escarpment in its backyard, trails, and its close proximity to neighboring outdoor recreational areas. These assets represent an excellent opportunity to continue to provide outdoor amenities and programming that meets the current and needs of the residents of Grimsby.

9.2 Inventory of Outdoor Recreation Facilities

The following is a summary of Grimsby's current inventory of outdoor recreation facilities. This inventory includes sports facilities and play structures. This inventory is in addition to the parks and trails system which has been described above. Please also note that this does not include privately-owned non-municipal facilities (e.g. YMCA pool, pickleball courts, etc.) but does include facilities owned and operated by school boards through which the Town may have a partnership. The inventory is followed by an analysis of the service level required by Grimsby's population, both currently and up to 2031 (projected population of 33,000).

Sports Facilities

Soccer Fields (Rectangular Fields):

The Town provides 6 full-size soccer fields, and 5 miniature soccer fields. Five of the full-sized soccer fields are located within Southward Community Park with 2 of the 5 providing lighting. Four of the miniature soccer fields are also located within Southward Community Park. Additionally, there are 4 full-sized soccer fields provided by schools; 2 of them with lighting, and 2 without lighting. There are 15 usable soccer field total within the Town.

The majority of feedback on these facilities was positive, however soccer fields were mentioned as both the best and worst kept in terms of quality and maintenance of Grimsby's outdoor facilities. Common feedback included a demand for improved waste maintenance (i.e. ensuring garbage is regularly picked up).

Soccer has experienced enormous growth in participation and popularity over time and is the most popular organized sport among Canadian youth. Taking into consideration soccer's worldwide appeal and relatively low cost to participate, soccer fields remain in high demand in many municipalities. Survey responses indicate that of those who go outside of Grimsby for recreational activities, 7% of those people leave Town for competitive soccer. The recent addition of Southward Community Park's soccer fields will help to ensure Grimsby's soccer field service level is maintained. However, maintaining Grimsby's soccer fields to a higher standard, with regard to waste management, could be an effective way to attract and grow the sport in Grimsby.

In order to continue meeting current service levels, the Town will require three (3) additional soccer fields by 2031 (see summary of projected facility needs below, **Table 7**). However, the current service level for

outdoor soccer fields is above the recommended service level as per the guidelines for developing public recreation facility standards. As a result, additional soccer fields are not recommended over the period of this Master Plan.

Ball Diamonds:

There are 10 baseball diamonds in Grimsby. There are 2, senior, Town-owned, lit diamonds located at Southward Community Park, and 1, senior, school-owned, lit diamond located at Oakes Road Park/Smith Public School. There are also 3 senior, unlit diamonds at other locations throughout Town and 4, junior, unlit diamonds. Feedback was provided from baseball groups in Grimsby regarding the current state of the diamonds as well as the growing interest in baseball/softball/fastball.

Grimsby offers baseball through the following recreation groups: Co-Ed Slo-Pitch, Grimsby Ladies Baseball, Grimsby Men's Slo-Pitch (B Division), Grimsby Men's 35+ Slo-Pitch, the Grimsby Amateur Baseball Association, and West Niagara Baseball. Several of the baseball groups participated in the stakeholder groups working sessions and provided valuable feedback on baseball diamonds and baseball programming in Grimsby. Baseball programming in Grimsby is comprehensive through all age groups. For example, the Grimsby Amateur Ball Association offers divisions for ages 5 through 19, and 19 to 26 years old (if enough interest is garnered). The leagues rely on Town PRC Staff to maintain the diamonds.

Specific feedback from this organization includes the following:

- Additional diamonds needed to allow for growth of organization as well as to provide diamonds for practicing, or to host larger tournaments;
- Provide a diamond for hardball;
- Ball diamonds require improved maintenance, particularly for proper drainage both infield and outfield as well as improved fencing; and
- Buildings are needed for storage of equipment and league supplies as well as space for league meetings.

An analysis of projected demand suggests that Grimsby will require two additional baseball diamonds by 2031. However, the current service level for baseball diamonds (both senior and junior) is above the recommended service level as per the guidelines for developing public recreation facility standards. It is recommended that further consultation be undertaken with ball diamond users to further discuss the requested improvements based on the existing level of service.

Basketball Courts:

Grimsby has a total of 14 basketball courts. These courts are comprised of full-sized courts, half-courts, asphalt pads with nets, and 3-on-3 courts. There are 7, 3-on-3 courts, 1 half court, and 6 full-sized courts provided throughout parks in Grimsby. All of the basketball facilities are located within Grimsby's parks. Specifically: Marlow Park, Escarpment Vista Park, Cheriedale Park, Pinewood Park, Dorchester Park, Evergreens Park, Roberts Road Park, Mayfair Park, and Sherwood Hills Park. The basketball facility identified at Marlow Park is non-fixed temporary basketball net most likely provided by the neighbourhood of the park and was not counted in the basketball facility service level provided by the Town.

Comments from the parks inventory and assessment indicated that Marlow Park has the room for a 3-on-3 basketball court. The non-fixed temporary basketball net provided at the cul-de-sac is an indication that a basketball facility is in demand for this park. Other general comments from the site assessment and consultation indicate that outdoor basketball facilities are in need of general maintenance, stating new nets are often required. Maintenance of outdoor basketball facilities should occur frequently with specific attention given to ensuring basketball nets are maintained to a high standard.

Table 8 below indicates that the Town will require 3 additional basketball courts by 2031, at current service levels. However, the current service level for outdoor basketball courts is above the recommended service level as per the guidelines for developing public recreation facility standards. As a result, additional basketball courts are not recommended over the period of this Master Plan.

Beach Volleyball courts:

There is one beach volleyball court available in Grimsby. The court is located within Nelles Beach Park, and is an unlit, sand surface beach volleyball court. With Grimsby's location on the waterfront, stakeholders suggested that the Town improve the maintenance of this court. Comments included items such as regular raking of the sand, edging of the grass encroaching into the court, weeding, and ensuring the net is properly erect.

Based on the current service level, the Town of Grimsby will not require any additional beach volleyball courts by 2031. However, the current service level for beach volleyball courts is below the recommended service level as per the guidelines for developing public recreation facility standards. In order to meet the recommended service levels, Grimsby would need to install 7 beach volleyball courts at locations throughout the Town. It should be noted that service level achievements for beach volleyball and indoor volleyball can be shared, so having only 1 outdoor beach volleyball court may suffice. Should the Town endeavor to install additional beach volleyball courts, Southward Community Park may be a viable location, should there be sufficient space remaining.

Tennis courts:

There are 6 tennis courts in Grimsby, located at Dorchester Park, Lakewood Gardens Park, and the Grimsby Tennis Club. The Grimsby Tennis Club is located north of Livingston Avenue behind the Livingston Activity Centre. The Grimsby Tennis Club offers 4 fully lit courts that have been newly resurfaced in US Open colours (Fall 2013), a practice backboard, fenced and wind-screened courts, a newly renovated clubhouse with kitchen and lounge, washroom facilities, change rooms, ball machine, and free parking.

As with many municipalities, the Town does not have any dedicated outdoor Pickleball courts as the sport is still considered to be an emerging activity. Consultation revealed that there is demand for Pickleball facilities. Pickleball is a fast growing sport in Grimsby due to its accessibility for a range of demographics. While the Livingston Activity Centre gymnasium is used for Pickleball, players would like to see outdoor tennis courts updated to include the painted lines for the sport.

In order to maintain the current service level and meet projected demand, there is a need for one additional tennis court in Grimsby by 2031. However, the current service level for outdoor tennis courts is

above the recommended service level as per the guidelines for developing public recreation facility standards.

Outdoor Ice Rink:

The Town of Grimsby has 1 outdoor ice rink called “The Friese Box” - named in honour of Jerry Friesen Grimsby's former arena manager. The rink is located next door to Town Hall on the east side of the Town Hall / Peach King Centre property. The rink is operational all year long, with ice from December - March (weather permitting) and dry floor use from April - November. The rink is free to use, and there are also some limited rental opportunities.

As can be seen in Table 6, outdoor skating rinks are recommended to be supplied at a level of 1 : 5,000 people. The current service level for outdoor ice rinks is below the recommended service level as per the guidelines for developing public recreation facility standards. In order to meet the recommended service levels, Grimsby would need to install 7 outdoor ice rinks at locations throughout the Town by 2031 to meet projected population demands. However, based on feedback, one rink appears to be appropriate for Grimsby at this time. Additionally, the Friese Box was rated as one of the best maintained facilities in Grimsby by respondents of the online public survey. Should the Town endeavor to provide additional outdoor ice rink, cost-effective options could include utilizing natural ponds or stormwater management ponds (e.g. Southward Park), or park flooding on basketball courts. The PRC Department can play a lead role in finding community champions to set-up and maintain community rinks.

Rugby/Football Fields:

The Town of Grimsby currently has 2 rugby/football fields located at Southward Community Park and the Alway Community Center. The field located at the Alway Community Centre is the primary playing location for the Grimsby Gentlemen Rugby Football Club (a.k.a. Gents') and was formerly the Alway Public School (494 Ridge Road West, Grimsby). This field is unlit and the Alway Community Center provides space for the Gents' clubhouse and the field offers free parking. The Southward Community Park field is the intended location for football. The main field where football is to be played is fully lit and shares use as a soccer field. There are 4 other soccer fields provided by Southward Community Park and football or rugby may be an option for each of the large fields so long as lighting is not required. Consultation provided very little feedback regarding the public's opinion on these fields.

The current service level for Rugby/Football Fields is above the recommended service level as per the guidelines for developing public recreation facility standards.

Outdoor Track:

Grimsby offers 2 outdoor running tracks. One track is located at Southward Community Park and the other is located on school-owned land at the Grimsby Secondary School (5 Boulton Avenue). Very little feedback was received on the status of the tracks offered in Grimsby. It should be noted that the District School Board of Niagara (DSBN) trustees have voted to close three high schools in West Niagara, in favour of one centralized school. This includes the closure of the Grimsby Secondary School (GSS) in 2020. With the closure of the Grimsby Secondary School, the fate of its outdoor running track is unknown. In preparation for the closure of the GSS in 2020, and order to maintain its current service level in the provision of outdoor

running tracks, the Town should endeavor to provide an outdoor running track below the Niagara Escarpment, assuming that the existing outdoor running track will no longer be available to residents after the school is closed.

The current service level for outdoor tracks is above the recommended service level as per the guidelines for developing public recreation facility standards.

Lawnbowling Greens:

Grimsby has 1 lawnbowling facility. The greens are located behind the Livingston Activity Centre next to the Tennis Club at 18 Livingston Avenue. There are 8 rinks with regulation ditches and full lighting is provided for nighttime games. The facilities of the Livingston Activity Centre auditorium are available to the club for functions, and carpet bowling is an option during winter months. Through the public consultation, the lawnbowling greens were mentioned as being one of the poorest in terms of overall maintenance. The Town should consider hosting a focus group to discuss required maintenance measures to the greens.

The current service level for lawnbowling greens is on par with the recommended service level as per the guidelines for developing public recreation facility standards.

Outdoor Community Pools:

Grimsby currently provides for 1 outdoor community pool. The Grimsby Lions Community Pool is an outdoor heated pool that operates from mid-June until Labour Day weekend each year. The pool is located within Coronation Park (behind the Village Square Plaza). Access to the facility is off of Elm Street between Main St/Gibson St and Mountain Road. The Grimsby Lions Pool is operated through the Parks, Recreation and Culture Department, and employs a team of seasonal staff throughout the summer. The Red Cross Water Safety program (swimming lessons) is taught at the pool, which is comprised of a preschool program (0-6 yrs) and a swim program (6-12 yrs). The pool also offers leadership programs, an AquaCamp, a recreational swim team, and private lessons for both children and adults. Public swimming events are also provided including general public swims, family swims and adult lane swims.

The current service level for outdoor community pools in Grimsby is below the recommended service level as per the guidelines for developing public recreation facility standards. However, while 2 outdoor community pools are recommended to meet future demands from population growth, consultation has indicated that 1 outdoor community pool is sufficient for the community, as the community has a higher demand for Olympic-sized indoor swimming pools.

BMX/Mountain Bike Parks:

The Town does not currently offer any BMW or Mountain Bike Parks. However, the conceptual designs in the Southward Community Park Master Plan point to the property as being a viable location for a BMX/Mountain Bike Pump Track. While the location would provide for a suitable area to offer a BMX/Mountain Bike Pump Track, the distance for youth to travel by bike from Grimsby's downtown core, may prove to be too far for most.

Ultimately, the Town should consider installing a BMX/Mountain Bike Pump Track. One possible location is within the Southward Community Park property. Another option closer to the downtown area of Grimsby could be a select area along the Forty Creek Side Trail (where terrain and space permit).

Passive Recreation Facilities

Skateparks:

Grimsby offers 1 skateboard park, known to the community as the “Shayne Armstrong Skatepark” (a.k.a. the Shayne Armstrong Grimsby Memorial SK8 Park). The facility is accessible off of Clarke Street and Christie Street and provides free parking and night/evening lighting. The skatepark provides a gathering area for local youth and is the location for an annual skateboard competition known as the Shayne Armstrong Memorial Skate Jam.

The current service level for skateparks in Grimsby is on par with the recommended service level as per the guidelines for developing public recreation facility standards.

Waterplay Facilities (Splash Pads):

There are 2 Waterplay Facilities (Splash Pads) in Grimsby. The largest, newest and most popular splash pad is located on the Town Hall/Peach King Centre property at 162 Livingston Ave, and the other, smaller splash pad, is located within Coronation Park closer to downtown. Both facilities are well used and enjoyed by the community, as evidenced in the feedback received from respondents in the online public survey.

The current service level for Waterplay Facilities (Splash Pads) is below the recommended service level as per the guidelines for developing public recreation facility standards. In order to meet the recommended service levels, Grimsby would need to install 4 to 6 Waterplay Facilities (Splash Pads) at locations throughout the Town by 2031 to meet projected population demands. However, based on feedback, the two existing Waterplay Facilities (Splash Pads) appear to be appropriate for Grimsby at this time.

Leash-Free Dog Parks:

Grimsby offers a total of 3 leash-free dog parks throughout the community. The most popular (as per records of consultation) are the Steve McDonnell Leash Free Dog Park and the Oakes Road North Leash-Free Dog Park/Run. The largest dog park is a newer facility located within Southward Community Park. This space offers 2 hectares (5 acres) of fenced, double gated, leash-free space, with both small and large dog areas. Consultation with the community found that these parks are considered among the poorest in terms of general maintenance. However, a large number of respondents provided additional feedback in the online public survey that indicated the leash-free dog parks were amongst one of the most enjoyed outdoor recreation facilities. Many respondents stated that they use the dog parks to both exercise their dogs and socialize with friends.

The guidelines for developing public recreation facility standards do not provide a recommended service level for leash-free dog parks. However, using data taken from a 2017 document published by the Trust for Public Land’s [“City Park Facts”](#), a recommended service level of 1 leash-free dog park for every 50,000 residents has been applied. Based on this calculated average, the current service level for leash-free dog

parks in Grimsby is above the recommended service level as per 2017 City Park Facts. However, in order to maintain the current service level, Grimsby would need to provide one (1) additional leash-free dog park by the year 2031, based on current population projections.

Playgrounds:

In total, there are 70 play structures in Grimsby, comprised of both swing sets and playgrounds. Most of these sites contain standard create-play equipment and swings. Playgrounds serve as neighbourhood-level amenities that benefit early childhood development and fosters cognitive and social skills, and physical activity. Playgrounds are typically located within a reasonable walking distance of residential areas, without having to cross major barriers such as arterial roads and waterbodies. There are play structures located in over 30 parks throughout Grimsby (see Town of Grimsby Parks, Recreation and Culture Master Plan - Existing Park Inventory and Assessment, **Appendix B**).

Based on growth projections and in order to maintain Grimsby's current service levels, the Town will require an additional 15 play structures by 2031. However, the current service level for play structures is above the recommended service level as per the guidelines for developing public recreation facility standards.

With the exception of Oak Road Park/Smith School, Sherwood Hills Park, the Alway Community Center, Coronation Park, and Nelles Beach Park playgrounds are located in all neighbourhood parks. These parks should target a 400 metre service radius within major residential areas. Based on a review of walking distance to play structures (Town of Grimsby Parks, Cultural Events, Facilities, & Trails Map - **Figure 17**), it is recommended that the Town continue to look for opportunities to implement play structures at parks within the identified gap areas labelled as The Olive Street Area, The Grimsby Secondary School Area, and The Rosslyn-Robinson Area.

Further, it is recommended that the Town develop park guidelines as part of their Urban Design Manual which creates consistent design standards for future parks and play structures. Accessibility should also be considered in future playground updates and new playground development. Below are some definitions related to accessible playground development:

Accessible: Accessibility is a general term used to describe the degree to which a product, device, service or environment is accessible by as many as possible. An accessible playground is one that can be physically accessed and used by everyone.

Inclusive: Inclusion is the practice of ensuring that people feel they belong, are engaged, and connected. Inclusive playgrounds are ones designed specifically to ensure that children of multiple abilities can play together – not just alongside each other.

The Rick Hansen Foundations [“Let’s Play Toolkit”](#) uses the term “universal design” to describe all the features making a playground accessible and inclusive. Universal design focuses on creating a space to meet the needs of the greatest number of people. Diversity is built directly into the design. A truly accessible play space can be used by more than one child at a time in more than one way, with a selection of approaches to moving through the space, and a variety of different activities to try.

Universal design: Universal design produces buildings, products, and environments that are usable and effective for everyone, not just people with disabilities, without the need for adaptation or specialized design.

A playground based on universal design means:

- All people can use the majority of features and spaces, instead of having separate “accessible features” for people with disabilities. Features like play equipment, planter boxes, or benches are of different heights and sizes to meet the needs of more people.
- Circulating around and using the play space is simple and easy. Smooth, even surfacing allows access to play equipment with minimal effort. The design provides adequate space for all people to access and maneuver around play equipment and features, regardless of mobility.
- The play space offers physical or learning opportunities to challenge all users, but minimizes hazards. For example, the surface is smooth, level, and shock absorbent.

When planning and designing all features of a playground, consideration should be given to both its natural features and equipment, and how these relate to each other. A play space is more than a structure – it encompasses the total environment in which play occurs. From vegetation to signage, all the elements of a site can become objects of play and learning.

Rick Hansen’s “Let’s Play” toolkit is a useful resource, as it describes how to apply accessible, inclusive design to many aspects of a play space including entrances; pathways; signage and displays; enclosures; manufactured equipment; game areas; ground covers and safety surfaces; land forms, trees, and vegetation; gardens; water, sand, and dirt; play props; and gathering spaces.

Table 8 below is a summary of Grimsby’s outdoor recreational facilities, including current and future service provision levels.



Table 8 - Summary of Outdoor Recreation Facilities

Facility	Municipal Supply	Current Service Level (2018) ⁴⁰	Future Service Level Requirements 2031 ⁴¹	Recommended Service Level ⁴²	Current Alignment with Recommended Service Level
Soccer Fields	2 large, lit 4 large, unlit 5 small, unlit 2 large, lit, school-owned 2 large, unlit, school-owned 15 Total	1 : 1,821	18 soccer fields	1 field : 5,000 Combined with community park or secondary school playfield. Combined with other outdoor sport facilities can create ability to host larger events.	Above recommended service level.
Ball diamonds	3 Senior, lit 3 Senior, unlit 4 Junior, unlit 10 Total	1 : 2,731	12 Ball Diamonds	1 senior diamond : 20,000 (Lit) 1 junior/softball diamond : 5000	Above recommended service level for both senior and junior.
Tennis Courts	4, lit 2, unlit 6 Total	1 : 4,552	7 Tennis Courts	1 tennis court : 5000 Should be lit; At least three courts per location	Above recommended service level.
Basketball Courts	7, 3-on-3 courts 1, half court 6, full courts 14 Total	1 : 1,951	17 Basketball Courts	1 court : 5000	Above recommended service level.
Beach Volleyball Courts	1 Total	1 : 27,314	1 Beach Volleyball Court. NOTE: Will require 7 beach volleyball courts to meet recommended service level by 2031. However, this can be shared with	1 court : 5000	Below recommended service level.

⁴⁰ Based on 2016 Population of 27,314

⁴¹ Service level required to continue meeting current service levels based on current service level and forecasted population of 33,000 by 2031

⁴² Based on the [Guidelines for Developing Public Recreation Facility Standards](#)

Facility	Municipal Supply	Current Service Level (2018) ⁴⁰	Future Service Level Requirements 2031 ⁴¹	Recommended Service Level ⁴²	Current Alignment with Recommended Service Level
			indoor volleyball courts to reach service level.		
Waterplay Facilities (Splash Pads)	2 Total	1 : 13,657	2 Waterplay Facilities (Splash Pads) NOTE: Will require 4 to 6 Waterplay Facilities (Splash Pads) to meet recommended service level by 2031.	1 : 5,500 – 1 : 7,500 recommended. Can vary based on availability of an outdoor pool space.	Below recommended service level.
Skateboard Parks/Skate Spots	1 Total	1 : 27,314	1 Skatepark	1 skateboard park : 20,000 One large skatepark complimented by neighbourhood small skateboard spots	In-line with recommended service level.
Playground Apparatus/Play Structures (NOTE: includes both play structures and swing sets).	36 Playsets 34 Swing Sets 70 Total	1 : 390	85 Playground Apparatus/Play Structures	1 playground apparatus : 5000 Should consider creating create playground structures at neighbourhood and community parks	Above recommended service level.
Outdoor Ice Staking Rink	1 Total (unlit)	1 : 27,314	1 Outdoor Ice Staking Rink NOTE: Will require 7 Outdoor Ice Staking Rinks to meet recommended service level by	1 : 5000 While 5 are recommended, 1 outdoor rink located at the Peach King Centre was indicated to be sufficient by stakeholders and Town Staff. However,	Below recommended service level.

Facility	Municipal Supply	Current Service Level (2018) ⁴⁰	Future Service Level Requirements 2031 ⁴¹	Recommended Service Level ⁴²	Current Alignment with Recommended Service Level
			2031.	temporary outdoor ice rinks can be a cost-effective, viable option to provide extra.	
Rugby/ Football Fields	2 Total	1 : 13, 657	2 Rugby/ Football Fields	1 : 20,000	Above recommended service level.
Leash-Free Dog Park	2, fenced 1, 'Dog Run' 3 Total	1 : 9,104	4 Dog Parks	1 : 50,000 ⁴³	Above recommended service level.
Outdoor Tracks	2 Total	1 : 13, 657	2 Outdoor Tracks	1 : 20,000	Above recommended service level.
Lawnbowling Greens	1 Total (lit)	1 : 27, 314	1 Lawnbowling Green	1 : 25,000	In-line with recommended service level.

⁴³ Based on the average numbers as specified in the Trust for Public Land's "City Park Facts", 2017.

Facility	Municipal Supply	Current Service Level (2018) ⁴⁰	Future Service Level Requirements 2031 ⁴¹	Recommended Service Level ⁴²	Current Alignment with Recommended Service Level
Outdoor Community Pools	1 Total (heated)	1 : 27, 314	1 Outdoor Community Pool	1 : 20,000 While 2 are recommended, 1 Outdoor Community Pool or appropriately sized indoor community pool with adequate facility hours would be sufficient for Grimsby.	Below recommended service level.

9.3 What We Heard

Overall, stakeholders are relatively satisfied with outdoor recreational facilities in Grimsby. As discussed above, the Town of Grimsby should consider opportunities to improve the general maintenance of outdoor facilities such as baseball diamonds and rectangular sports fields (soccer fields) in order to satisfy current demand. Consultation with the community found that the top 5 outdoor recreation facilities or spaces that should be more readily available in Grimsby are: **1) access to the waterfront, 2) improved/enhanced trail systems, 3) boardwalks, 4) open spaces, and 5) picnic areas.**

All five of these outdoor recreation facilities or spaces are discussed in the parks and trails chapters; however, aspects of each require investment in physical/built components (e.g. installation of covered picnic pavilions). Additionally, respondents indicated that they had other specific outdoor facility requests, which included a desire for: Amphitheatres/Band Stands, more play structures, outdoor fitness equipment, adult playgrounds, additional splash pads, and an additional outdoor swimming pool. The full list of most requested Outdoor Recreation Facilities/Spaces is included within Figure 25 of the Consultation Report.

The current availability of outdoor play/sports fields is an immense advantage to the Town of Grimsby. Consultation with PRC Staff and the public indicated that the fields offered at Southward Community Park could be used for other organized sports with proper scheduling and programming. Sports such as Ultimate Frisbee (i.e. “Ultimate”), Cricket, Lacrosse, or Field Hockey, etc. could be played on some of the fields at Southward Community Park and would help provide service to the changing demographics within Grimsby. Due to the flexibility of Southward Community Park to host new/additional sports, the Town should consider updating the status of Southward Community Park from a community park to a “Regional Park” to maximize its capabilities and potential regional user base. Upgrading Southward Park’s status to “Regional” may also open up opportunities for cost sharing between neighbouring municipalities.

A unique point of feedback, was that residents and visitors of Grimsby would like to see some form of enhancements to the aesthetics of the lighthouse located on the point at Grimsby Harbour. Specifically, there were several comments regarding the “beautification of the lighthouse”. Beautification of the

lighthouse could contribute to the tourist draw of Grimsby's waterfront, and would complement the bird watching activities and photography undertaken by "birders". Lighthouse tourism is an innovative and creative way to promote the sustainable development of waterfront of port towns/cities. The form, function and location of the lighthouse would not need to change. However, any changes to the aesthetic appearance of the lighthouse would have to be done with the permission from the appropriate federal departments, agencies, crown corporations, and/or special operating agencies as the lighthouse is owned by the federal government and not the Town.

Additionally, many residents, visitors, and even some Town Staff expressed a desire to see a complete overhaul of the Elizabeth Street Pier. Given that, at the time of this Master Plan, the Elizabeth Street Pier was closed for use due to disrepair, a revitalized waterfront pier would be a method by which the Town could provide additional waterfront access for its residents and visitors. As noted above, access to the waterfront was the most requested outdoor recreation facility or space that should be more readily available in Grimsby. Specific requests for the pier's revitalization and enhancement included request for a longer, wider pier, with decorative lighting, and seating.

Finally, tying into the theme of waterfront access, some Staff and stakeholders expressed concerns over the conservation of Grimsby's shoreline. Specifically, there were requests to ensure that existing and/or ongoing impacts to the shoreline due to erosion are mitigated as much as possible in order to assist in the conservation of Grimsby's waterfront spaces, including parks, trails, and beaches.

Key takeaways from the consultation indicates that:

- There is strong demand for an amphitheatre or band stand. Amphitheatres or band stands provide a central space for the presentation of dramatic or musical events within the Town. They provide room to fit a large crowd while still retaining a quaint atmosphere. They are often ideal for a variety of events, including concerts, shows, outdoor movies, festivals and other performances.
- There is a strong demand for a revitalized and enhanced Elizabeth Street Pier.
- There is some demand for beautification to the Grimsby Harbour Lighthouse.

Based on the summary of facilities above and the analysis of current and future outdoor facility needs, it is evident that the Town will need to plan for creating more outdoor recreational infrastructure, particularly for the provision of the following:

- **amphitheatre or band stands;**
- **BMX or mountain bike park;**
- **splash pads;**
- **outdoor ice rinks;**
- **children's play structures;**
- **community gardens;**
- **outdoor fitness equipment/adult playgrounds;** and,
- **covered picnic pavilions.**

The PRC Department should continue to monitor outdoor recreational service levels as new parks are developed.

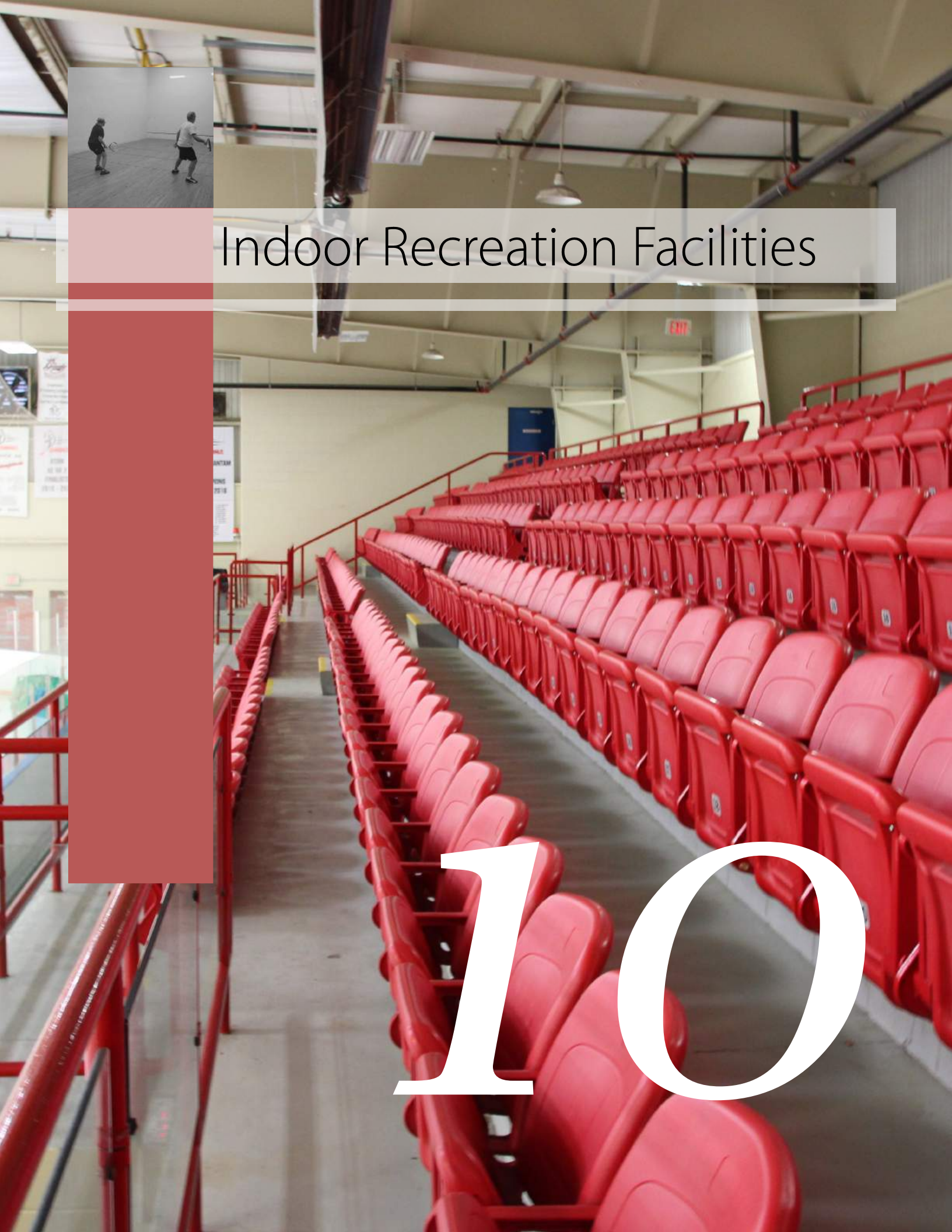
9.4 Recommendations

Based on our review, the following actions are recommended:

1. **Consider undertaking a feasibility study to promote the use of unused and underutilized spaces** by to community groups including those involved in the arts and cultural community. Establish and maintain an inventory of available spaces throughout the Town where PRC activities can occur.
2. **Create park and facility guidelines that exceed AODA standards and implement inclusive design standards.** Develop an accessible park that creates opportunities for all abilities and levels of enjoyment.
3. Based on the Parks Inventory and Recommendations included in **Appendix B, develop a strategy and establish a regular maintenance schedule/work plan to guide park/facility improvements** as recommended over next 10 years. Improving accessibility should be a primary goal. Regularly **audit existing equipment and facilities** and ensure fair and equal access to all facilities.
4. Consider **improving the aesthetic appearance of the lighthouse** located on the point at Grimsby Harbour.
5. Consider **installing a permanent or temporary band stand in one or two key parks within the Town.** Example locations include: Coronation Park or Centennial Park. If Coronation Park is chosen, consider expanding on the existing band stand/gazebo structure off of Main Street West. A band stand and related amenities (i.e. sitting areas, food vendors etc.) in the Downtown is an opportunity for inter-departmental synergies between PRC and Economic Development as well as public-private partnerships with local downtown business community.
6. Develop a **Lifecycle Reserve Policy** for indoor and outdoor recreation infrastructure. An example policy can be found in **Section 10.4.2.**
7. Utilize the **Facility Condition Index (FCI)** framework to determine whether or not significant reinvestment in existing facilities should be pursued. (See **Appendix A**).
8. Adopt a **project feasibility framework/scoring metric** for all potential major infrastructure projects. See **Appendix C** for a Project Scoring Metric with feasibility planning triggers to consider. This recommendation is cross referenced with indoor recreation facilities.
9. **Retain a Shoreline Engineer** to review and recommend remedial measures to mitigate against existing/on-going erosion impacts along the waterfront cliffs where applicable along parks and planned/existing trails.
10. **Utilize the existing Inspection/Assessment of the Elizabeth Street Pier** to understand the options/requirements for revitalizing the pier. **Consider retaining a consultant to Repair and Revitalize the Elizabeth Street Pier.** This repair should expand upon the usable width, length of the pier as permitted by applicable regulations and should consider the installation of pier lighting.

11. The PRC Department, in cooperation with other Town departments, should continuously look for opportunities to **protect and secure parkland or other open spaces areas** that have the potential to provide outdoor recreational program opportunities (both passive and active). (E.g. Trails, parks, cultural event spaces, nature programming, family activities, etc.) Emphasis should be placed on areas of the Town where there are identified gaps in available parkland and open space areas as well as waterfront access. The PRC Department should work in **partnership with the Planning Department** in any opportunity for the acquisition of parkland along Grimsby's waterfront. This recommendation is cross referenced with parks, trails, and programming.
12. **Consider upgrading Southward Park from Community Park status to Regional Park status** to recognize and maximize its regional draw and related sport-tourism destination potential.
13. **The Town should continue to explore opportunities to acquire and/or develop parkland within the Olive Street Area, the Grimsby Secondary School Area, and the Rosslyn-Robinson Area** to fill parkland gaps as identified on the Town of Grimsby Parks, Cultural Events, Facilities, & Trails Map in **Figure 17**). This recommendation is cross referenced with parks.
14. Parkland should be required instead of cash-in-lieu as much as possible as part of any applicable development application. **When utilizing cash-in-lieu funds, preference should be given to spending it on park and facility upgrades/maintenance and creating trail linkages within the subject lands' planning area.** Parkland dedication policies should be monitored and reviewed every 2 years. This recommendation is cross referenced with parks.
15. The Town should **monitor population growth and facility provision** to ensure facilities and PRC infrastructure (playfields, ball diamonds, etc.) meet the Guidelines for Developing Public Recreation Facility Standards.





Indoor Recreation Facilities

10

10.0 INDOOR RECREATIONAL FACILITIES

Indoor recreational facilities provide valuable space for year-round activities and events for Grimsby. Both the Town and community organizations use these spaces to help keep residents of all ages active, healthy and engaged. Major indoor facilities include the Peach King Centre, Southward Park Community Building, the Grimsby Museum, and the Grimsby Public Art Gallery.



Other major indoor recreation facilities within the Town include the Grimsby Public Library, the Nelles Manor Museum, and the Niagara West YMCA. However, the Grimsby Public Library is not managed under the umbrella of the Parks, Recreation and Culture Department, and the Nelles Manor Museum and Niagara West YMCA are privately-owned institutions, not currently partnered with the Town. For these reasons, the Grimsby Public Library, the Nelles Manor Museum, and the Niagara West YMCA are not included as a points of discussion within this section.

Grimsby's indoor facilities are currently managed by the Parks and Facilities Manager of the Parks, Recreation and Culture Department. However, certain indoor facilities such as the Grimsby Museum and the Grimsby Public Art Gallery are co-managed by the Museum Curator and Art Gallery Director, respectively; all of whom, are managed by the Director of Recreation, Facilities and Culture.

Additionally, the Grimsby Public Art Gallery is governed by a nine-member Advisory Board (i.e. The Grimsby Public Art Gallery Advisory Board). The Board includes two members of Town Council and seven citizen appointees, one of whom is also a member of and represents the Gallery's Volunteer Committee. The Grimsby Public Art Gallery Advisory Board (PAGAB) exists to provide recommendations to Council. The Art Gallery Director reports to this Committee, and the Committee minutes go to the Recreation, Facilities and Culture Committee.

The Grimsby Museum functions in a similar manner. The Grimsby Museum is managed by Board of Directors is designated as a Board of Management for the Museum. The Museum Board is comprised of eight individuals who are appointed by Council to manage the affairs of the Museum on Council's behalf. The Museum Curator reports to this Committee, and the Committee minutes go to the Recreation, Facilities and Culture Committee.

The Town also provides facility booking opportunities for events, parties, etc. The Recreation Coordinator and Parks and Facilities Manager are responsible for permitting all facilities and coordinating programs registration. In terms of indoor facilities, this includes:

- Carnegie Commons
- Elizabeth Street Pumphouse
- Grimsby Museum
- Grimsby Public Art Gallery
- Livingston Activity Centre
- Peach King Centre
- Southward Park Community Building

10.1 Importance of Indoor Recreation Facilities

Indoor recreational facilities play an important role in facilitating year-round recreational opportunities for residents and visitors. In addition to providing space for competitive and non-competitive sports and events, indoor facilities create opportunities for social interaction in passive spaces such as lobbies. Grimsby makes efficient use of their indoor spaces through family events such as the New Year's Eve Celebrations hosted at the Peach King Centre. This event uses both indoor and outdoor facilities to provide visitors with a unique recreational experience.

Indoor recreation facilities are often centerpieces of community spirit and wellness, and destinations for active and passive recreation opportunities. Indoor recreation facilities can function as a means to support meaningful and accessible recreation experiences that foster individual health and wellbeing, community wellbeing, opportunities for life-long participation and economic diversification. These facilities, which are enjoyed by residents and visitors alike, helping position communities as a major quality of life destination.

Grimsby's indoor recreational facilities are crucial venues for the PRC Department and other community organizations. A map of Grimsby's indoor facilities is provided as **Figure 21**.

10.2 Inventory of Indoor Recreation Facilities

Livingston Activity Centre:

The Livingston Activity Centre (LAC) is a small multi-use facility municipally addressed as 18 Livingston Avenue. The LAC is situated on a 1.3 hectare (3.3 acre) property which has frontage along Livingston Avenue and shares the property with the Grimsby Tennis Club and the Grimsby Lawn Bowling Club.

The LAC is a community centre that hosts a variety of programs and events. The Centre is the home of the Grimsby Seniors Club, and it is also the location



of most of the Town of Grimsby's 55+ Fitness Programs. Spaces within the LAC are also available for community rentals. Rentals can include any of the available rooms.

The LAC offers a variety of multi-purpose rooms and amenities that include:

- Auditorium/Gymnasium (223 m² or 2400 ft²)
 - Shuffleboard
 - Pickleball Court
 - 200 Person Capacity
 - Tables And Chairs
 - Access to Full Kitchen
 - Stage
 - Air Conditioning
- Lounge (81.2 m² or 874 ft²)
 - 45 Person Capacity
 - Tables And Chairs
 - Full Kitchen
 - Air Conditioning
- Board Room (20 m² or 204 ft²)
 - 15 Person Capacity
 - Tables And Chairs
 - Access to Full Kitchen
 - Air Conditioning
- Library (33.5 m² or 361 ft²)
 - 18 Person Capacity
 - Tables And Chairs
 - Access to Full Kitchen
 - Air Conditioning
- Billiards Room
- Arts & Crafts Room
- Activity Room
- Offices
- Seating Area
- 2 Kitchens



Peach King Centre:

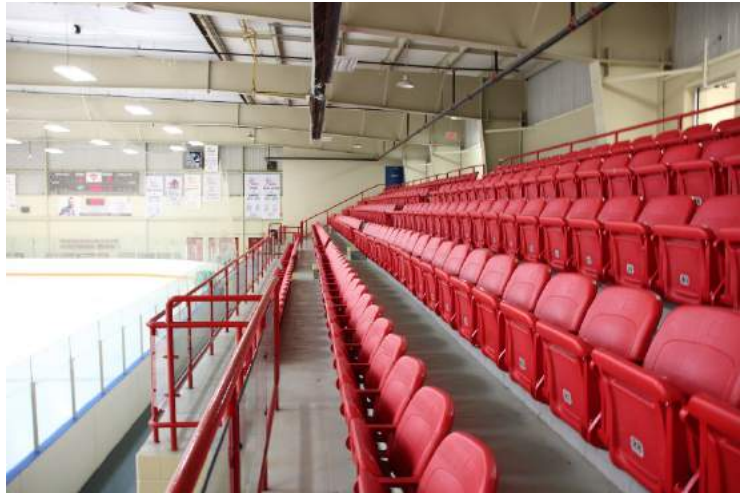
The Grimsby Peach King Centre (PKC) is one of Grimsby's community focal points. The PKC is a 35-year-old, medium sized multi-use recreational facility with its primary offering of indoor ice rinks (arenas). The PKC is situated on a 5.6 hectare (13.8 acre) property which has frontage along Livingston Avenue and is municipally addressed as 162 Livingston Avenue. The PKC is open year round and currently hosts the offices of the Parks, Recreation and Culture Department and the Grimsby Peach Kings. The Grimsby Peach Kings are a Junior C Ice Hockey team in the Provincial Junior Hockey League. Founded in 1922, the Grimsby Peach Kings are one of the oldest hockey clubs in Ontario. In 1910, H.H. Wylie who operated the

former Amusement Park in the Grimsby Beach area, named the team Peach Kings because of the peach farming in Grimsby at the time. In addition to providing an arena for the Peach Kings, the PKC offers a variety of recreational amenities including:

- 2 Indoor Ice Pads with Bleacher Seating (1,579.4 m² or 17,000 ft²)
 - Ice Rink #2 (East Pad) Offers Bleacher Seating
 - Pad Rental Capacity:
 - 2,105 People Non-Fixed Chairs Only (Theatre Style)
 - 1,052 Person Dance
 - Liquor Sales Licences Capable
 - 564 People Exhibition Style Event
 - NOTE: If Exit Areas Are Blocked, Floor Capacity Is Reduced Accordingly
 - Tables And Chairs
 - Access To Full Kitchen
 - Air Conditioning
 - 12 Dressing Rooms
 - Several Facility Operations Rooms (e.g. Ice Resurfacing Room)
- Auditorium (300 m² or 3,225 ft²)
 - Capacity for 200 People (Liquor Sales Licences Capable)
 - Air Conditioning
 - Audio/Visual Equipment
 - Bar Area
 - Full Kitchen
 - Ice Maker
 - Tables And Chairs
 - Wi-Fi
- Board Room (30 m² or 322 ft²)
 - Capacity for 20 People Around Board Room Table
 - Tables And Chairs
 - Wi-Fi
 - Air Conditioning
- Fitness/Weight Room Facility
 - Cardiovascular Exercise Machines



- Fixed Strength Training Equipment
- Free Weights
- Aerobics Studio/Fitness Space
- Lobby/Viewing Area for Ice Rink # 1 (West Pad)
- Mini Soccer Field
- Outdoor Rink/Summer Pad (Frieze Box)
- 2 Racquetball Courts
- Snack Bar/Canteen/Concession Stand
- Splash Pad
- Offices



Southward Park Community Building:

Southward Community Park (SCP) is Grimsby's newest multi-use recreation complex, which has been designed, primarily, to enhance the Town's sports field offerings. The property consists of over 35 hectares (87 acres) of land with frontage onto Mud Street West. The park is located uphill of downtown Grimsby south of the Niagara Escarpment in the community of Grassie. The park is approximately 5 kilometres southeast from Grimsby Town Hall (straight-line distance) or approximately 8.5 kilometres driving distance. The Town considers SCP as a place for play, sports, a place to enjoy nature, and a place for fitness. SCP was the result of the community's increasing demand for outdoor recreation facilities, parks, and open space. The entire project expanded some 30 years and became a reality when the Southward family offered up the land by Mountain and Mud streets.



The development process took several years of planning and land assembly, and included the preparation of the Southward Community Park – Grimsby Recreation and Sports Park Master Plan, which identified the park as a means to address current and future recreation demands. One feature of SCP is the Southward Park Community Building (SPCB). The SPCB acts as the hub for the complex, and consists of several amenities, including:

- Snack Bar/Canteen/Concession Stand
- Community Hall Area (Rentable)
- Meeting Room/Staff Area
- Kitchen

- Change Rooms
- Storage Rooms
- Facility Operations Rooms

Table 9 below provides an inventory and assessment of the future service level requirements for indoor recreation facilities in Grimsby.

Table 9 - Summary of Indoor Recreation Facilities

Recreation Facility	Municipal Supply	Current Service Level (2018) ⁴⁴	Future Service Level Requirements (2031) ⁴⁵	Recommended Service Level ⁴⁶	Current Alignment with Recommended Service Level
Arena, Artificial Indoor Ice Area (Indoor Ice Pads)	2	1 : 13,657	2 Indoor Ice Pads Approaching the need for one (1) additional Indoor Ice Pad to maintain current service level.	1: 20,000 One in each community should have spectator seating; the rest should be for recreation purposes with limited seating.	Above recommended service level. <u>NOTE:</u> There is demand among residents for a third indoor ice surface.
Community Centre / Multi-Use Recreational Facility	2	1 : 13,657	While facilities such as the Peach King Centre and the Livingston Activity Centre provide multi-use rooms, the recreational capabilities are scattered between the two facilities and in some instances are outdated or are too small.	1: 25,000 Often include indoor pool or arena.	Above recommended service level. <u>NOTE:</u> The spaces/rooms available for community and/or multi-use are undersized, outdated, and have limited use for its residents.
Indoor Pool	0	N/A	2 Indoor Pools will be required by 2031 to meet recommended service level. However, one	1 : 20,000 Provides a year round program; located in community	Below recommended service level.

⁴⁴ Based on 2016 Population of 27,314

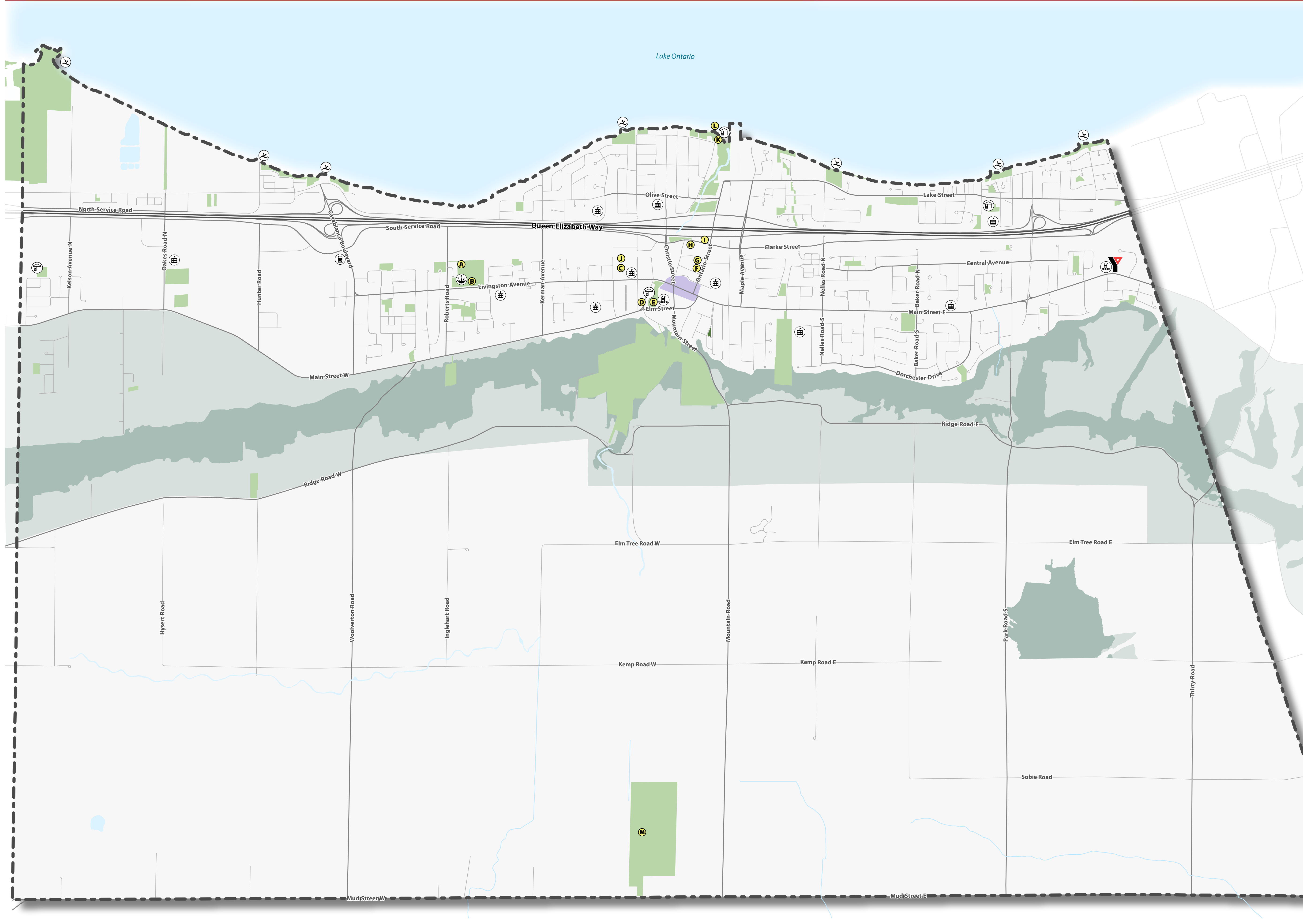
⁴⁵ Service level required to continue meeting current service levels based on current service level and forecasted population of 33,000

⁴⁶ Based on the [Guidelines for Developing Public Recreation Facility Standards](#)

			indoor pool may suffice, if users have adequate access to the Niagara West YMCA pool. Olympic pool requires 50 m x 21 m with a constant depth of 1.8 m	centre or school; usually one or two walls open up to outdoor patio; should accommodate 3% of population at one time; minimum capacity of 200 people per pool using 27 square feet per swimmer.	
Auditorium	2	1 : 13,657	2 Auditoriums	1 : 20,000 One in each municipality should have fixed seating; the rest may be in schools.	Above recommended service level.
Seniors Day Centre ⁴⁷	1	1: 27,314	2 Seniors Day Centres	1 : 20,000	Below recommended service level.
Youth Drop-in Centres	1	1: 27,314	2 Youth Drop-in Centres	1 : 20,000	Below recommended service level.

⁴⁷ Senior centers serve as a gateway to the Town's aging adults. They serve as a space designed to connect older adults to vital community services that can help them stay healthy, independent and active. Often, senior centres are designated focal points in municipalities allowing older adults to access multiple services in one place. For example, services offered at senior centres often include: meal and nutrition programs; information and assistance; health, fitness, and wellness programs; transportation services; public benefits counseling; employment assistance; volunteer and civic engagement opportunities; social and recreational activities; educational and arts programs; intergenerational programs. It is important to note that not all senior centres are stand along buildings. Often, and beneficially, senior centres are integrated into larger community centres, such as Multi-Use Recreation Facilities, where participants are more fully integrated with the rest of the community and intergenerational mixing can occur organically.

Figure 21 - Town of Grimsby Facilities Map

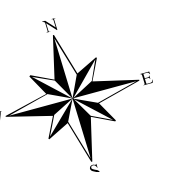


Legend

- Town Boundary
- Schools
- Swimming Pool
- Niagara West YMCA
- Gazebos
- Proposed GO Station
- Downtown Grimsby
- Parks, Conservation Areas, and Open Space
- Niagara Escarpment Natural Area
- Niagara Escarpment Protection Area

Town of Grimsby Departments & Facilities

- Peach King Centre
- Grimsby Town Hall
- Livingston Activity Centre
- Grimsby Museum
- Grimsby Lions Community Pool
- Grimsby Public Art Gallery
- Grimsby Public Library
- Operations Centre
- Grimsby Fire Department
- Grimsby Tennis Club
- Elizabeth Street Pump House
- Elizabeth Street Pier
- Southward Park Community Building



10.3 What We heard

In terms of usage, the five most commonly used indoor recreation facilities (visited once a week or more) were ranked as follows:

1. Peach King Centre
2. Southward Park Community Building
3. Livingston Activity Centre
4. Grimsby Public Art Gallery
5. Elizabeth Street Pumphouse

Well-built and well-maintained recreation facilities are essential to future success, as they help create a vibrant community. Strengthening the infrastructure for recreation, sport and physical activity is critical to strengthening the health, vitality and economies of local communities (2015 'Framework'). During the public open houses, the PRC Department Staff engagement session, and on the online public survey, participants were asked to rate Grimsby's existing facilities for their current state of quality and maintenance.

Feedback on the quality and maintenance of these facilities was varied, and the majority of comments provided useful suggestions for future improvements. It is noted that several of the facilities were selected as both the best and worst kept, in terms of quality and maintenance. Overall, the Grimsby Public Art Gallery, the Peach King Centre, the Grimsby Museum, and Town Hall room rentals were among the highest rated indoor facilities in terms of quality and maintenance. Some participants took the time to provide additional separate comments, many of the commendations for existing facilities was directed at the Grimsby Public Art Gallery, Grimsby Museum and the Grimsby Public Library. Ten (10) common themes were identified for most specified areas of improvement. Four areas for improvement specifically relating to indoor facilities were as follows:

1. Gymnasium cleanliness;
2. Grimsby Peach King Centre facility refresh;
3. Public-private partnerships to help with maintenance; and,
4. Waste management

Respondents were also asked to rank how important certain facilities and assets were to them or their families (from 1 being the least important to 7 being the most important). Among these facilities, the Peach King Centre, the Grimsby Public Art Gallery, and the Livingston Activity Centre were deemed most important among indoor recreation facilities. The Grimsby Lions Community Pool was also ranked in the top 10 most important recreational facilities. However, the pool is an outdoor facility, and not part of the indoor facility assessment. Nevertheless, this indicates that community pools are important to Grimsby as a community.

According to the 2015 Framework, the delivery of quality recreational experiences in communities requires a system that is sustainable, in terms of human resources, economics and the environment.

“Recreation values and stewards indoor and outdoor places and spaces in the built and natural environments. This requires balancing the needs of natural ecosystems with those of users, and providing sustainable facilities and services that minimize negative effects on the social and natural environments.”

In keeping with this principle of operation, Staff, department heads, stakeholder groups, and the public were asked to provide their opinion on facility needs for the future of Grimsby. Above all else, the consensus was that:

“Opportunities and facilities to participate in physical activity, sport, recreation, and play should be equally accessible and available to all.”

Specific indoor facilities were identified for both current and future needs in the Town. The top five indoor facilities that should be more readily available in Grimsby are:

1. Pools
2. Walking/Running Track
3. Fitness/Wellness Facilities
4. Community Gathering Spaces
5. Gymnasium Spaces

Of all participants, pools were the number one most requested indoor recreation facility. In addition to an indoor pool, a walking/running track and fitness/wellness facilities were common requests amongst participants. Live engagement session also confirmed the community’s desire for an indoor swimming pool and indoor walking/running track. What’s interesting in these outcomes, is that the top five most requested indoor recreation spaces are all capable of being part of a larger multi-use recreation facility.

Interestingly, once participants started realizing they could potentially see all of these indoor amenities within one clustered complex, the idea of a new or improved Grimsby Multi-Use Recreation Facility (MURF) started being suggested. In each engagement session, the community indicated a desire for a new and/or improved MURF. Therefore, the Town should prepare a facility feasibility study for a new multi-use recreation facility at an appropriate location.

The preferred location is 162 Livingston Avenue (the Peach King Centre/Town Hall property). The 5.6 hectare (13.8 acre) property is currently underutilized and has the room for additions/enhancements to the existing PKC. Options for a new/improved MURF include:

1. Construct additions and enhance the existing PKC facility to expand the MURF capabilities; or,
2. Demolish the existing PKC and construct a new MURF.

The Town should consider consolidating the Livingston Activity Centre (LAC) into the Peach King Centre as part of this Feasibility Study. It is intended that the consolidation of the LAC with the PKC does not assume a reduction in the availability of space or programming. The intention here would be, that the construction of new additions/expansion of the PKC will provide more space for both the current and additional programming for the PKC and more space for both the current and additional programming for the LAC under one roof (i.e. 1 building with more space usability for all). Additionally, as part of the feasibility study,

consideration should be given to the possibility of connecting the PKC and Town Hall to maximize the use of the property and to consolidate the Town's organizational structure under one roof.

In undertaking a facility feasibility study, the Town should utilize a **Facility Decision Making Process** (provided in **Figure 22** below) when making future decisions on a major, multi-purpose community recreation facility and spaces. The Town should also utilize the **Facility Condition Index (FCI)** approach to determine whether or not significant reinvestment in existing facilities should be pursued. Those facilities or spaces that have repair or replacement ratios of over 50% (FCI) are candidates for repurpose or decommissioning. Those with a FCI of under 50% are more likely candidates for reinvestment (see **Appendix A** for FCI model).

Design of this facility should reflect the most commonly requested features identified in the Consultation Report such as: an indoor pool, walking/running track, cultural activity spaces, and wellbeing/fitness facilities.

This facility feasibility study could be done in conjunction with neighbouring municipalities (e.g. Lincoln, West Lincoln) to optimize the needs of each community. The completion of this facility feasibility study will ensure that Town is best positioned should one or more of the following occur:

- Major new sources of funding become available;
- The population of the region experiences rapid growth;
- Replacement of a major community facility is required. See FCI model, **Appendix A**.

A recently approved example is the Town of Georgina's Multi-Use Recreation Complex (MURC), which was approved in principle following a Recreation Facility Needs Study in 2014. Their MURC will include amenities such as a full gymnasium, lap & leisure pool, seniors space/room, youth space/room, library branch, park and playfields.

Another example of a mid-sized community moving forward with a MURF is the City of Orillia. Orillia is currently undergoing construction for their new \$53.69 million recreation facility that will provide a blend of leisure, sport, fitness and recreational amenities for individuals and families, as well as competitive sport venues for groups and organizations. A video overview of the project can be watched here: https://www.youtube.com/watch?time_continue=11&v=0gDW2ITlgog. Orillia's MURF will include:

- 25 m, 8-lane lap pool with viewing area;
- Therapeutic pool;
- Leisure pool with play features;
- Gymnasium with 2 FIBA sized basketball courts and a viewing area;
- Childcare room;
- Multi-purpose room;
- Fitness centre including studio fitness rooms; and a,
- Walking/jogging track.

During several engagement sessions, participants were asked to select criteria for considering future PRC projects and facility developments. The following was suggested:

- Respond to demands/requests of the Community;
- Provide greater benefit to the Community; and
- Provide a facility/amenities that are not readily available in the Community.

Based on the criteria suggested by stakeholders, the Town should consider utilizing a Project Scoring Metric. An example of this metric to evaluate development of new facilities. An example of a Project Feasibility Framework/Scoring Metric has been included in **Appendix C**.

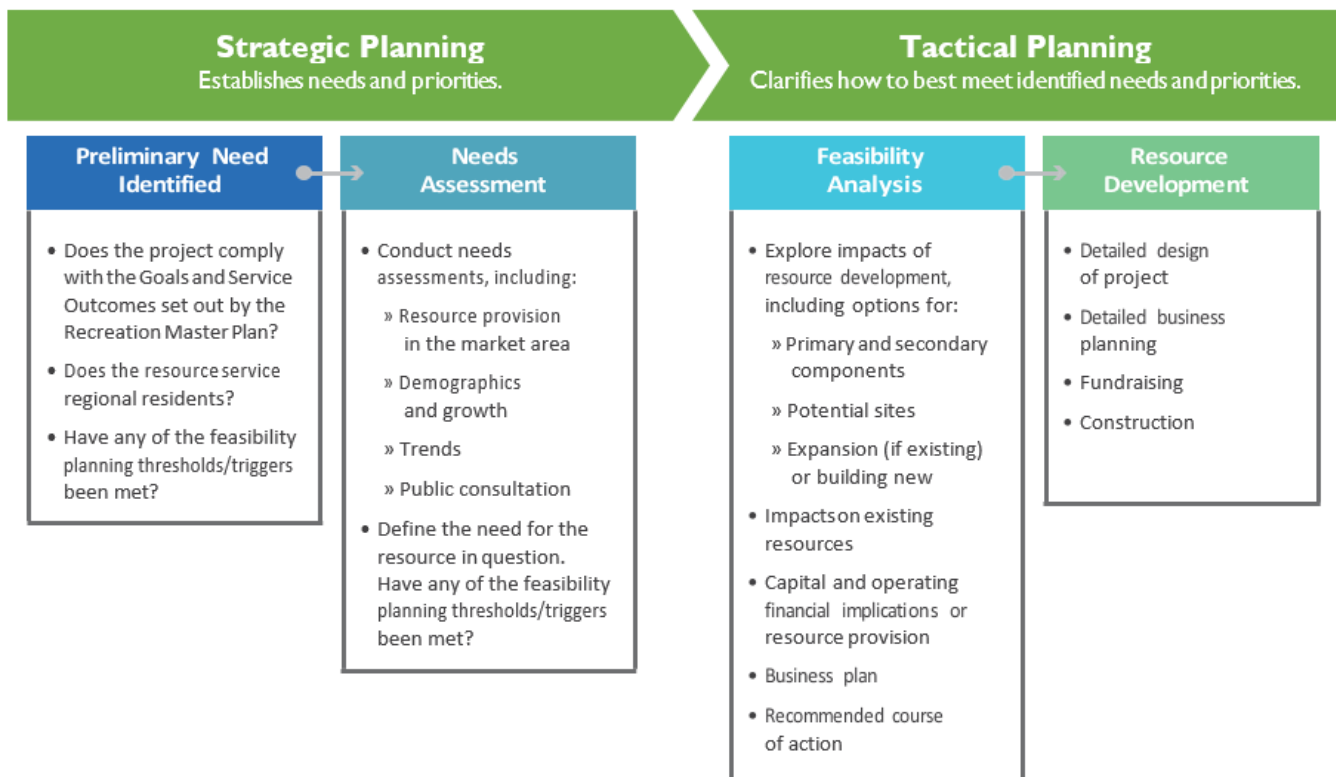
10.4 Best practices

The following best practices should be considered in conjunction with earlier trends described above or in this report, including: inclusivity, social interaction, multi-purpose spaces and expandability.

10.4.1 Facility Decision Making Processes

The planning and design of future recreation infrastructure needs to balance a number of considerations including: growth and utilization in the Town and catchment region; the life span of current facilities; desired service levels; and expected trends in recreation participation. As such, planning for public recreation facilities and spaces should include a project-specific feasibility analysis whenever major project development is considered. The following chart outlines the steps associated with major regional recreation facility and space development. The same steps and framework can be applied to local recreation facility and space development as well.

Figure 22 - Facility Decision Making Process - Strategic Planning for PRC Departments



Since feasibility analysis is required to provide decision-makers with the information necessary to make informed judgments, it is recommended that **significant public investments in recreation facilities and spaces should not occur without undertaking market feasibility analysis and business planning.** This applies not only to initiatives championed by the Town, but also to those projects led by not-for-profit groups and associations where public funds are required for the capital and/or ongoing operations of facilities. The entire process, including needs assessment, feasibility analysis, design and construction can take between 18 and 30 months (or longer) and requires the input of a variety of internal and external stakeholders.

Further to this approach, the following planning triggers are proposed to help municipalities determine when, and if, feasibility analysis related to future facility and space development is warranted. Undertaking a feasibility analysis requires investment and resources, and sets public expectations. Since this is the case, the following **feasibility planning “triggers”** outline when a municipality(ies) could/should initiate (or facilitate in the case of a non-profit-based project) feasibility analysis and business planning.

Market feasibility analysis and business planning could occur when one or more of the following criteria are met.

1. Facility spaces currently being offered approach **80% to 90% utilization levels** on a sustained basis.
2. Facility or facility spaces currently being used have **less than 25% remaining lifecycle or require investment of over 50% of replacement costs** (Facility Condition Index) as a functional and modern resource (as determined by ongoing lifecycle planning).
3. **Current and future demands**, as impacted through expression of needs, as a function of public input, trends and majority impact, and/or market growth, can be proven.
4. The facility in question and program services proposed provide **equitable access** for all residents as a public service.
5. Facility type and function **conform to the core recreation service functions** of local municipalities or new functional areas as contained within the broader strategic planning.
6. Facility type and function are **not currently and/ or adequately provided** through other agencies or private sector services in the town and broader region.
7. Potential and/or confirmed **operational or capital partners are committed and established** as registered societies, institutions, or municipal governments and collectively represent sufficient membership or market segments to sustain use of the development for the life of the development.
8. The external partner (institution, neighbouring municipality, volunteer and/or non-profit group) leading a facility development initiative has, or **has access to, significant capital and/or operating resources.**

The previously noted process and associated planning triggers will help the Town of Grimsby formalize and prioritize potential recreation projects in the future. If a combination of these criteria are met, further feasibility analysis may be warranted. A feasibility analysis requires public investment, the following **general guidelines for feasibility exploration** should be achieved:

- There must be **public engagement** in the planning process, preferably through the use of statistically reliable surveys.
- A **market assessment** for component service delivery functions must be completed.
- A thorough and transparent **site/location analysis** must be completed.
- There must be a **biophysical/environmental** impact statement.
- There must be a **concept development plan** including infrastructure planning, costs and impacts of ongoing operations.
- The project must demonstrate **conformity to broader municipal strategic planning, such as the Official Plan and any Secondary Plans.**
- **Business planning** outlining capital partners, operating partners, sources of capital, capital amortization, and projection of operating costs must be completed.
- **Opportunity cost analysis** must be undertaken, which demonstrates that the project represents the best way of achieving the intended goal.

Should a feasibility analysis be warranted, these guidelines will ensure that decision-makers have undertaken the due diligence they need to make informed decisions in the best interests of the community and public good.

10.4.2 Lifecycle Reserve Policy

Recreation facilities are some of the most heavily utilized, costly (both operational and capital), and complex assets in a municipal asset inventory. Not only do they require high capital investments, they are also costly to maintain and require specialized, extensive human resources to program, operate, and repair. Lifecycle budgeting is the practice of including annual budget allotments for the reinvestment and ultimate replacement of existing facilities and spaces.

The concept of lifecycle budgeting is becoming more commonplace in Canada. Municipalities plan for lifecycle replacement and repair of recreation infrastructure in a variety of ways. Although there is no standard approach to lifecycle budgeting, those municipalities who practice it do so by budgeting between 1% and 2% of facility or space replacement value annually, building capital reserves that can ultimately be used to offset the cost of major repair and replacement.

A concept related to facility and site lifecycle replacement budgeting is **facility amenity refreshment planning**. Amenity refreshment suggests that the program elements, such as leisure amenities in a swimming pool have a functional shelf life shorter than the life spans of the facility envelope and mechanical systems. Some facilities require periodic reinvestment to ensure functional use and relevance, and to ensure that users receive the experience they would get in similar modern facilities. Amenity refreshment is a concept more commonly found in cultural facilities such as art galleries and museums, but is an important consideration for all new or existing recreation and parks facilities and spaces.

As the life span of recreation facilities and spaces is typically between 40 – 60 years, annual replacement planning would theoretically put smaller amounts away each year. When a facility is decommissioned and needs to be replaced, a substantial portion of the capital replacement value is already in reserves.

For its recreation facilities and spaces, the Town of Grimsby should consider adopting annual contributions to lifecycle reserves to better represent the true costs of lifecycle repair and maintenance, and to account for facility amenity refreshment.

10.4.3 Spontaneous Recreation

As mentioned in the trends review, multi-use recreational facilities provides space for spontaneous and unstructured activities. Multi-use facilities result in clustering which enhances cross-programming. The provision of spontaneous, unstructured recreation and parks opportunities should continually be considered by the Town of Grimsby in the programming of existing and new spaces. Some existing facilities, such as the pool and trails, enable spontaneous participation, yet much of the investment lies with structured, rental-use facilities.

The supply/demand relationship for spontaneous use areas is not as straightforward as is the case with programmable/rentable spaces. This is primarily due to the fact that capacities cannot be clearly identified for spontaneous use areas, as the point at which a facility is “too busy” and thereby prohibitive to participant use is subjective and based on individual perception.

Spontaneous use of facilities occurs in two ways. A spontaneous user may visit a facility for the purpose of participating in a desired activity or a user may participate in an activity because it is convenient to do so, yet it wasn't the intended purpose for the facility visit. Recognizing that spontaneous users are comprised of both user types, planning for spontaneous use facilities should consider the follow:

- Spontaneous use areas provide users the opportunity to participate at irregular times, thereby enabling users to partake in physical activity or creative/social endeavors even if they cannot commit to signing up for a scheduled team or program. Therefore, spontaneous use areas must provide optimal flexibility during hours of operation.
- Spontaneous use activities are best offered in clusters depending on the type of activity and the adjacent facility amenities. Therefore, spontaneous use opportunities must be provided in clusters that work well together, including change rooms for both wet and dry uses.
- Spontaneous use activity-clusters must consider cross-use and convenience of potential users. Clusters that seem to work well include:
 - Fitness/wellness and child minding
 - Leisure/ lap swimming and fitness/wellness
 - Leisure/lap swimming and child minding
 - Fitness/wellness and major scheduled use activity (e.g. arenas, field houses, etc.)
 - Fitness/wellness and therapeutic/ program aquatics
 - Leisure skating and ice arenas

Considering these points, it is apparent that many future spontaneous use spaces should piggyback on major programmable/rentable spaces. It is important to note that rental spaces such as traditional ice arenas and gymnasiums/multipurpose spaces can also be spontaneous if they are not rented out for exclusive use.

It is recommended that the Town of Grimsby re-visit the exploration of a multi-use recreational facility that provides for spontaneous and unstructured activities, as it is evident that the need for such a facility will continue to grow.

10.5 Recommendations

Given the consultation findings, best practices and trends in indoor recreational facilities, the following recommendations should be considered by the PRC Department:

1. **Review all hours of operation for recreation and cultural facilities** to optimize use of existing space and reduce barriers and gaps to access and inclusion.
2. **Consider undertaking a feasibility study to promote the use of unused and underutilized spaces** by community groups including those involved in the arts and cultural community. Establish and maintain an inventory of available spaces throughout the Town where PRC activities can occur.
3. **Ensure physical accessibility measures are incorporated into existing and new facilities** and considered for all PRC programming where possible.
4. **Create park and facility guidelines that exceed AODA standards and implement inclusive design standards.** Develop an accessible park that creates opportunities for all abilities and levels of enjoyment.
5. Develop and maintain a **PRC Partnership Framework**. Components of this framework are discussed further in **Sections 3.2** and **12.4.5** of this report. Work with partners to **negotiate and develop partnership agreements to access sponsorship revenues**. See **Appendix D** for example sponsorship policy and **Section 12.4.6** for example Inter-municipal collaboration. Proactively **pursue new cost share partnerships that will enable the Town to address eligible parks, recreation and cultural facility gaps identified** in the plan and optimize use of current and future Town assets. Continuously **explore partnership options** to provide multipurpose space/services including in-depth evaluation of capital reinvestment/ repurposing/expansion needs. Initiate and create Public-Private Partnerships (P3s) between government and private-sector entities for the purpose of providing public infrastructure, community facilities and related services. Evaluate operating agreements with partners to ensure coordination of programming and **identify service areas that may be best suited to be delivered by the private sector** (i.e. concessionaire/retail services, commercial hockey, facility rental for profit).
6. **Adopt a Department-wide Signage Advertising Policy** that permits access by potential partners, sponsors, businesses and community groups to advertising space in facilities, where possible. **Design and locate Grimsby PRC Department banners in key facilities and at special events.** E.g. festivals, tournaments, registration periods etc.

7. **Develop innovative and collaborative facility and operational models** to strengthen partnerships between sport and stakeholder organizations. (E.g. City of Mississauga Sport Plan 2013). Ties into the need for a Sports Council/Alliance.
8. Ensure all **activity rooms or facilities do not have specific 'label'** (e.g. Youth or Senior's room) to maximize flexibility of available rooms and provide for cross-programming of existing space.
9. Prepare a **Facility Feasibility Study for a new multi-use recreation facility (MURF)** at an appropriate location. The preferred location is 162 Livingston Avenue (the Peach King Centre). The Town should consider consolidating the Livingston Activity Centre into the Peach King Centre as part of this Feasibility Study. Utilize the suggested **Facility Decision Making Process** (see **Figure 22** in this report) when making future decisions on a major, multi-purpose community recreation facilities and spaces. Design of this facility should reflect the most commonly requested features identified in the Consultation Report such as: an indoor pool, walking/running track, cultural activity spaces, and wellbeing/fitness facilities.
10. **Review feasibility and sustainability of a multi-functional arts and cultural centre for Grimsby.** This could be done in conjunction with neighbouring municipalities or other public agencies such as the School Boards (e.g. Lincoln, West Lincoln) to optimize the needs of each community. This would require careful consideration in the determination of the need for additional performing arts facilities. The multi-functional arts and cultural centre, if approved, should also **incorporate space for a performing arts theatre/stage.** This recommendation is cross-referenced with the recommendations pertaining to Arts and Culture.
11. **Should the property be deemed surplus by the School Board, the Town should acquire all or part of the Grimsby Secondary School (GSS) property** into a community hub facility (e.g. multi-functional arts and cultural centre, performing arts theatre, green space, etc.). At a minimum, the green space surrounding the GSS should be acquired for additional parkland/open space if the property becomes surplus. This recommendation is cross-referenced with the recommendations pertaining to Arts and Culture.
12. Develop a **Lifecycle Reserve Policy** for indoor and outdoor recreation infrastructure. A discussion can be found in **Section 10.4.2.**
13. Utilize the **Facility Condition Index (FCI)** approach to determine whether or not significant reinvestment in existing facilities should be pursued (see **Appendix A**).
14. Adopt a **project feasibility framework/scoring metric** for all potential major infrastructure projects. See **Appendix C** for a Project Scoring Metric with feasibility planning triggers.
15. The Town should **monitor population growth and facility provision** to ensure facilities and PRC infrastructure (playfields, ball diamonds, etc.) meet the Guidelines for Developing Public Recreation Facility Standards.



Arts & Culture



11

11.0 ARTS & CULTURE

A key component of this PRC Master Plan is an equal focus on the 'culture sector', by which we inclusively mean 'arts, culture and heritage'. This sweeping term basically describes the concept of 'cultural capital', which is the product of shared experience through traditions, customs, values, heritage, identity and history, and includes the cultural and traditional resources of a community.⁴⁸ Enhancing cultural capital implies attention to traditions and values, heritage and place, the arts, diversity and social history. This section of the Report presents the findings, conclusions and recommendations for Grimsby's cultural landscape.



This section is divided into several sub-sections: first the economic importance of arts and culture is outlined to demonstrate that the sector is truly significant and worth paying attention to. Next, some key concepts and terminology are discussed in order to ensure that basic ideas and meanings are shared. After this, relevant trends in the arts and culture sector are presented, and their implications for Grimsby and this plan discussed. Following this is a listing of the 'arts and culture inventory' for Grimsby, which focuses, at a high level, upon the major cultural and heritage assets – facilities and activities – in the community.

Next, a short summary of best practices in arts, culture and heritage management seen in other communities across Ontario are presented. Finally, a distillation of findings and conclusions presented in the form of a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is tabled. Lastly, the recommendations responding to the SWOT assessment are presented.

11.1 Importance of Arts & Culture

'Culture' is critically important as a fundamental human activity. Every human being is creative and engages in arts and cultural activities of some type. Indeed, there is a wide body of evidence to support the contention that to be truly happy and healthy, human beings require creative and artistic outlets. From a municipal standpoint, it is important to pay attention to the culture sector in order to provide a full set of programs and activities to residents, as well as to nurture the local economic base.

⁴⁸ Roseland, M. (2012). *Toward sustainable communities: Solutions for citizens and their governments* (4th Ed.). Gabriola Island, B.C.: New Society.

Accordingly, 'arts and culture' is an important area of focus for any municipality, to ensure that it is providing a full range of recreational and educational activities to its residents (in addition to sports and parks facilities) and thus providing them with healthy opportunities for involvement that engage both the mind and the body. It is thus integral to overall quality of life in a community. Municipalities should be prepared to invest appropriately in these activities, just as they provide parks and sports facilities, which often means some level of subsidy.

However, arts and Culture is also a large and important industry in Ontario overall. Recent (2016) work by the Ontario Ministry of Tourism, Culture and Sport has shown that it is an industry worth over \$20 billion dollars annually in GDP in the province and is responsible for 222,000 jobs (just over 4% of the total workforce). Collectively 'culture' is responsible for 3.7% of the entire provincial economy. So clearly, the sector is worth paying attention to as an economic force and job creation engine⁴⁹.

For Regional context, in 2014 the Region of Niagara undertook an assessment of the value of the culture sector (based upon 2012 data). This analysis demonstrated that the sector is responsible for just over 13,000 jobs throughout the Region, which is associated with approximately \$396 million in labour income and over \$592 million in Gross Regional Product⁵⁰. Clearly the sector is extremely significant within the Region as well as at the provincial level.

Recognizing the importance of culture both as integral to a high quality of life, as well as a potential economic generator, Grimsby is demonstrating its progressive and innovative nature through the preparation of a Cultural Master Plan through the overall PRC Master Plan. Only approximately 15% of Ontario's municipalities have culture plans, and those that do are typically larger municipalities. This demonstrates Grimsby's commitment to becoming a leader in creative arts and cultural programming in Ontario and Canada.

11.2 Key Terminology

Some of the terms used in this plan may be ambiguous or obscure without a more precise definition, and in this section of the Culture Plan we provide further meaning and context for these key concepts.

Culture: The definition of culture has long been a controversy and the term is used in a variety of ways. One commonly used definition is provided by the United Nations Educational, Scientific and Cultural Organization (UNESCO):

"[Culture] is that complex whole which includes knowledge, beliefs, arts, morals, laws, customs, and any other capabilities and habits acquired by [a human] as a member of society⁵¹."

In its broadest sense, everything that humans do could be considered 'culture'. 'Culture' could reflect the customs and traditions of certain ethnocultural or national groups. In another example, the term 'the culture of sport' is often used: however, this could be quite misleading within the context of this PRC

⁴⁹ **Environmental Scan of the Culture Sector**, Ontario Culture Strategy Background Document, Ontario Ministry of Tourism, Sport and Culture, April 2016.

⁵⁰ See **Living in Niagara**: <http://www.livinginniagarareport.com/arts-culture-heritage-2014/contribution-of-cultural-sector-to-the-economy-in-niagara/>

⁵¹ Source: UNESCO - Cultural Diversity - <http://www.unesco.org/new/en/social-and-human-sciences/themes/international-migration/glossary/cultural-diversity/>

Master Plan, as other sections of the plan talk about facilities and programs for sport. Accordingly, 'culture' is used here in its usual broad vernacular sense to mean the visual arts, performing arts, literary arts, digital/media arts, cuisine, and special events and traditions (which themselves may incorporate visual arts, performing arts and cuisine elements). Culture may be professional or amateur, and people involved in culture may be performers/creators, or spectators. Similarly, they may engage in cultural activities as a hobby or pastime, or as a revenue-generating enterprise. All of this is embraced and referenced by the relatively broad term 'culture'.

Arts: Typically, the term 'the arts' refers to the process of creating or consuming/viewing visual, performing, literary or digital/media arts. The term 'art form' usually refers to one of these forms of expression, or even a narrower branch within an art form (for example, 'acrylics' being a style of painting within the 'visual art' form). All forms and expressions of the arts would be contained within the broad definition of culture above.

Multicultural: When the term 'multicultural' is used, it refers to the customs and traditions of ethnocultural or national groups and how these may be expressed in various art forms. Again, this would be considered within the broad definition of culture above.

Heritage: In this plan, the use of the term 'heritage' refers to the history of the community as expressed through a variety of formats: the museum and archives of the Town; its roster of heritage buildings; its physical development over time (and how the evolution of its businesses and residential areas has responded to the site and situation of the Town); and the more intangible memories and reflections of residents. While somewhat distinct from the definition of 'culture' in the foregoing, the ways in which history is interpreted and reflected to the community is a form of cultural expression (e.g. through the Museum). Accordingly, while 'heritage' is not a direct focus of this plan, heritage activities undertaken by the Town are addressed to some extent within the context of this Culture Plan.

Creativity: For the purposes of this plan, 'creativity' is the act of creating art (i.e. engaging in an art form), as defined above. A philosophical position adopted throughout this plan is that **everyone** has the potential to be a creative individual – not just those who have special training in a certain art form, or those who have a particular talent. It follows from this that the Culture Plan is oriented towards ensuring that **all residents** have an opportunity to participate in cultural activities regardless of age, gender, economic position, or physical ability. This is fundamental to the notion that a truly healthy society provides opportunities for physical and mental stimulation to all, which is essential to full and complete wellbeing. Elsewhere in the full PRC Master Plan there is a discussion of 'inclusiveness', 'universality' and 'fair and equal access', and the concept of creativity very much reflects these ideals.

Cultural Innovation: Another concept that is important to define contextually is that of 'cultural innovation'. This refers to the process of creating new cultural product or expression (which may be live music, new works of art, new festivals and events, etc.). The end result of the creative process is cultural innovation, so a key aspect of the Culture Strategy is to identify ways and means through which cultural innovation can be encouraged and stimulated (thus engaging more people in the creative process). A side benefit of this is that often elements of cultural innovation that are highly visible and public in nature

become of interest to visitors and tourists, whose expenditure of time and money in the Town can create economic benefit.

Sponsorships and Partnerships: The overall PRC Master Plan, and certainly the Culture Plan component, relies heavily upon the concept of creating partnerships and using sponsorships in the development and delivery of programs. There are several different forms of partnerships and sponsorships, but all share one fundamental requirement: there must be an advantage to both parties in the arrangement. In other words, the benefit to each party exceeds the cost of the partnership. This ‘win/win’ nature is critical for any such arrangement to sustain itself and have any sort of longevity. Three types of partnership can typically be identified: the most common is probably a **financial partnership**, where one party provides financial support and the other provides (typically) recognition and acknowledgement. This is also frequently called a **sponsorship**. A second type is the **in-kind partnership**, where one party contributes in-kind support (which may be the use of facilities or equipment, Staff, product manufactured by the company, services provided, etc.) and the other, again, recognition. A third type is a **marketing partnership** where one party uses its special access to a particular community or constituency to promote a product, service or event, in return for (yet again) recognition. Often a partnership arrangement between two parties may involve elements of all three forms of association. What is critical to bear in mind here is that when the plan suggests that the Town of Grimsby engage in the formation of partnerships or sponsorships, this should not be seen as a cost to the municipality but rather an **investment** that yields a greater return than would otherwise be the case.

Signature Events: At various points in this plan reference is made to ‘signature’ events. By this we mean events where the primary purpose is to draw visitors and tourists into the community, who then will spend time and money in Grimsby. Signature events are thus primarily **economic development** activities. While they can (and probably should) reflect the history and culture of the Town of Grimsby to be credible and effective, and thus are part of the cultural life of the community, it should be clear that their primary rationale is to create positive economic impact in the community. The cost of sponsoring the event should be more than offset by the economic benefit generated. As well, given that they are economic generators, there should be a variety of partners who contribute to the cost of mounting the event (such as business organizations, individual enterprises, even surrounding municipalities). Signature event thus differ from **local and community** events, whose purpose is primarily to provide opportunities for local residents rather than economic development. While they still may involve (or require) partnerships and sponsorships, these events naturally tend to be smaller-scale and less elaborate and costly than signature events.

11.3 Inventory of Arts & Culture Facilities/Events

Grimsby has an admirable array of cultural facilities for a community of its relatively small size. This demonstrates the strong commitment that the municipality has towards the arts, culture and heritage sector. Few communities, for example, have both a museum and a public art gallery (note that the Grimsby Library, although clearly a tremendous cultural asset to the community, is specifically excluded from this project as it reports to a separate Library Board and is not managed under the current Parks, Recreation and Culture Department.

The inventory of the most significant cultural assets (excluding the Library) includes the following. Note that this is a mixture of facilities and organizations, and occasionally both (for example, when an organization is a dominant user of a particular facility). A Cultural Events and Facilities Map is provided as **Figure 23**.

Carnegie Building:

Grimsby's Carnegie building is an example of a Carnegie library influenced by the beaux arts style⁵². The building was designed by architect, A.E. Nicholson, and constructed in 1911 with an \$8,000 grant from the Carnegie Corporation in January of that year. Carnegie buildings get their name for the late 19th-century Scottish-American philanthropist Andrew Carnegie. According to the Ontario Ministry of Tourism, Culture and Sport (OMTCS) (2017),



“Andrew Carnegie, was a highly influential philanthropist and businessman, who dedicated much of his life and self-made fortune to educational causes. His strongest philanthropic initiative, driven by his strong belief in and passion for free education, was the creation of 2,509 free public libraries around the world. In total, he spent \$2,556,600 on the construction of 111 libraries in Ontario and another 14 elsewhere in Canada.”⁵³

The Grimsby Carnegie building is one of the 111 former libraries across Ontario and is a designated cultural heritage property under Part IV of the Ontario Heritage Act (By-law No. 04-93).

Since 2003, the building has served as the home of the Grimsby Historical Society, Grimsby Archives, The FORT (Foundation of Resources for Teens) and several other community groups. The

building is acknowledged as a community focal point by many and is located across from the Grimsby Public Art Gallery and Grimsby Public Library. However, the main floor of the building is currently underutilized, and PRC Staff are hoping to see it used more in the community. The open interior provides a venue which is suitable for a variety of functions; yoga, for example.

⁵² Source: Grimsby Historical Society - <https://www.doorsopenontario.on.ca/en/grimsby/carnegie-building--the-grimsby-archives>

⁵³ Source: OMTCS - <http://www.mtc.gov.on.ca/en/libraries/carnegie.shtml>

Elizabeth Street Pumphouse:

The Elizabeth Street Pumphouse is a former waterworks facility and a public works building. It sits on the site of a War of 1812 battle, and is located at the bottom of Elizabeth Street at Lake Ontario, next to 40 Mile Creek. The Elizabeth Street Pumphouse is also the home of the Lakeside Pumphouse Artists Association. It was built in 1905, and was used for almost 80 years pumping water to the Town from a gravity-fed escarpment reservoir. The building is an example of an early 20th century municipal building



showing an asymmetrical composition of Romanesque character⁵⁴. It features semicircular fanlight window and doors, wrought iron cresting atop the roof and pressed tin ceilings. These historical and architectural features provide a significant contribution to the character of the Town of Grimsby. The Elizabeth Street Pumphouse is a designated cultural heritage property under Part IV of the Ontario Heritage Act (By-law No. 00-54), and has had this protection since August 21, 2000.

The 89 m² (960 ft²) building is now used as a rentable venue for between 60 – 80 (depending on interior arrangements) and offers tables and chairs, a kitchenette, air conditioning, waterfront vistas, and adjacency to a public garden and gazebo.

Grimsby Museum:

The Grimsby Museum is located at 6 Murray Street on the corner of Main Street West (Regional Road 81) and Murray Street. The museum is open all year and its official mission statement is to engage and share with the community an appreciation of Grimsby's heritage by collecting, preserving, displaying and interpreting historical artefacts and information. The Grimsby Museum offer circulating exhibits and displays artifacts relating to the history of Grimsby and surrounding communities, from prehistory to the current day.



⁵⁴ Source: By-law 00-54 - <https://www.heritagetrust.on.ca/en/index.php/oha/details/file?id=1842&id=1842>

The museum also offers education programs, tours, workshops for adults and children and local history publications (for sale). The museum hosts special events and offers an “Artefact of the Month” program, whereby, one artefact is showcased each month and is advertised on the Town’s website. The Museum also offers a selection of their collection available to browse online.

The Museum also comes with a full-featured multi-purpose room which is available to rent for business meetings, training sessions or private parties. The multi-purpose room includes, a full kitchen, tables and chairs, audio-visual equipment, and use of exhibition galleries for small break-away rooms during non-public hours.

Grimsby Public Art Gallery:

The Grimsby Public Art Gallery (GPAG) was established in 1975, as a non-profit organization which operates for the benefit and enrichment of the public, and designed to provide accessible community art. The GRAG was originally located in the lower level of the Library. In 1999 the Gallery became a separate sub-department of the Town of Grimsby. In 2004 both Gallery and Library moved into a new purpose-built facility that has significantly enhanced the Town’s ability to fulfill all aspects of the GPAG mandate. The galley’s mandate/mission statement is:

1. To be a public, non-profit gallery, serving the Town of Grimsby and surrounding areas.
2. To be dedicated to the exhibition, preservation, encouragement, and collection of visual art of professional standard.
3. To provide lectures, seminars, workshops, tours, and other forms of public education relating to visual art.



The GPAG can be described as contemporary, and offers a variety of collections, preserves, and exhibits by 20th-century Canadian artists. Guided tours, lectures, and workshops for adults and children are offered at the gallery, as well as touring exhibitions. Each year, the GPAG host the *Wayzgoose*. The *Wayzgoose*, is an annual book/arts fair that started in 1979 by small gathering of friends and colleagues that originally attracted about 300 visitors.

Each year on the last Saturday in April practitioners of traditional book related crafts including letterpress printers, printmakers, paper makers and hand bookbinders gather at the Grimsby Public Art Gallery to present their work to the public, renew connections with colleagues and share their expertise with the next generation of artists and artisans. Since 1979, Since the *Wayzgoose* has grown into an eagerly awaited annual event with an attendance of between 2000 and 2500 people.

In addition to the *Wayzgoose*, the GPAG hosts a variety of additional events such as: *Art in the Schools*, an educational program of in-school exhibitions; Art House Café, a speaker's series that focuses on the ideas of emerging scholars; and, *ArtsWalk*, an outdoor event that encourages interactive presentations by practitioners of all arts disciplines.

The Grimsby Public Library and Art Gallery shares a studio and meeting room located off of the lobby. This space is a rentable multi-purpose room for up to 35 people, with a variety of amenities including a full kitchen and table and chairs.

Livingston Activity Centre:

This facility is cross-referenced with indoor recreation facilities described in Section 10. The LAC is a community centre that hosts a variety of activities and events. In particular it is the home of the Grimsby Seniors Club, which offers a wider variety of cultural activities to members (in addition to fitness programs). These include quilting, crafts guild, senior's art classes, choir, harmonica and board games. The facility is also available for community rental.

Nelles Manor Museum:

This is privately-owned, Georgian-style manor house of Col. Robert Nelles, local businessman and politician (and some say founder of Grimsby) built in the late 1700s. It is located across the street from the Museum and makes a natural adjunct to the museum's operation. The Museum is not owned and operated by the municipality; until recently it was privately held by a local couple, with 'usage rights' being deeded to a not-for-profit organization (Nelles Manor Heritage House). Recently the not-for-profit organization acquired the house from the couple (who continue to live there).



It is a seasonal operation, open from the Victoria Day weekend to Labour Day, but offering a variety of events and activities at special times throughout the year (e.g. Halloween, Christmas, etc.). Nelles Manor Museum is a designated cultural heritage property under Part IV of the Ontario Heritage Act (By-law No. 86-56), and has had this protection since June 2, 1986.

Peninsula Players:

Originally located in Smithville (part of West Lincoln) the Peninsula Players, a community theatre company, moved to Grimsby in 1999 when their original venue became no longer available. Now operating out of Trinity United Church, they put on two productions a year.

Listed and Designated Cultural Heritage Properties:

According to the Ontario Ministry of Tourism, Culture and Sport (OMTCS), “planning for the future of a strong, vibrant community requires knowledge of the past and an understanding of what we value in the present. Existing buildings, structures and landscapes often define a community’s unique identity and give it character and a sense of place. To help guide change, it is important to identify and protect the places in the community that have cultural heritage value.⁵⁵” Identifying properties of cultural heritage value or interest is an essential part of a municipality’s role in heritage conservation.



Section 27 of the Ontario Heritage Act requires the clerk of every municipality to keep a publicly accessible register of properties that are of cultural heritage value or interest accessible within in the municipality. The Town’s Heritage Advisory Committee working with the Planning Department has identified and designated a large number of properties which represent cultural heritage value or interest to the municipality. There are currently 32 designated cultural heritage properties under Part IV of the Ontario Heritage Act (individual property designation), and 189 listed (non-designated) properties included in the municipal register. The Town of Grimsby Cultural Events & Facilities Map included as **Figure 23**, illustrates the locations of these cultural assets through the Town.

Grimsby Beach Cottages (i.e. the Painted Ladies):



This charming neighbourhood – a collection of small, colourful and highly idiosyncratic cottages – actually dates back to the Ontario Methodist Camp in the mid-1800s. Attendees to the camp began constructing their own cottages in the then-known Grimsby Beach area, which in the 1940s became converted to year-round dwellings. Today, although the area is totally privately owned, it has become a small-scale tourist attraction and is known on TripAdvisor and other well-known tourism websites. Several of the properties within the

Grimsby Beach area are designated under Part IV of the Ontario Heritage Act, and several other property are listed properties of cultural heritage value or interest (but not designated by by-law).

Private sector cultural venues include the following:

⁵⁵ Source: OMTCS - http://www.mtc.gov.on.ca/en/publications/InfoSheet_Why_Designate.pdf

Station 1 Coffeehouse:

Grimsby's old Station 1 fire hall has been turned into a coffee house, art gallery and events centre, and adds considerably to the cultural aesthetic of the community. While there is almost always something going on at the facility, there may be some potential for competition with Grimsby's public centre cultural activities.

Forty Creek Distillery:

This distillery, operating since 1992, features distillery tours and has an events room where various tastings and other cultural activities are held.

In addition, there are a number of restaurants in Grimsby that feature live music, and thus contribute to the cultural vitality of the community. These include:

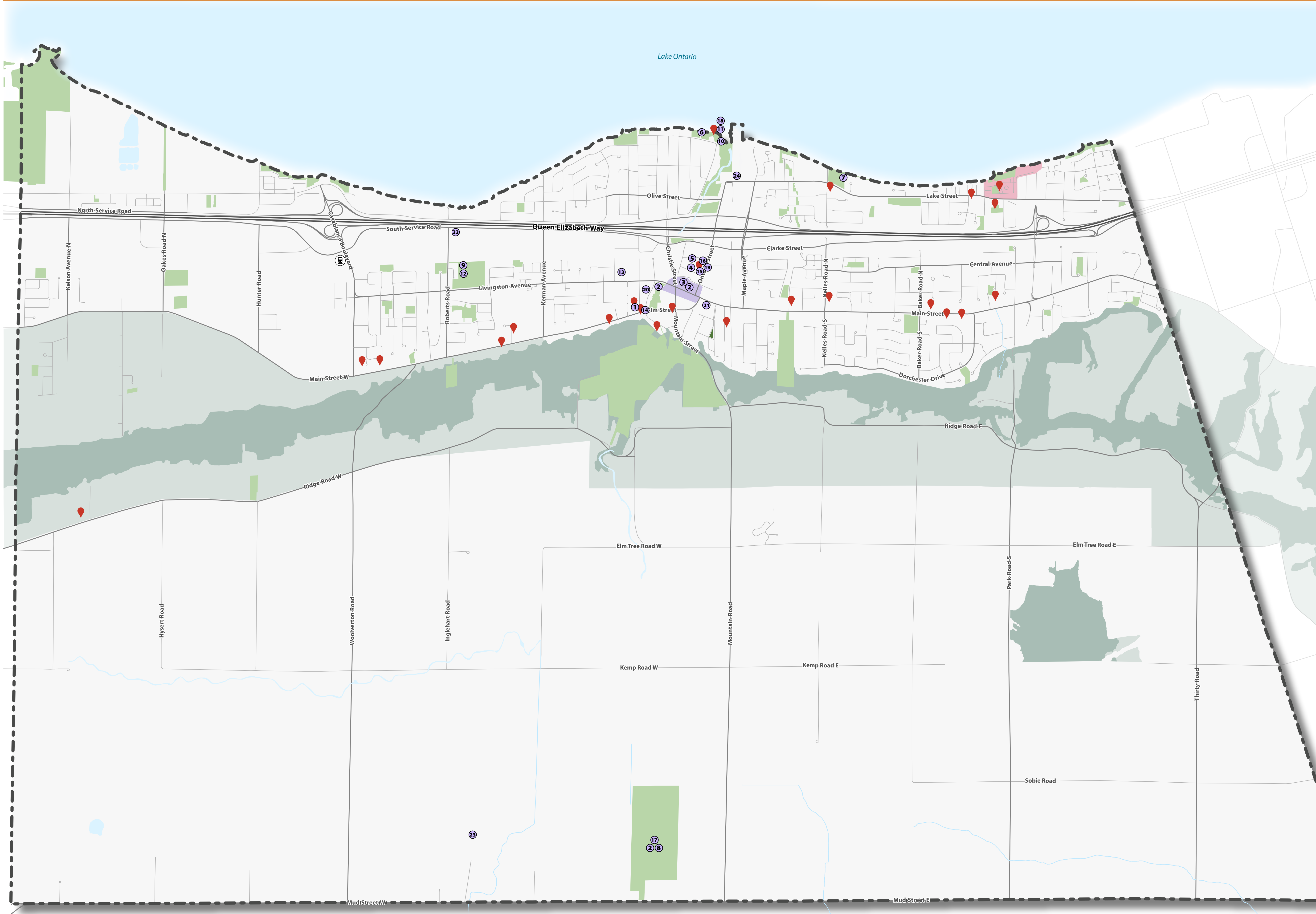
- The Judge and Jester
- Different Strokes
- The Forty Public House



Figure 23 - Town of Grimsby Cultural Events & Facilities Map

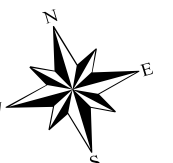
Town of Grimsby Cultural Events & Facilities Map

Figure 23



- Legend**
- Town Boundary
 - Proposed GO Station
 - Designated Heritage Properties
 - Parks, Conservation Areas, and Open Space
 - Niagara Escarpment Natural Area
 - Niagara Escarpment Protection Area
 - Downtown Grimsby
 - Grimsby Beach Community
- Cultural Events & Facilities***
- 1 Nelles Manor Museum
 - 2 Happening at the Forty
 - 3 Farmer's Market & Santa Claus Parade
 - 4 Grimsby Film Series & Wayzgoose
 - 5 Culture Days
 - 6 Art & You
 - 7 Triathlon/Iron Girl
 - 8 Annual Mutt Show
 - 9 Raptorfest
 - 10 Elizabeth Street Pumphouse / 1812 Peace Garden
 - 11 Elizabeth Street Pier
 - 12 Peach King Centre
 - 13 Livingston Activity Centre
 - 14 Grimsby Museum
 - 15 Grimsby Public Art Gallery
 - 16 Grimsby Public Library
 - 17 Southward Community Park
 - 18 Lighthouse
 - 19 Carnegie Building
 - 20 Peninsula Players
 - 21 Station 1 Coffeehouse
 - 22 Forty Creek Distillery
 - 23 Grimsby Airpark
 - 24 Foran's Marine

*Not all attributes are town-owned. Some are private or federally-owned. 1:15,500



11.4 What We heard

Key issues that emerged from the consultation process and the project team's review of arts and culture activities are as follows:

- Participants demonstrated a lack of awareness of events at cultural facilities; with many indicating that the Town needed to enhance awareness and interest in cultural events and activities.
- The most commonly attended cultural events in the Town were regular and annual events such as the Grimsby Farmer's Market, Doors Open Grimsby, and Happening at the Forty, for example. Holiday events represented another large draw for the community followed closely by outdoor events such as movies-in-the-park. The online survey provided for additional input as to other commonly attended cultural events. The Santa Claus Parade was by far the most popular named event not listed in the online public survey, followed by fireworks shows, and the Grimsby Author's Series and Heritage Walks. In terms of cultural events/festivals in Grimsby, the most attended cultural events (ranked by the number of respondents who indicated annual attendance were:
 - Farmer's Market
 - Special Community Events (i.e. Doors Open, Happening at the Forty)
 - Holiday Events (i.e. Family Day Skating, New Year's Eve Celebrations, Christmas Tree Lighting Event)
 - Outdoor Movies & Music in the Park
 - Sporting Events (i.e. Peach Kings games)
 - Wayzegoose
 - Community Fundraising Events (i.e. Museum Dinner, Art Gallery Auction)
 - Santa Claus Parade
 - Fireworks
 - Grimsby Author's Series

Results were slightly varied between live engagement sessions and the online public survey. Facilitated discussions with Council, the Grimsby Museum Board, and the Art Gallery Advisory Committee highlighted several other popular events such as the Wayzgoose, which annually draws between 2000 and 2500 people.

- PRC Staff, department heads and stakeholder groups indicated that other highly attended cultural features within the Town include: touring the Grimsby Beach Gingerbread Cottages (a.k.a the "Painted Ladies"). These tours (often private, self-guided) generate a significant tourist draw each summer. However, it was also noted that they have received complaints from residents regarding the tourists that flock to the area. The houses are not part of a Town-owned tourist destination, but rather, privately-owned real properties with artistic owners, none of which are particularly fond of having bus-loads of tourists on their front lawns taking photos of their houses. Yet the attraction to the area and the cottages remains.

- 42% of respondents to the online public survey believed that there is a need for more arts and cultural opportunities in Grimsby. Overall, the most common request heard from consultation sessions and the online public survey was that, Grimsby should play host to more, and larger cultural events, such as music festivals, art shows, or other larger-scale venues (e.g. film festivals). For some, these would be the sorts of ‘signature events’ referred to previously, that would create significant economic benefit to the community.
- The top five new arts, cultural and heritage activities/programs requested by respondents for Grimsby included:
 1. Visual arts classes, events, groups, or Art Gallery enhancements;
 2. Theatre or performing arts classes and events;
 3. Music classes, events and venues;
 4. Community heritage appreciation (e.g. walking tours, museum activities, etc.);
 5. Community events such as community clean-ups, markets, etc.
- One additional common theme seemed to emerge from discussions during the live engagement sessions: ***“Grimsby needs to provide more opportunities to showcase local artists.”***

Several examples were proposed by participants including temporary art displays along the Grimsby waterfront on Town-owned parkland or an “art-in-the-park” exhibit in Centennial Park. The Town should consider instituting an annual summer display of local art where art exhibits become temporary permanent installations for community display. Examples include: Orillia’s **Streets Alive!** (<https://www.streetsaliveproductions.com/>) or Toronto’s **Moose in the City**.

- Of the current arts and cultural programming offer by the Town, many of the respondents to the online public survey, indicated that they were satisfied or very satisfied with the Town’s provision of quality arts and cultural programming.
- In terms of usage, cultural facilities were ranked by proportion of respondents who visit each facility at least once a month or more:
 1. Grimsby Public Art Gallery
 2. Elizabeth Street Pumphouse
 3. Grimsby Museum
 4. Carnegie Building (Carnegie Commons)
 5. Nelles Manor Museum
- Some expressed a desire for some sort of collective arts hub in the community – expressed as either a ‘performing arts centre’, or a ‘community arts centre.’ Specifically, there is demand in Grimsby for a performing arts theatre/venue. Some commented that arts and cultural activities could be incorporated into a multi-use recreational centre (discussed previously in this report).

- A common theme heard was the importance of involving teens and young adults in arts and culture activities and the need to develop more programs aimed at the needs of this important segment (this was also a theme heard with respect to involving this group in sports and recreational activities).
- Some mentioned the opportunity to involve older adults in cultural activities and the need for more programs and services in this area. Several mentioned the need to provide activities to seniors in older-age facilities such as transitional housing and nursing homes.
- Another theme heard repeatedly throughout the interviews was the need to ensure that cultural activities offered were inclusive and open to **all** participants.
- Several mentioned the desirability of encouraging a philosophy of ‘getting involved’ rather than ‘just watching’ with respect to arts and culture activities.

Overall the most common points of feedback heard during consultation and engagement with the community and Town Staff were:

1. Grimsby should host **more and larger cultural events** such as music festivals, art shows, film festivals, etc.; and, these events could be a collaborative effort between the Town and private organizations.
2. Grimsby needs a **performing arts theatre** or venue.
3. Grimsby needs to institute more ways to **showcase local artistic talent**.

11.5 Best Practices

A review of arts and culture plans in other communities in Ontario has revealed a wide range of ‘best practices’ that could be emulated by Grimsby and incorporated into the Parks, Recreation and Culture Master Plan. Some examples of best practices are drawn from larger communities with a more extensive resource base than Grimsby, and may not be appropriate or necessary for the community at this stage in its evolution. Where they are deemed appropriate and useful, of course, they have been incorporated into this Master Plan. There are 111 in total, covering the following 16 categories:

- 1) Leadership and Governance
- 2) Facility Development and Provision
- 3) Programming and Product (Experience) Development
- 4) Festivals and Events
- 5) Public Art
- 6) Community Arts and Heritage Education
- 7) Marketing and Public Relations
- 8) Economic Development
- 9) Audience Development
- 10) Volunteer Development and Recognition
- 11) Information Management
- 12) Funding and Resource Procurement
- 13) Market Research
- 14) Accountability

- 15) Advocacy
- 16) Sector Training and Development

For reference, all of these best practices are identified with a brief explanation in **Appendix E**.

11.6 Recommendations

The recommendations presented below are those that specifically relate to the provision of arts and culture in Grimsby. However, they need to be seen within the context of the full set of recommendations, many of which relate equally to arts and culture programming as they do to sports and recreation.

1. **Review all hours of operation for recreation and cultural facilities** to optimize use of existing space and reduce barriers and gaps to access and inclusion.
2. Town and community service partners should **explore new ways to encourage and build awareness of Grimsby's spontaneous and drop-in recreation and cultural activities** (E.g. through improved marketing of the Town's Leisure Guide and other promotion mediums). **Focus on providing low cost/no cost unstructured, spontaneous opportunities for various skill levels** to create a degree of universality and inclusiveness for all in Grimsby.
3. Provide PRC's expertise to community partners to encourage **greater range of cultural activities to seniors in nursing homes** and related care facilities. Work with the service providers to determine the range of activities and services that could be made available.
4. Test the community appetite for a **wider range of literacy-oriented arts and culture programs** such as book clubs, language groups, writing groups, games nights (e.g. Scrabble), etc. The Grimsby Library would be a logical delivery partner in such an initiative.
5. **Consider preparing an Events, Culture, and Sports Tourism Strategy (ECSTS)** by exploring a wide range of opportunities for the municipality to act as a host to **sponsor and showcase events and live music**. A good example of an events and music strategy is the [2018-2022 Ottawa Music Strategy](#) or the Town of [Richmond Hill Festivals and Events Strategy](#).
6. Consider **creating Public Art Standards and a Public Art Policy** to encourage public art in development proposals. (E.g. Allocate 1% of new park budgets towards public art. This could be directed by Council through Urban Design Guidelines). An example of a Public Art Policy – City of Kitchener.
7. Prepare and continually update a **comprehensive database of key stakeholders for recreation and culture organizations** and designate a Staff person with the responsibility of keeping database current.
8. Create a **'Culture Month'** for Grimsby where groups and organizations make a special effort to increase awareness through events, programming and promotions aimed at the local market at a time when a focus on such local activities might be desirable (e.g. November). This could involve a 'Culture Pass' where residents could access a variety of events free of charge.

9. Create a **'First Friday' event**⁵⁶ where cultural businesses and organizations offer a variety of programs and events to bring residents and visitors into the downtown.
10. The PRC Department should develop a **consolidated Recreation and Culture Promotions and Marketing Plan** for recreation and culture focusing on educating the public about opportunities, motivating participation, and reducing barriers.
11. Consider **preparing an Events, Culture, and Sports Tourism Strategy (ECSTS)**. Through the ECSTS, the Town should institute an annual summer public art exhibit outside, where the art exhibits become temporary permanent installations for community display. Examples include: Orillia's [Streets Alive!](#); [Cow Parade](#); or Toronto's [Moose in the City](#). The exhibits can be a new unique theme each year, and the pieces can be actionable with proceeds going to both the local artist and the Town - 80%/20% split respectively. As part of the Town's economic development strategy, develop approaches to **attract, develop, sustain and promote cultural businesses**.
12. **Develop and maintain an integrated PRC website tool** that would include an expanded online community calendar; interactive access to Grimsby's Leisure Guide; updated online inventory; improved access to information about recreation and cultural facilities; and a Grimsby Cultural Portal.
13. Consider **hosting more large cultural events** such as festivals, concerts, events, or shows.
14. **Play a leadership role in the delivery of major "signature" events** that draws attention to the cultural life and cultural resources of the Town and area and creates positive economic benefits; work in collaboration with interested cultural groups, business and community leaders in the Town and surrounding areas.
15. Develop a **Youth Strategy** that involves youth in their program planning and the future delivery of activities that engages them in various roles, E.g. volunteers, coaches, leaders, trainers and participants.
16. Develop a **'cultural and/or recreational innovation initiative'** for individuals, groups and organizations to develop new and innovative activities and events to engage citizens in cultural activities in Grimsby. For example, establish a prize each year to be awarded to whichever applicant suggests the most unique, interesting and comprehensive idea. Establish a jury of municipal Staff and appointed citizens to evaluate proposals and recommend award.
17. Consider preparing A **Cultural Heritage Master Plan (CHMP)**. The CHMP could identify and provide conservation methods for the unique cultural heritage resources and landscapes in Grimsby (e.g. Echo Hall, Nelles Manor, Ledingham Cottage, 'Painted Ladies', etc.).
18. **Review feasibility and sustainability of a multi-functional arts and cultural centre for Grimsby**. This could be done in conjunction with neighbouring municipalities or other public agencies such as the School Boards (e.g. Lincoln, West Lincoln) to optimize the needs of each community. This would require careful consideration in the determination of the need for

⁵⁶ Examples of communities holding such 'First Friday' events are Sarnia, Richmond Hill and Ottawa.

additional performing arts facilities. The multi-functional arts and cultural centre, if approved, should also **incorporate space for a performing arts theatre/stage**.

19. **Should the property be deemed surplus by the School Board, the Town should acquire all or part of the Grimsby Secondary School (GSS) property** into a community hub facility (e.g. multi-functional arts and cultural centre, performing arts theatre, green space, etc.). At a minimum, the green space surrounding the GSS should be acquired for additional parkland/open space if the property becomes surplus. This recommendation is cross-referenced with the section pertaining to facilities.
20. The **Grimsby Museum should evolve beyond Mission/Vision Statement by updating their Business Plan** in conjunction with this PRC Master Plan which should reflect the priorities developed here. The Grimsby Museum Business Plan should also align with the [Niagara Historical Society and Museum Strategic Plan 2013-2018](#), and the [Towards 2025: The Ontario Museum Association's Strategic Plan 2016-2022](#).
21. The **Grimsby Public Art Gallery should update their Business Plan** in conjunction with the PRC Master Plan which should reflect the priorities developed here. The Grimsby Public Art Gallery Business Plan should also align with the [Niagara Culture Plan](#).
22. The PRC Department Staff should **facilitate information sessions to present the PRC Master Plan, and discuss opportunities** where Library programming could be aligned with PRC initiatives for mutual benefit. The **Grimsby Library** is obviously a key element of the cultural life of the community and should be 'brought into' this PRC Master Plan to the extent appropriate.
23. PRC Staff should arrange a workshop session with the **Grimsby Foundation of Resources for Teens (FORT)** to present the PRC Master Plan, and discuss ways and means through which they could be involved to mutual benefit.
24. Create more **small-scale local cultural events** such as Jane's Walks, Art Crawls, Small Halls Festival, etc. that focus upon and celebrate the historic and cultural resources of the Town.





ONLY TEACHERS, COACHES
& OFFICIALS
BEYOND THIS POINT



Programming & Staffing

EXIT

12

12.0 PROGRAMMING & STAFFING

The Town of Grimsby's current Parks, Recreation and Culture Department (PRC Department) is a frontline service provider for the immediate resident population of over 27,000. PRC plays an essential role in facilitating the direct and indirect delivery of recreation and cultural programs and events. The PRC Department currently operates from a community development model framework.



The Department must be nimble and respond to the ongoing strategic and operational requirements while freeing up limited resources to address emerging issues. PRC Staff stand out as a key asset and provide a range of services from property maintenance, program delivery, event management, and strategic planning.

Recreation and Culture services are an operational department of the municipal structure for the Town of Grimsby and is separate from other municipal functions related to the provision of recreation opportunities such as planning services, public works, economic development, treasury, communications, and clerk's services. The department is viewed as a major contributor to inter-departmental planning and development across all Town services.

Town Council is the overarching decision making authority for parks, recreation and cultural service delivery. PRC services is dedicated to implementing the decisions of Council and is responsible for advising them on current research, leading trends and best practices, and the current state of PRC in the community.

One of the first recommendations with regard to organizational structure is that the Town should re-name the current Recreation, Facilities and Culture Department to the Parks, Recreation and Culture Department (herein after referred to as the "PRC Department"). This name change has been recommended in order to reflect the changing priorities of the Town and to affirm the current and evolving scope of service delivery of PRC.

12.1 Importance of Programming & Staffing

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

The current model used by the PRC Department has led to the growth of new programs and services, enhanced cultural festivals and events, healthy living programs for children, youth, and aging adults. PRC has played a leading role in the enhancements in outdoor and indoor facilities and an overall improvement to community life in Grimsby. The Parks, Recreation and Culture Department has been, and continues to be, a key contributor to a sustainable Grimsby, with its main focus being on the delivery of programs and services that are complementary to those offered by community groups, schools, not-for-profits, and the private sector.

Parks, Recreation and Culture Departments play a role in improving quality of life within the broader community that includes people living on lower incomes or with disabilities as well as members of visible minorities. As noted in the public engagement process for this Plan, the following barriers to participation were identified: cost; lack of information; program or event times; and transportation. Importantly, health constraints, language and cultural barriers are other barriers to keep in mind. Programs and services with continued emphasis on inclusion and access will be important as will a priority of creating safe and engaging public places, in order to build community.

12.2 What We heard

Municipal recreation departments are increasingly challenged to provide and maintain top quality facilities, services and programs with defined budget envelopes. This has resulted in departments examining new and creative service provision models including alternative delivery approaches such as partnerships. Grimsby's PRC Department already works collaboratively with many community partners and organizations (e.g. Sport organizations, festival and event organizers) and seeks to build capacity within the community before offering services and programs directly. PRC Staff confirmed that this trend is impacting how they approach program and service delivery.

The PRC Department should continue to identify beneficial partnerships in order to meet the evolving demands of Grimsby residents. Through consultation, participants identified the following recreational programs and activities as new programming they would like to see offered in Grimsby:

- Waterfront activities (Kayaking, stand up paddle boarding, canoe/kayak rentals and storage, kite surfing, etc.)
- Outdoor recreational programs/classes (E.g. Yoga in the Park)
- Outdoor group activities (Hiking)
- Outdoor performing arts events
- Youth programming
- Lifelong learning events ("Learn to _____" events)

Overall, there is also demand for *more* recreational programming in Grimsby as summarized below:

- 61% of survey respondents believe there is a need for more recreational opportunities in Grimsby; and
- 69% of survey respondents believe there is a need for greater access to recreation programs and services that encourage healthy lifestyles.

- In contrast to the demand for more recreational programs, the online survey indicates there is less demand for an increase in arts and cultural opportunities in Grimsby (34%). Based on other findings that indicated low awareness of arts and cultural program offerings, it is possible that Grimsby residents/visitors simply lack knowledge of what is already being offered.

With the PRC Department's limited role in program delivery, community partnerships remain important in the delivery of recreation (and related) services in the Grimsby area.

In addition to partnerships, the PRC Department should also consider creative opportunities to engage with residents through existing channels (Leisure Guide, Town website, etc.) as well as growing their social media presence. Many participants indicated that social media applications such as *Instagram* and *SnapChat* are examples of applications the Town should consider for promoting PRC events and programming. Strengthening engagement with Grimsby's youth and organizations such as the FORT (Foundation of Resources for Teens) were also encouraged by stakeholders.

It is important to note that PRC Staff were identified as a key asset in Grimsby's recreational and cultural capital. Staff were noted as being courteous and helpful, and the department's focus on health and well-being (particularly in Grimsby's younger demographics) was highlighted often. The Department was also recognized for being responsive to community needs. It will be important to continue the Department's role as a creative and innovative leader that works with the community to deliver a broad programming mix that enhances well-being and community inclusion.

Engagement sessions with Town Staff indicated a strong desire for improvements to recreational programming tools or software. Optimizing operations so everything runs smoothly is always a challenge. This point was reiterated in discussions with several Staff members. Specifically, it was indicated that improvements and/or enhancements to existing recreation management software be improved upon or enhanced so as to utilize the programs to their fullest potential.

One method of providing automation to parks and recreation programming and services is to have an effective parks and recreation management software solution. Good management software can provide automation. Recreation management software exists today and can be used to help improve recreational opportunities and services currently offered in Grimsby. Something, especially important, as Grimsby grows into the future. Examples of recreation management software include:

- **ACTIVE Network®**, or
- **PerfectMind**

Well-executed automation can allow supervisors and their Staff to create an exceptional customer experience by freeing up time for work on tasks that need human input and cannot be automated. At the time of this Master Plan, the Town of Grimsby was currently using **ACTIVE Network®** but not to the program's fullest extent.

12.4 Best practices

In order for this Master Plan to be successful, the PRC Department will need to find a balance between its “Community Development Model” while introducing and adopting an “Enterprise Model”. The Enterprise Model would apply to all applicable user fee-related recreation amenities throughout the community and apply resource efficiencies to reinvest in the municipality. The implementation of an Enterprise Model will lead to improved financial growth and performance of major recreation and culture facilities, but can also be applied to recreation and cultural programming, parks and trails. This model should be considered across the Department where it may be applicable. As a resource, please find a Recreational Service User Fee and Rental Rate policy for consideration in **Appendix F**.

In addition, the Department should build on the Master Plan by adopting a “Business Plan” approach to grow programs, services, identify and construct new multipurpose facilities, build new collaborative partnerships within the Town and the region and research/adopt new technologies, and innovative approaches.

Continuing to align with the framework outlined in *A Framework for Recreation in Canada 2015: Pathways to Wellbeing* and utilizing other resources such as the *National Benefits Hub*, *Canada Sport for Life, Leisure Information Network*, and *Parks Recreation Ontario* (PRO) will position Grimsby for continued success.

In addition to these best practices, the PRC Department should consider the following:

- Identifying core services
- A refined programming focus
- Governance and structure
- Human resources and departmental organization
- Partnerships
- Building service delivery capacity
- Social media use and technology

These best practices are explored in further detail below.

12.4.1 Identifying Core Services

There is a need to develop a recreation programming policy to guide the delivery of community parks, recreation and culture programming that is aimed at enhancing the personal, social, environmental and economic well-being of the community. This policy will provide a framework for providing facilities and developing programs that deliver the Town’s core services as well as incorporate the principles of exceptional service, operational sustainability and community development. The policy will be applicable to programs delivered directly by the Town and those delivered through partnerships. It will be based on the following general principles and focus areas:

- **Recreational and cultural services and programs for Grimsby residents**, with priority being assigned generally to those programs and services that serve the largest number of residents and

with secondary priority being given to the following target groups: children and youth, seniors, inactive adults and vulnerable or special needs groups;

- **Introductory level** sport, recreation, arts and culture opportunities through a variety of delivery models;
- **Low- to no-cost opportunities** while supporting third-party partnerships to provide enhanced and elite opportunities;
- **Supply and maintenance of buildings and structures** that focus on flexibility and multi-use;
- **Supply and maintenance of trails, appropriate areas of open space/parkland** for passive and active pursuits across the Town as well as the protection of important environmental features;
- **Protection and enhancement of the urban forest**, including regular maintenance activities related to all publicly-owned Town trees; and
- **Staff to coordinate and program core services**, including planning, policy development, facility allocation and volunteer management.

In addition, the Town may become involved when:

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

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

12.4.2 Programming Focus

Trends in recreation programming suggests the following areas of focus based on a variety of data sources including the foregoing sources:

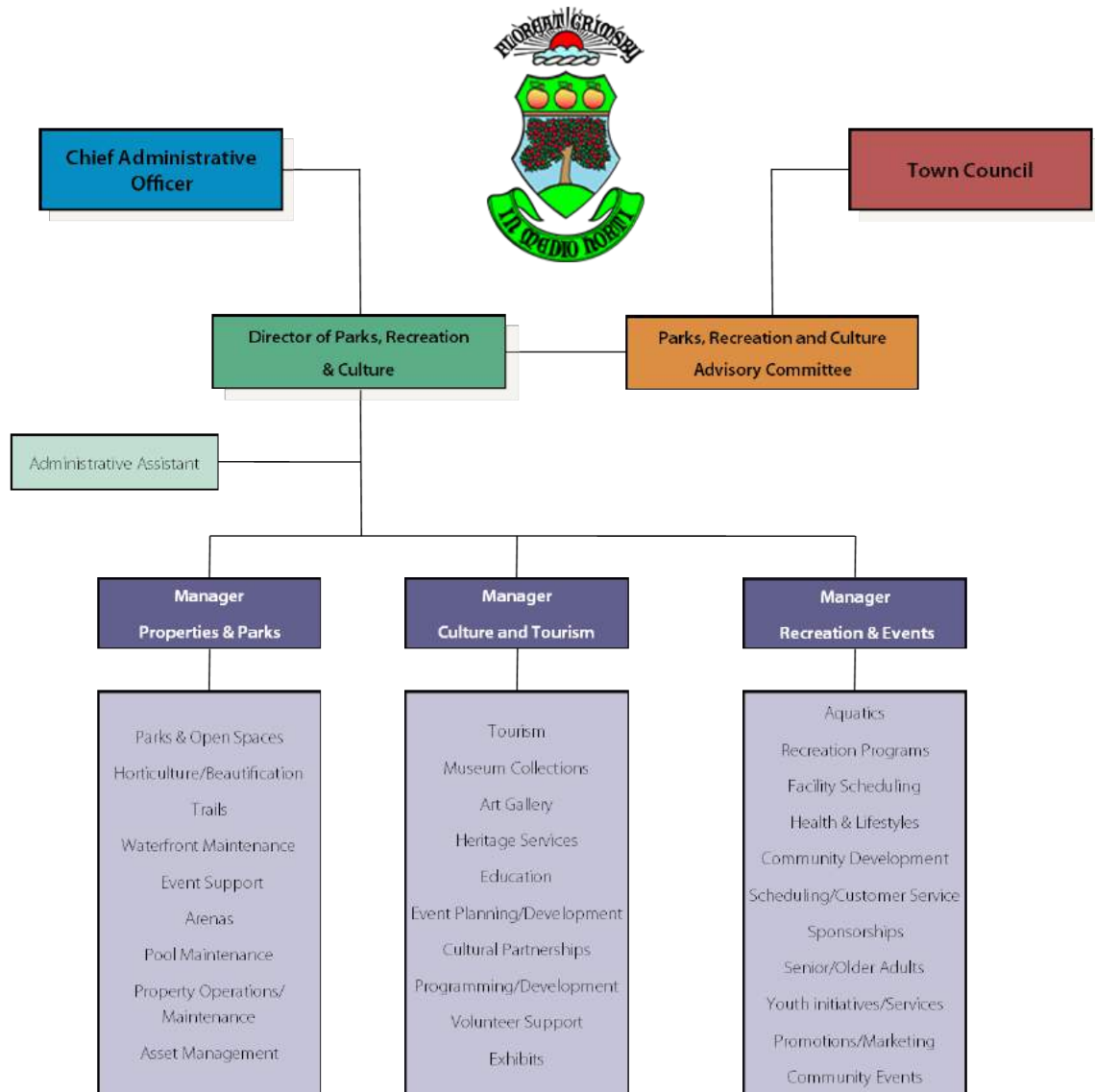
- Providing opportunities for (and increasing awareness of the importance of) unstructured play in encouraging both mental (cognitive) and physical (physical literacy) development at all ages.
- Providing opportunities for all ages and abilities to participate in physical activity; getting more people, more active, more often.
- Providing opportunities that focus on healthy competition, recognizing that a certain point competition detracts from the physical and mental benefits associated with participation.
- Providing opportunities and reducing barriers to spontaneous open space and street play.
- Provide and promote recreation and leisure for all.
- Providing opportunities that enable spontaneous drop-in recreation and parks activity.
- Providing opportunities for residents to embrace winter and participate in outdoor winter activities and events.
- Providing opportunities for children and youth to participate in unstructured play.
- Enabling all community members to take part in nature interpretation.

- Programs that focus on using recreation, culture and parks to facilitate social inclusion and a sense of connectedness and belonging (including Indigenous peoples and newcomers).
- Developing broader public programs focused on nutrition and health lifestyle choices.
- Programs that ensure the promotion of active and positive aging.
- Programs offered to school-aged children during the critical after-school period (3 p.m. – 6 p.m.).
- Integrating into existing and new programs, where possible, pertinent stages of the Canadian Sport for Life Strategy and the principles of physical literacy.

12.4.3 Governance and Structure

The Organizational Chart below is a high level overview of the recommended PRC Department reporting structure and broad divisional function, a more detailed organizational structure overview is provided in the companion Organizational Review Report document to this plan.

Figure 24 - Overview of PRC Department Structure



12.4.4 Building Service Delivery Capacity

While the role of the Town in the provision of parks, recreation and cultural services should continue as a shared service model with respect to both facilities and service delivery, it is recommended that the Municipality continue to serve as a core provider of space for parks, recreation and culture opportunities by offering the community access to indoor and outdoor facilities (through rentals, reciprocal use or other agreements). However, the success of Grimsby's parks, recreation and culture structure will depend on its ability to work in collaboration with the community, regional partners and all levels of government to provide local and regional residents, and visitors with high quality facilities, programs and events.

It is essential that parks, recreation and culture programs be accessible to residents across the entire Town and be available to neighbouring municipalities by way of inter-municipal collaboration or other agreements that from time to time are impactful and create economies and access to all involved. It is also important to consider consolidating programming to fewer physical locations to create economies of scale for program and facility provision. As previously discussed, facilities designed based on a multipurpose model that triggers cross-programming, Staff efficiencies and effectiveness will create opportunities for new programs and innovative approaches to services for the broader community that encourages participation cross sectorally as well as opportunities for collaboration and partnerships.

It has been suggested throughout the Master Plan process and within this document that the PRC Department will need to understand local trends, demographic profiles, issues, and opportunities; as well as the alignment of parks, recreation and cultural services with the *Canada Framework for Recreation 2015*. The following provides a short list opportunities for Staff's consideration:

- Identifying gaps and areas of improvements;
- Initiating and fostering partnerships with key service providers and stakeholders in the delivery of services by assuming a supporting role to community groups, partners and volunteers;
- Engaging the community in meaningful participation through planning, decision-making and service delivery;
- Promoting municipal and inter-municipal services and opportunities for community participation and engagement within neighbourhoods and community wide;
- Providing facilities in response to demonstrated needs, in keeping with the Municipality's mandate, utilizing decision making processes has provided within the appendices;
- Supporting or facilitating community events and social activities that promote community and neighbourhood celebration, interaction, vibrancy and cohesion;
- Working to include all residents and advocating for the vulnerable and marginalized individuals and groups;
- Educating about and promoting the benefits of recreation services (e.g. physical activity and environmental initiatives, etc.);
- Advancing opportunities for arts, culture, and heritage (as directed by broader corporate initiatives);
- Developing effective and meaningful policies and procedures that enhance accountability and transparency;

- Providing exceptional, effective and impactful customer service.

An overarching theme that requires attention in future PRC programming is the creation of a stronger recreation program delivery system that addresses resident and visitor barriers to participation. The following were presented through the public online survey process:

The top barriers that prevent individuals/households from participating in recreational and leisure activities are:

1. Inconvenient hours
2. Activity not available
3. Associated activity cost
4. Fees are too high
5. Not sure what is offered

To improve recreation and leisure programming, results indicate that the top changes for the Town to consider are:

1. More convenient schedules
2. Greater variety
3. Improved/enhanced facilities
4. More frequent offerings
5. Improved marketing

Additionally, in an effort to deal with associated programming costs, the Town should consider implementing a subsidized recreation accessibility program, to help offset costs for families with less financial resources.

When it comes to the types of programs to be considered adding/improving, survey results indicate that the Town could consider the following:

1. Special Events
2. Environmental Programming (e.g. nature walks, organized hikes, plant identification sessions, etc.)
3. Sports & Athletics
4. Indoor Fitness
5. Adventure Activities (e.g. rock climbing, kayaking, etc.)

Overall, there seems to be significant interest in outdoor activities in Grimsby. Opportunities to further engage residents and visitors with the natural environment should be evaluated further.

Service delivery can also be optimized through collaboration and partnerships. When you align the survey results with focus group discussions and feedback there is a clear indication that the local groups have an appetite to work together with the Town and with each other in a more meaningful way.

There is an opportunity to adopt guidelines for a Town Partnership Framework wherein the Town would enter into agreements for the delivery of programs and maintenance of recreation spaces. Partnerships should not be limited to Grimsby but also through inter-municipal partnerships with neighbouring

communities. Grimsby provides recreation, parks and culture services to the entire region and stakeholders in Grimsby have acknowledged that.

12.4.5 Social Media Use & Technology

The Town will also need to consider its current and future use of social media marketing in order to connect and deliver services to existing and potential target markets. Technology is permeating the Parks, Recreation and Culture marketplace, and there is a major shift in how industries and products are marketed. It is noted that over 90% of Canadians own a cell phone and most use it for more than phone calls. Apple and Google have gone “all-in” on new self-monitoring technologies, where users can monitor the entire human-centric platform for fitness and wellness. There are an estimated 100,000 health and fitness apps for mobile devices and more and more people are choosing to use them. These people are local residents and visitors to Grimsby and regional parks, recreation and culture facilities, spaces and programs.

While social media can be used for marketing to all segments of your population it can also be used to gather data on users and uses. The need for pertinent and reliable facility and space usage information and participation data is key in furthering the recreation and culture agenda. Relevant and accurate user statistics at facilities and parks, participation counts from service providers (interest groups or partners), and registration information regarding programs are essential in understanding current community impact, supply and demand for facilities, and analysis regarding target markets reached. User satisfaction surveys/opportunities can also provide valuable insight into best practices and areas of improvement.

Usage and user information helps position the impact of the recreation and culture services amongst the entire population, can build the case for sustained and continued investment in recreation, parks and culture, and enables Staff and administrators to benchmark performance on an ongoing basis.

Technology is intimately aligned with data collection and analysis and can be used to enhance the Staff role in the delivery of programs and services. Data and research will also help populate key promotions and marketing messages and will create enhanced internal and external clout for parks, recreation and culture services.

12.5 Recommendations

Based on these best practices discussed above and consultation engagement results, the following recommendations should be reviewed and implemented over the next ten years by the PRC Department. Additionally, all recommendations pertaining to the organizational structure and function of the PRC Department should be read in conjunction with the companion Organization Review Report document.

1. **Create a fulltime Supervisor position that focusses on Recreation and Wellbeing programming and services.** Please refer to the Organizational Review Report for an example job description.
2. **Introduce intergenerational programming** which would involve special events, physical and creative activities that grandparent and grandchild can participate in together.

3. **Review rates and fees policies** on annual basis to ensure that they continue to respond to community needs and promote access for all regardless of age, income level, culture, gender, and abilities. Please refer to **Appendix F** for sample rates and fees policy.
4. **Explore approaches to enhance affordability of recreation and culture** (e.g. enhance support and promotion of recreation fee assistance programs by implementing a Recreation Access Program (RAP) such as Edmonton's [Leisure Access Program](#)).
5. **Establish an online Community Recreation Access Centre/Portal** to help applicants of processes applications for subsidized recreation (i.e. Recreation Access Program (RAP)).
6. **Facilitate annual workshop/meeting and hold a Town Parks, Recreation and Culture Roundtable** with community organizations to identify programs needs and ensure facilities, parks, trails and cultural activities remain relevant. Distribute invitation and summary of meeting to all applicable service providers. **Consider developing a 'Sports Council/Alliance'**.
7. **Review all hours of operation for recreation and cultural facilities** to optimize use of existing space and reduce barriers and gaps to access and inclusion.
8. Town and community service partners should **explore new ways to encourage and build awareness of Grimsby's spontaneous and drop-in recreation and cultural activities** (E.g. through improved marketing of the Town's Leisure Guide and other promotion mediums). **Focus on providing low cost/no cost unstructured, spontaneous opportunities for various skill levels** to create a degree of universality and inclusiveness for all in Grimsby.
9. **Capitalize on known effective marketing strategies** to ensure maximum exposure of Grimsby's recreational offerings.
10. **Offer and enhance healthy food options** and healthy eating choices in all programming and events.
11. **Develop an "Active Aging" strategy** that focuses on getting older adults into programs and facilities as they age. Components of this strategy would be:
 - a. Staff training on best/leading practices in Active Aging;
 - b. Planning and hosting events/initiatives for active agers;
 - c. Review of the recently released [Shape Niagara](#) community engagement initiative and consider implementation of recommendations into Grimsby-specific strategy;
 - d. Review of the [Niagara Aging Strategy and Action Plan](#); and,
 - e. Ensure that cultural programming considers an 'Active Aging' component wherever practical.
12. Address barriers to participation in recreation for older adults by **introducing discounts for low income seniors** (e.g. those who are 65+ and who may be eligible under a RAP).

13. Continue to **support organizations that provide assistance to residents facing barriers to participation**, and where possible enhance efforts (e.g. financial, in-kind support, capacity building).

14. **Develop and maintain a PRC Partnership Framework.** Components of this framework are discussed further in **Sections 3.2** and **12.4.5** of this report.

Work with partners to **negotiate and develop partnership agreements to access sponsorship revenues**. See **Appendix D** for example sponsorship policy and Section 12.4.6 for a discussion on Inter-municipal collaboration.

Proactively **pursue new cost share partnerships** that will enable the Town to address eligible parks, recreation and cultural facility gaps identified in the plan and optimize use of current and future Town assets. Continuously **explore partnership options** to provide multipurpose space/services including in-depth evaluation of capital reinvestment/ repurposing/expansion needs. Initiate and create Public-Private Partnerships (P3s) between government and private-sector entities for the purpose of providing public infrastructure, community facilities and related services.

Evaluate operating agreements with partners to ensure coordination of programming and identify service areas that may be best suited to be delivered by the private sector (i.e. concessionaire/retail services, commercial hockey, facility rental for profit).

15. The PRC Department should help **facilitate the development of a community-wide Volunteer Strategy** with other sectors that rely on volunteers. Additionally, develop, in partnership with applicable stakeholders and other Town departments, a Grimsby Volunteer Strategy.

Study the integration of volunteers and understand how they impact the PRC Department's operations. Partners such as [211 Ontario](#) should be expanded upon. Identifying opportunities to access and engage with volunteers over the long-term is a key outcome.

Ensure that a **database of volunteers** interested in recreation, and culture-based volunteer opportunities is maintained and marketed to local recreation groups seeking volunteer involvement.

16. **Promote the 30x30 Challenge!** The 30x30 concept was created by the [David Suzuki Foundation](#) in an effort to inspire individuals to reconnect with nature while improving their health and mental well-being.

17. **Increase cross-departmental awareness and understanding of PRC department activities** through periodic meetings and more inter-departmental partnerships.

18. **Increase opportunities for sponsorship, corporate volunteerism and shared expertise** by providing a list of all potential sponsorship opportunities within recreation/culture and develop a menu that potential sponsors can select from to support healthy and creative lifestyles. (E.g. facility naming, program sponsorship etc.).

19. **Establish a Departmental vision and mission.** The mission should be integrated into the PRC Department's existing branding and future signage/marketing efforts. The Department's mission and collaborative approach should be promoted through all community engagement.
20. Continue to work with regional partners to provide **integrated/shared communication tools** that promote and provide residents with information they need to take part in PRC programs and utilize parks, recreation and culture facilities. This can be done by improving website connectivity between PRC Department and other service providers and partners such as Niagara Region, the YMCA and neighbouring municipalities.
21. Coordinate an **information session with all municipal departments and divisions to share the outcomes and recommendations** of this PRC Master Plan and educate Town Staff on the Department's vision and mission as it works in partnership and collaborates with the community on Recreation and Cultural initiatives.
22. **Share information on a regular basis with the community** in order to build capacity and ownership of parks, recreation, and culture services. Utilize social media, E-newsletters, website connections, recreational/cultural organization newsletters (e.g. Bang the Table Engagement HQ and Engagement IQ community engagement software: helps to give people a voice on issues that are important to them).
23. Prepare and continually update a **comprehensive database of key stakeholders for recreation and culture organizations** and designate a Staff person with the responsibility of keeping database current.
24. Align where appropriate with the **"Canadian Sport for Life" model** in the delivery of programs and services in order to close existing and potential gaps in basic skill development. Address physical literacy challenges and deliver Physical Literacy Training to Staff and other program providers.
25. Create a **customer-centered culture amongst Staff** that focuses on core values and expectations of the organization.
 - a. Implement **customer service excellence award system** and adopt a training program for Staff and volunteers in the delivery of recreation and cultural programs/services.
26. Adopt a **Department-wide Signage Advertising Policy** that permits access by potential partners, sponsors, businesses and community groups to advertising space in facilities, where possible.

Design and locate Grimsby PRC Department banners in key facilities and at special events.
E.g. festivals, tournaments, registration periods etc.
27. Continue production of **Grimsby's Leisure Guide**. Identify additional avenues of distribution including updated website with options to filter activities and create more interactive opportunities with potential participants, etc.
28. Develop and maintain an **integrated PRC website tool** that would consist of the following components:

- a. Expanded **online community calendar**;
 - b. **Interactive access to Grimsby's Leisure Guide**;
 - c. **Updated online inventory**;
 - d. **interactive web-app called a 'Park and Recreation Locator'**;
 - e. **Improved access to information about recreation and cultural facilities**;
 - f. Updated software for **improved customer experience and automation**; and,
 - g. **Grimsby Cultural Portal**.
29. **Introduce an access pass system** that creates opportunities for lower income families to access fee based PRC programs. This system could play into the Recreation Access Program (RAP) discussed above (other examples include: [Vancouver's Leisure Access Program](#), or [Saskatoon's Leisure Access Program](#)).
30. Monitor and manage the department's online reputation and promotion of PRC events/services by **applying modern communication tools and approaches** (E.g. social media, YouTube channel, blogs, *Facebook* groups, *SnapChat*, *Instagram*, recreation apps, etc.) to create a "connected community" of parks, recreation and culture residents.
31. The PRC department's Manager of Recreation should delegate this duty to a Staff member with IT skills. This individual would have the **responsibility of controlling and disseminating information including coordinating social media/promotions**.
- a. Work towards engaging a younger demographic through alternative social media targeting.
32. Develop **innovative and collaborative facility and operational models** to strengthen partnerships between sport and stakeholder organizations. (E.g. [City of Mississauga Sport Plan 2013](#)). Ties into the need for a Sports Council/Alliance.
- Again, consider preparing an **Events, Culture, and Sports Tourism Strategy (ECSTS)** to help advance the Town of Grimsby as a leader in the Sport Tourism industry, maximizing both economic benefits and sport development opportunities.
33. In the longer-term, build on and **incorporate emerging sport and activities into program offerings**. E.g. pre-school mix it up sports, Family Pickleball, Late Night Drop-in for Teens, Open Playtime, Bounce Basketball, Stick and Puck.
- a. In particular, consider increasing waterfront programming (E.g. Open water lifeguard services, kayak rentals, Stand-up paddle boarding) and integrate the pier into programming (if/once repaired).
 - b. Increase indoor aquatic program offerings (synchronized swimming, water polo, underwater hockey, swimathons, etc.)
34. Continue to **monitor outdoor recreation trends** and support expansion of such opportunities in all areas of the Town.

35. **Develop an ‘Enterprise Format’ approach** to use in assessing the feasibility and desirability of all new PRC programs and activities. Such an approach should consider costs (including for Staff time), revenues, subsidies, etc.
36. Adopt and incorporate the Goals and Service outcomes into a **measurement reporting system** based on the benefits approach to recreation that is the foundation for all Recreation and Cultural Services communications and accountability systems.
37. Adopt and implement the **proposed PRC organizational structure alignments and recommended positions** (Submitted to PRC Department separately) to better position the Department to respond to the needs and desires (e.g. forecasted growth in Grimsby) identified in the Master Plan. This includes **changing the name of the Department to the ‘Parks, Recreation & Culture Department’**.
38. Develop a **Youth Strategy** that involves youth in their program planning and the future delivery of activities that engages them in various roles, E.g. volunteers, coaches, leaders, trainers and participants.
39. Develop/Continue to provide **“Learn to _____” events** that provide recreational users with an opportunity to develop a new skill or learn a new activity.
40. **Continue to provide support to local or neighbourhood groups** that deliver recreation programs and opportunities that align with the PRC’s mission/vision for recreation and cultural services. Support in this instance could include, for example: advisory role or financial support, in-kind).
41. Consider sponsoring (or co-sponsoring with a local business or community organization) a **‘Landscapes of Grimsby’ photography or painting contest**⁵⁷.
42. Ensure all **activity rooms or facilities do not have specific ‘label’** (e.g. Youth or Senior’s room) to maximize flexibility of available rooms and provide for cross-programming of existing space.
43. The PRC Department Staff should **facilitate information sessions to present the PRC Master Plan, and discuss opportunities** where Library programming could be aligned with PRC initiatives for mutual benefit. The **Grimsby Library** is obviously a key element of the cultural life of the community and should be ‘brought into’ this PRC Master Plan to the extent appropriate.
44. PRC Staff should arrange a workshop session with the **Grimsby Foundation of Resources for Teens (FORT)** to present the PRC Master Plan, and discuss ways and means through which they could be involved to mutual benefit.
45. Work with Planning, Public Works and Transit Staff in the **review of development plans or infrastructure projects to improve existing and proposed walking and cycling**

⁵⁷ One of the ways to develop and reinforce a unique sense of place and community identity is through the celebration of views and scenes of the area that cannot be seen or appreciated anywhere else. A contest such as this would be a statement that such scenes in Grimsby are significant and important, and would contribute to a growing sense of unique community identity.

opportunities to schools and other community facilities, along selected roadways and within and between parklands.

46. Coordinate a department-wide strategic session to **define the department's "core services"** to help define planning, policy development, facility allocation, action plans and volunteer management.
47. Continuously **monitor all departmental policies and action plans** to ensure that they are relevant and consistent with changing trends that address the barriers to access and participation and engagement with non-users.
48. **Train Staff to continually build capacity**. E.g. trends, best practices, comparative community successes.
49. Create a defined **events provision framework** that categorizes events supported (in whole or in part) as either: a) community events, or b) tourism events. The rationale for community events is that they should provide affordable and accessible events for the resident community. Financial payback, while desirable, should not be the primary consideration. Tourism events should create positive economic impact for the entire community and should involve other partners who are beneficiaries of the overall event.
50. The PRC Department should provide **regular input into the land use planning and development approval process** to ensure long-term needs facility and programming needs are met. This input can help guide the future location and size of parks/recreational facilities as well as the development of future trails (recreational and active transportation routes).
51. **Provide more and enhanced aquatics programming** throughout the Town.
52. All organizations renting/utilizing Grimsby facilities should be required to **report annually on the number of registered participants**. This information should be included in each facilities' allocation policy. Use this data to enhance the understanding of parks, recreation and culture participation in the community including program registration, facility usage, capital and operation expense and revenue tracking and other data critical to informed planning and management.
53. Ensure the updated **PRC Master Plan is reflected in the Town's Economic Development Strategic Plan, Official Plan and other vision documents**.
54. Undertake an **annual review of the recommendations in the PRC Master Plan** as part of the municipal budgeting process, including a description of recent achievements and future objectives.
55. Undertake a **comprehensive update of the Parks, Recreation and Culture Master Plan prior to the end of the 10 year timeframe** of the Plan (2029).



Strategic Directions & Implementation

The background of the slide is a large photograph of a river flowing through a forest. The water is a murky, brownish-green color. The banks are lined with trees showing autumn foliage in shades of yellow, orange, and green. A rustic wooden bridge with railings crosses the river in the middle ground. The bridge is supported by a stack of logs. In the foreground, there are rocks and fallen branches in the water.

13

13.0 STRATEGIC DIRECTIONS & IMPLEMENTATION PLAN

13.1 Strategic Themes

The following five themes emerged throughout the process of undertaking the PRC Master Plan. These five themes inform the implementation strategy and the key objectives for Grimsby's PRC Department as it moves forward.

6. **Accessible & Inclusive**
7. **Partnerships & Collaboration**
8. **Communication & Engagement**
9. **Innovation and Building Capacity**
10. **Optimization of Infrastructure**



These five themes have been incorporated into the PRC Master Plan's Strategic Directions and Implementation Plan as the Master Plan Goal Areas. Below is a brief description of each goal area.

#1: Accessible & Inclusive

Ensuring PRC programs, facilities and services are accessible to all is something to continually keep in mind when considering current and future recreational programming and services. Inclusive design of PRC indoor and outdoor amenities and facilitating accessible programming and services were key themes highlighted through stakeholder consultation as well as an inventory of Grimsby's parks system and recreational facilities. The term *accessibility* is being used interchangeably to refer to both inclusive design of recreational facilities and programs, as well as affordable programming for all socio-economic levels in Grimsby.

"Recreation, in its many forms, is acknowledged as one of the central values of human existence. We have a fundamental need to rejuvenate our minds and our bodies. Recreation is more than just fun and games; it has the power to change lives through the individual and societal benefits that it provides. Recreation is essential to sustaining a high quality of life."

Ontario Recreation Framework

The recommended action items will guide the Town in considering innovative ways to improve accessibility and affordability for Grimsby residents.

#2: Partnerships & Collaboration

The Town of Grimsby is actively involved in several partnerships and collaborations that support the delivery of Parks, Recreation and Culture services and programming. Municipalities and departments such as the PRC Department are increasingly looking to form partnerships that enhance service levels and leverage funding. As discussed above, partnerships can take a variety of forms. It is recommended that the Town continue to cultivate existing and new partnerships that benefit all parties involved. Partnerships and sponsorships should be considered in the development of new parks, trails and facilities as well as the preservation of existing cultural facilities.

Partnerships and collaboration create opportunities for great participation, higher standards of quality as well as unique perspectives and solutions.

#3: Communication & Engagement

A key barrier to participation in recreational programming in Grimsby is the lack of knowledge/awareness of recreational opportunities. Enhancing communication tactics is an area for the PRC Department to explore further. Overall, there is demand for a more “connected community” across the PRC Department’s multiple platforms, including the Leisure Guide, Social Media, the Town’s website and more. Overall, there may be opportunities to consider the use of more engaging technology for easier access by residents and visitors, including a range in age groups. In particular, stakeholders indicated they would like to see better promotion of the PRC Department’s events through an improved website and a community calendar, while the PRC department Staff and department heads suggested the use of improved/advanced automation software for recreation programming.

Further, educating the public about recreation opportunities will also enhance the benefits achieved by the PRC Department. For example, the positive outcomes associated with education in recreation are evident a variety of instances, such as the [30x30 Nature Challenge](#). Implementing programs such as the Healthy Kids Community Challenge or the 30x30 Nature Challenge, is a way for PRC departments to demonstrate their commitment to educating kids (and the public) on how to lead healthy and active lives. Continuing engagement and advancing the PRC Department’s successful programs such as the Healthy Kids Community Challenge through positive networking is also an area to take action in.

#4: Innovation and Building Capacity

In order to be a leader in recreational and cultural services and programming, the PRC Department continues to look for ways to engage with the community, residents, stakeholders, visitors and other service providers in the region. The Town will need to continue to explore innovative ways to create a connected community of parks, recreation and culture champions in the region and to share the importance and benefits of parks, recreation and culture.

When it comes to programming, stakeholder feedback indicated there is an opportunity to blend both arts and physical recreation into Grimsby events and programming. This is particularly important given Grimsby's unique natural and cultural heritage landscape.

Through continuous monitoring of recreational and cultural trends as well as increased partnerships and engagement, the Town of Grimsby can continue to update program offerings that adapt to recreational user needs. The recommended actions below provide the PRC Department with ideas on how Grimsby can stand out as a leader in parks, recreation and culture across Ontario and Canada.

#5: Optimization of Infrastructure

Based on changing trends, aging facilities, growth forecasts and demand from recreational users, the Town of Grimsby will need to be more strategic and tactical to optimize future infrastructure investment. Consideration should be given to:

- Sustaining and/or improving existing facilities and spaces;
- Adopting a Project Development Process;
- Prioritization of amenities; and,
- Land Development and Acquisition.

Maximizing use of existing facilities and continuing to explore the feasibility of future facilities, including a multi-use recreational facility, should continue to be a priority for the Town of Grimsby. Creating facilities and spaces that are seen as community hubs should be encouraged in all updates and future facility design. Optimization should also include the regular review of policies to strengthen the planning and delivery of PRC programming and services.

13.2 Recommended Action Items

Planning for the future of Grimsby's Parks, Recreation and Culture requires a deeper look at the priorities in each Master Plan Goal Area. Parks, Recreation and Culture is interrelated and we recognize the need to identify strategies and actions that go beyond the Town's parks, recreation and culture programs. As the PRC Department strives to provide the best in leisure services to the residents and visitors of Grimsby, it is important to find efficiencies where possible and to provide benefits across parks, recreation and culture. Many items have to be viewed across the entire leisure system, as there are overlaps among goal and objective areas.

The following implementation table is a summary of the Master Plan goals and objectives and includes **107 recommended action items** with associated timelines, responsibilities, outcomes for each goal and objective area and how each goal aligns with the Canadian national framework, "A Framework for Recreation in Canada 2015: Pathways to Wellbeing".

Master Plan Goals

Objectives

1. Accessible & Inclusive: <i>To ensure community facilities, services and programs are accessible and inclusive of all.</i>	Create opportunities that increase healthy, active living for all ages and abilities in Grimsby's facilities and programs.
	Reduce barriers to access for PRC programs and facilities.
2. Partnership & Collaboration: <i>Build capacity and promote healthy lifestyles through partnerships and collaboration.</i>	Leverage existing partnerships to improve service delivery and explore opportunities for new partnerships.
	Develop effective and strategic working policies.
3. Communication & Engagement: <i>Increase PRC user retention and growth through the implementation of strategic communication efforts.</i>	Improve communications and coordination among PRC groups, stakeholders and the public.
	Enhance marketing methods that strengthen customer service, improve retention and create growth.
	Enhance the use of technology to deliver programs and services; encourage participation and improve data collection.
4. Innovation and Building Capacity: <i>Be an innovative leader in developing and providing recreation and cultural services that promote healthy lifestyles and wellbeing.</i>	Deliver and design programs, services and facilities that are responsive to evolving community needs.
	Create enabling and engaging policies that support an active and vibrant community.
	Promote opportunities for skill development and community engagement.
	Facilitate neighbourhood engagement and ownership for recreation and culture within the neighbourhood setting.
	Encourage cultural innovation.
5. Optimization of Infrastructure, Programming & Service Delivery <i>To efficiently deliver Parks, Recreation and Cultural Services.</i>	Create facilities that are seen as 'Community Hubs'.
	Integrate specific cultural facilities into this PRC Master Plan.
	Maximize use of and explore opportunities for existing facilities and PRC infrastructure.
	Leverage Staff resources to improve service delivery.
	Develop events management framework.
Improve policies and procedures to strengthen the planning and delivery of Parks, Recreation and Cultural services.	

PRC = Parks, Recreation, and Culture

PRCMP = Parks, Recreation and Culture Master Plan

How to read the Implementation Strategy:

Below provides an overview of how the following implementation plan has been developed:

Goal Area Goal Statement: <i>High level goal statement that meets the objectives and mandate of the Parks, Recreation, and Culture Department (PRC Department).</i>					
Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
<i>Key objective to be met by relevant action items.</i>	<i>Action to be implemented by PRC Department.</i>	<i>E.g. PRC Department, Planning Department, Council, Partner organizations.</i>	<i>Immediate/Ongoing Short-term – within 2 years Medium-term – 3-5 years Long-term – 6-10 years</i>	<i>The specific deliverable or measurable sign of success that the action has achieved.</i>	<i>How the recommendation aligns with the National document: A Framework for Recreation in Canada 2015 - Pathways to Wellbeing</i>





1.0 Accessible and Inclusive

GOAL: To ensure community facilities, services and procedures enhance accessibility and inclusion for all.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
A. Create opportunities that increase healthy, active living for all ages and abilities in Grimsby's facilities and programs.	1. Create a fulltime Supervisor position that focusses on Recreation and Wellbeing programming and services. Please refer to the Organizational Review Report for an example job description.	PRC Department	Short-term	Hire a Recreation and Wellbeing Supervisor by 2021.	Inclusion & Access Recreation Capacity
	2. Introduce intergenerational programming which would involve special events, physical and creative activities that grandparent and grandchild can participate in together.	PRC Department, community organizations	Immediate	Consider relevant programs and introduce programming immediately.	Inclusion & Access Supportive Environments Recreation Capacity
	3. Review rates and fees policies on annual basis to ensure that they continue to respond to community needs and promote access for all regardless of age, income level, culture, gender, and abilities. Please refer to Appendix F for review rates and fees.	PRC Department, consultation with User groups and public	Annually	Conduct annual review	Inclusion & Access Recreation Capacity
	4. Explore approaches to enhance affordability of recreation and culture (e.g. enhance support and promotion of recreation fee assistance programs by implementing a Recreation Access Program (RAP) such as Edmonton's Leisure Access Program).	PRC Department and other partners (e.g. Non-profits such as Canadian Tire's Jumpstart Charity).	Medium-term	Develop a Recreation Access Program by 2022 for qualified individuals offering: low to no cost admission to participating facilities where appropriate;	Inclusion & Access Supportive Environments Recreation Capacity
	5. Establish an online Community Recreation Access Centre/Portal to help applicants of processes applications for subsidized	PRC Department	Medium-term	Establish an online application portal with live chat function by	Inclusion & Access Supportive Environments Recreation Capacity



1.0 Accessible and Inclusive

GOAL: To ensure community facilities, services and procedures enhance accessibility and inclusion for all.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	recreation (i.e. Recreation Access Program (RAP)).			2022 to help applicants apply for the RAP.	
	6. Facilitate annual workshop/meeting and hold a Town Parks, Recreation and Culture Roundtable with community organizations to identify programs needs and ensure facilities, parks, trails and cultural activities remain relevant. Distribute invitation and summary of meeting to all applicable service providers. Consider developing a ‘Sports Council/Alliance’.	PRC Department	Annually	Hold the meeting annually. Hold first Roundtable in 2019. Develop Sports Council/Alliance within next 2 years.	Inclusion & Access Supportive Environments
	7. Review all hours of operation for recreation and cultural facilities to optimize use of existing space and reduce barriers and gaps to access and inclusion.	PRC Department and partner groups	Short-term	Immediate	Recreation Capacity
	8. Town and community service partners should explore new ways to encourage and build awareness of Grimsby’s spontaneous and drop-in recreation and cultural activities (E.g. through improved marketing of the Town’s Leisure Guide and other promotion mediums). Focus on providing low cost/no cost unstructured, spontaneous opportunities for various skill levels to create a degree of universality and	PRC Department & likeminded organizations	Short to Medium-term	Update the Leisure Guide to include Section on drop-in recreation opportunities. Discuss programs to consider offering at annual PRC workshop/meeting (see below)	Inclusion & Access Supportive Environments Recreation Capacity



1.0 Accessible and Inclusive

GOAL: To ensure community facilities, services and procedures enhance accessibility and inclusion for all.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	inclusiveness for all in Grimsby.				
	9. Capitalize on known effective marketing strategies to ensure maximum exposure of Grimsby's recreational offerings.	PRC Department	Short-term	Enhanced/Continued Use of the Leisure Guide and Enhanced Use of Social Media Platforms	Inclusion & Access Supportive Environments
	10. Offer and enhance healthy food options and healthy eating choices in all programming and events.	PRC Department, Community Partners (e.g. local chefs or restaurants)	Ongoing	Promote healthy food options at PRC events and within Town of Grimsby facilities (E.g. Peach King Centre – healthy vending machines).	Supportive Environments
B. Reduce barriers to access for PRC programs and facilities.	11. Consider undertaking a feasibility study to promote the use of unused and underutilized spaces by community groups including those involved in the arts and cultural community. Establish and maintain an inventory of available spaces throughout the Town where PRC activities can occur.	PRC Department	Medium to Long-term	Feasibility study for facility utilization and rates by 2024.	Active Living Recreation Capacity
	12. Ensure physical accessibility measures are incorporated into existing and new facilities and considered for all PRC programming where possible.	PRC Department	Medium to Long-term	Universal, accessible and inclusive opportunities for marginalized and vulnerable populations. Elimination of barriers to participation	Inclusion & Access Supportive Environments



1.0 Accessible and Inclusive

GOAL: To ensure community facilities, services and procedures enhance accessibility and inclusion for all.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	<p>13. Develop an “Active Aging” strategy that focuses on getting older adults into programs and facilities as they age. Components of this strategy would be:</p> <ul style="list-style-type: none"> a. Staff training on best/leading practices in Active Aging; b. Planning and hosting events/initiatives for active agers; c. Review of the recently released Shape Niagara community engagement initiative and consider implementation of recommendations into Grimsby-specific strategy; d. Review of the Niagara Aging Strategy and Action Plan; and, e. Ensure that cultural programming considers an ‘Active Aging’ component wherever practical. 	PRC Department, Active Agers Coordinator, Facilities and Participating Partners	Short to Medium-term	Increase in participation and community education of Benefits of Recreation and positive messaging.	Active Living Inclusion & Access Connecting People & Nature Supportive Environments Recreation Capacity
	<p>14. Provide PRC’s expertise to community partners to encourage greater range of cultural activities to seniors in nursing homes and related care facilities. Work with the service providers to determine the range of activities and services that could be made</p>	PRC Department + Service Providers	Ongoing	Target programs at all identified facilities	Supportive Environments



1.0 Accessible and Inclusive

GOAL: To ensure community facilities, services and procedures enhance accessibility and inclusion for all.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	available.				
	15. Test the community appetite for a wider range of literacy-oriented arts and culture programs such as book clubs, language groups, writing groups, games nights (e.g. Scrabble), etc. The Grimsby Library would be a logical delivery partner in such an initiative.	PRC Department + Library	Short to Medium-term	Undertake through user survey and assessment	Inclusion & Access Supportive Environments
	16. Consider preparing an Events, Culture, and Sports Tourism Strategy (ECSTS) by exploring a wide range of opportunities for the municipality to act as a host to sponsor and showcase events and live music . See Appendix D for an example of a proposed Sponsorship Policy and Procedures.	Town of Grimsby lead (managed by PRC Department's Manager of Culture & Events); Partnership with Niagara Region, PRC partners	Short-term	Have undertaken some events by end 2021. ECSTS prepared by 2025.	Inclusion & Access Supportive Environments Recreation Capacity
	17. Address barriers to participation in recreation for older adults by introducing discounts for low income seniors (e.g. those who are 65+ and who may be eligible under a RAP).	PRC Department, Council	Short-term	Consider discounts and include in Leisure Guide if implemented.	Inclusion & Access Supportive Environments
	18. Create park and facility guidelines that exceed AODA standards and implement inclusive design standards . Develop an accessible park that creates opportunities for	PRC Department -Parks and facilities Divisions	Short-term	Prepare revised guidelines by 2021	Inclusion & Access Supportive Environments



1.0 Accessible and Inclusive

GOAL: To ensure community facilities, services and procedures enhance accessibility and inclusion for all.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	all abilities and levels of enjoyment.				
	19. Based on the Parks Inventory and Recommendations included in Appendix B, develop a strategy and establish a regular maintenance schedule/work plan to guide park/facility improvements as recommended over next 10 years. Improving accessibility should be a primary goal. Regularly audit existing equipment and facilities and ensure fair and equal access to all facilities.	PRC Department -Parks and Facilities Divisions	Short to Medium-term	Develop work plan for park improvements by 2021-2022 Conduct audits annually	Supportive Environments
	20. Host or enable environmental events such as tree planting partnerships, park/trail clean ups, neighbourhood garden projects. Registered charities such as Tree Canada who are dedicated to planting and nurturing trees is one example of potential partner.	PRC Department	Short-term	Consider a tree planting partnership to plant shade trees in parks identified in the Parks Inventory. Consider establishing a neighbor garden in underutilized neighbourhood parks.	Supportive Environments Recreation Capacity Inclusion & Access
	21. Continuously explore opportunities to utilize hi-tech solutions for maintaining the Town's parks and facilities. The Town could consider a trial of robotic lawnmowers in select parks.	PRC Department	Medium to Long-term	Consider a trial of robotic lawnmowers in select parks.	Supportive Environments Recreation Capacity Inclusion & Access
	22. Whenever possible, direct additional new	PRC Department,	Ongoing	As development in the	Supportive Environments



1.0 Accessible and Inclusive

GOAL: To ensure community facilities, services and procedures enhance accessibility and inclusion for all.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	parkland to the West-end of Grimsby (as denoted in the Division Map – Figure 19). The Town should continuously explore opportunities to acquire surplus properties, underutilized or abandoned land, or enter into land-swap agreements to acquire and/or assemble additional parkland in the West-end of the Town. A land swap is one tool that empowers a municipality to trade a municipally owned site with a privately owned site or vs. versa.	Planning Department, Council		West-end progresses, land swap agreements should be a target for the Town. Surplus available properties such as churches can also be acquired for parkland purposes.	Recreation Capacity Inclusion & Access
	23. Consider creating Public Art Standards and a Public Art Policy to encourage public art in development proposals. (E.g. Allocate 1% of new park budgets towards public art. This could be directed by Council through Urban Design Guidelines). a. An example of a Public Art Policy – City of Kitchener	PRC Department, Planning Department	Medium-term	Implement by 2022	Supportive Environments Recreation Capacity
	24. Continue to support organizations that provide assistance to residents facing barriers to participation , and where possible enhance efforts (e.g. financial, in-kind support, capacity building).	PRC Department, participating partners, not for profits etc.	Ongoing	Meet with community organizations to discuss support needed and how to collaborate in the future.	Inclusion & Access Supportive Environments



2.0 Partnership & Collaboration

GOAL: Build capacity and promote healthy lifestyles through partnerships and collaboration.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
<p>A. Leverage existing partnerships to improve service delivery and explore opportunities for new collaborations.</p>	<p>25. Develop and maintain a PRC Partnership Framework. Components of this framework are discussed further in Sections 3.2 and 12.4.5 of this report.</p> <p>Work with partners to negotiate and develop partnership agreements to access sponsorship revenues. See Appendix D for example sponsorship policy and Section 12.4.6 of the report for a discussion on Inter-municipal collaboration.</p> <p>Proactively pursue new cost share partnerships that will enable the Town to address eligible parks, recreation and cultural facility gaps identified in the plan and optimize use of current and future Town assets. Continuously explore partnership options to provide multipurpose space/services including in-depth evaluation of capital reinvestment/repurposing/expansion needs. Initiate and create Public-Private Partnerships (P3s) between government and private-sector entities for the purpose of providing public</p>	<p>PRC Department Director and Managers, Municipal and regional partners, CAO with Council engagement, and service delivery partners</p>	<p>Medium-term</p>	<p>Develop collaborative partnership framework that will be the guiding process for all future partnership processes. Supports a sustainable community and future development of major infrastructure initiatives that will provide ongoing program growth.</p> <p>&</p> <p>Some service areas are identified to be delivered by the private sector.</p> <p>Have strategy developed by end of 1st quarter of 2022</p>	<p>Supportive Environments Recreation Capacity</p>



2.0 Partnership & Collaboration

GOAL: Build capacity and promote healthy lifestyles through partnerships and collaboration.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	<p>infrastructure, community facilities and related services.</p> <p>Evaluate operating agreements with partners to ensure coordination of programming and identify service areas that may be best suited to be delivered by the private sector (i.e. concessionaire/retail services, commercial hockey, facility rental for profit).</p>				
	<p>26. The PRC Department should help facilitate the development of a community-wide Volunteer Strategy with other sectors that rely on volunteers. Additionally, develop, in partnership with applicable stakeholders and other Town departments, a Grimsby Volunteer Strategy.</p> <p>Study the integration of volunteers and understand how they impact the PRC Department's operations. Partners such as 211 Ontario should be expanded upon. Identifying opportunities to access and engage with volunteers over the long-term is a key outcome.</p>	<p>PRC Department, inter-departmental input, local resident and stakeholders, regional resident, neighbouring municipal and target organizations</p>	<p>Short to Medium-term</p>	<p>Volunteer strategy developed by 2022</p> <p>&</p> <p>Enhanced Volunteer involvement and sustainability</p> <p>&</p> <p>Database of volunteers developed by 2021</p>	<p>Supportive Environments Recreation Capacity</p>



2.0 Partnership & Collaboration

GOAL: Build capacity and promote healthy lifestyles through partnerships and collaboration.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	Ensure that a database of volunteers interested in recreation, and culture-based volunteer opportunities is maintained and marketed to local recreation groups seeking volunteer involvement.				
	27. Promote the 30x30 Challenge! The 30x30 concept was created by the David Suzuki Foundation in an effort to inspire individuals to reconnect with nature while improving their health and mental well-being.	PRC Department, Manager of Recreation, potential stakeholder groups, i.e. schools, youth groups, YMCA etc.	Ongoing	The 30x30 Challenge expands beyond programming through new partnerships.	Active Living Connecting People & Nature
	28. Increase cross-departmental awareness and understanding of PRC department activities through periodic meetings and more inter-departmental partnerships.	PRC Department Director, managers, Corporate Communications. All Departments.	Ongoing	Awareness and understanding of PRC activities increased across other Town departments	Inclusion & Access Supportive Environments
	29. Increase opportunities for sponsorship, corporate volunteerism and shared expertise by providing a list of all potential sponsorship opportunities within recreation/culture and develop a menu that potential sponsors can select from to support	PRC Department lead and involve other community partners	Medium-term	Have list of opportunities developed before end of 2024	Inclusion & Access Supportive Environments Recreation Capacity



2.0 Partnership & Collaboration

GOAL: Build capacity and promote healthy lifestyles through partnerships and collaboration.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	healthy and creative lifestyles. (E.g. facility naming, program sponsorship etc.).				



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
A. Improve communications and coordination among PRC groups, stakeholders and the public	30. Prepare a Parks & Trails Wayfinding Strategy (this could be an outcome of a future Trails and Bicycling Master Plan). For example: the Toronto 360 Wayfinding Strategy is a great example of Toronto's ambition to make the City a more walkable, welcoming and understandable place for visitors and residents. Grimsby could create a similar, albeit, smaller-scale version of the strategy. An emphasis on the interpretation of human and cultural heritage, in addition to natural heritage, should be encouraged.	PRC Department, Town Council, Planning Department	Immediate	Create an integrated wayfinding system to: enhance the image of Grimsby as a destination; increase confidence in walking and reduce walk times; promote multiple modes of transportation (active transportation vs. driving); increase visitors at key attractions and boost the local economy; improve the public realm; and improve health due to increased walking.	Active Living Inclusion & Access Connecting People & Nature Supportive Environments Recreation Capacity
	31. Install wayfinding/entrance signs throughout the Town at key focal points, at entrances to all parks and along trails. These signs can help with wayfinding and promotion of trails/parks (e.g. Legible London).	PRC Department	Immediate	Have signage installed by 2020	Active Living Inclusion & Access Connecting People & Nature Supportive Environments Recreation Capacity
	32. Establish a Departmental vision and mission. The mission should be integrated into the PRC Department's existing branding and future signage/marketing efforts. The	PRC Department, Corporate Communications, stakeholder,	Short-term	The Department's vision and mission is updated by end of first quarter 2021	Supportive Environments



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	Department's mission and collaborative approach should be promoted through all community engagement.	public			
	33. Continue to align promotions of recreation and culture with the "Framework for Recreation in Canada 2015: Pathways to Wellbeing," to promote the benefits of recreation at every opportunity.	PRC Department Staff, Corporate Communications, and all applicable stakeholder groups, i.e. sport, YMCA, schools, youth and senior groups	Ongoing	The Framework is reviewed regularly and programming/service align	Supportive Environments
	34. Continue to work with regional partners to provide integrated/shared communication tools that promote and provide residents with information they need to take part in PRC programs and utilize parks, recreation and culture facilities. This can be done by improving website connectivity between PRC Department and other service providers and partners such as Niagara Region, the YMCA and neighbouring municipalities.	PRC Department, Corporate Communications Staff, Information Technology	Ongoing	Stakeholders indicate there is improved access to PRC information through user satisfaction survey.	Inclusion & Access Supportive Environments Recreation Capacity
	35. Coordinate an information session with all municipal departments and divisions to share the outcomes and recommendations of this PRC Master Plan and educate Town	PRC Department, all Town Departments	Ongoing	Information session is organized and facilitated by PRC Department	Inclusion & Access Supportive Environments Recreation Capacity



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	Staff on the Department's vision and mission as it works in partnership and collaborates with the community on Recreation and Cultural initiatives.				
	36. Share information on a regular basis with the community in order to build capacity and ownership of parks, recreation, and culture services. Utilize social media, E-newsletters, website connections, recreational/cultural organization newsletters (e.g. Bang the Table Engagement HQ and Engagement IQ community engagement software: helps to give people a voice on issues that are important to them).	PRC Department Staff, Corporate Communications, IT	Ongoing	Stakeholders indicate there is improved communication between the PRC Department and general public (knowledge of programming/events)	Inclusion & Access Supportive Environments
	37. Prepare and continually update a comprehensive database of key stakeholders for recreation and culture organizations and designate a Staff person with the responsibility of keeping database current.	PRC Department	Ongoing	Target 2020 for creation of database	Inclusion & Access Supportive Environments
	38. Align where appropriate with the "Canadian Sport for Life" model in the delivery of programs and services in order to close existing and potential gaps in basic skill	PRC Department and recreation organizations	Medium to Long-term	Physical literacy resources are integrated into PRC events.	Supportive Environments



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	development. Address physical literacy challenges and deliver Physical Literacy ⁵⁸ Training to Staff and other program providers.				
	39. Create a customer-centered culture amongst Staff that focuses on core values and expectations of the organization. a. Implement customer service excellence award system and adopt a training program for Staff and volunteers in the delivery of recreation and cultural programs/services.	PRC Department	Ongoing	Continuously promote customer-centered culture amongst Staff. Implement award system by 2020	Inclusion & Access Supportive Environments
	40. Create a 'Culture Month' for Grimsby where groups and organizations make a special effort to increase awareness through events, programming and promotions aimed at the local market at a time when a focus on such local activities might be desirable (e.g. November). This could involve a 'Culture Pass' where residents could access a variety of events free of charge.	PRC and community partners	Short-term	Hold first in 2020-2021, maybe in conjunction with roundtable	Inclusion & Access Supportive Environments
	41. Create a 'First Friday' event ⁵⁹ where cultural businesses and organizations offer a variety of	The Merchants of Downtown	Short-term	Hold first in 2020	Inclusion & Access Supportive Environments

⁵⁸ *Physical literacy* is the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life. (The International Physical Literacy Association, 2014).



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	programs and events to bring residents and visitors into the downtown.	Grimsby, in association with PRC Department and other Cultural Groups			
	42. The PRC Department should develop a consolidated Recreation and Culture Promotions and Marketing Plan for recreation and culture focusing on educating the public about opportunities, motivating participation, and reducing barriers.	PRC Department Director and applicable Managers, Economic Dev and Tourism, potential users/stakeholders and public.	Medium to Long-term	Marketing plan developed and supported by Council by 2024	Supportive Environments
	43. Adopt a Department-wide Signage Advertising Policy that permits access by potential partners, sponsors, businesses and community groups to advertising space in facilities, where possible. Design and locate Grimsby PRC Department banners in key facilities and at special events. E.g. festivals, tournaments, registration periods etc.	PRC Department, Corporate Communications and Stakeholder Relations Staff	Short to Medium-term	Signage policy developed and banner installed between 2020 - 2023	Supportive Environments

⁵⁹ Examples of communities holding such ‘First Friday’ events are Sarnia, Richmond Hill and Ottawa.



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	<p>44. Continue production of Grimsby's Leisure Guide. Identify additional avenues of distribution including updated website with options to filter activities and create more interactive opportunities with potential participants, etc.</p>	<p>PRC Department, Recreation</p>	<p>Ongoing</p>	<p>Meet to discuss distribution opportunities</p>	<p>Inclusion & Access Supportive Environments</p>
	<p>45. Consider preparing an Events, Culture, and Sports Tourism Strategy (ECSTS). Through the ECSTS, the Town should institute an annual summer public art exhibit outside, where the art exhibits become temporary permanent installations for community display. Examples include: Orillia's Streets Alive!; Cow Parade; or Toronto's Moose in the City. The exhibits can be a new unique theme each year, and the pieces can be actionable with proceeds going to both the local artist and the Town - 80%/20% split respectively. As part of the Town's economic development strategy, develop approaches to attract, develop, sustain and promote cultural businesses.</p> <p>As part of the Town's efforts in economic development, develop approaches to attract, develop, sustain and promote cultural</p>	<p>PRC Department, Planning Department, the Merchants of Downtown Grimsby, and other stakeholders</p>	<p>Medium to Long-term</p>	<p>Prepare ECSTS by 2025 Host first summer public art exhibit within 5 years.</p>	<p>Inclusion & Access Supportive Environments Recreation Capacity</p>



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	businesses.				
B. Enhance the use of technology to deliver programs and services; encourage participation and improve data collection.	46. Develop and maintain an integrated PRC website tool that would consist of the following components: <ol style="list-style-type: none"> a. Expanded online community calendar; b. Interactive access to Grimsby's Leisure Guide; c. Updated online inventory; d. interactive web-app called a 'Park and Recreation Locator'; e. Improved access to information about recreation and cultural facilities; f. Updated software for improved customer experience and automation; and, g. Grimsby Cultural Portal. 	PRC Department, the Merchants of Downtown Grimsby, and other stakeholders	Short to Medium-term	Have in place by 2021 - 2022	Inclusion & Access Supportive Environments Recreation Capacity
	47. Introduce an access pass system for all fee based PRC programs. This system could play into the Recreation Access Program (RAP) discussed above (e.g. Vancouver's Leisure Access Program , or Saskatoon's Leisure Access Program).	PRC Department	Medium-term	Have in place by end of first period 2023	Active Living Inclusion & Access Supportive Environments Recreation Capacity
	48. Monitor and manage the department's online	PRC Department	Ongoing	Designate Town of	Inclusion & Access



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	<p>reputation and promotion of PRC events/services by applying modern communication tools and approaches (E.g. social media, YouTube channel, blogs, Facebook groups, SnapChat, Instagram) to create a “connected community” of parks, recreation and culture residents.</p> <p>49. The PRC department’s Manager of Recreation should delegate this duty to a Staff member with IT skills. This individual would have the responsibility of controlling and disseminating information including coordinating social media/promotions.</p> <ul style="list-style-type: none">a. Work towards engaging a younger demographic through alternative social media targeting.	Staff, Corporate Communications, IT		Grimsby Staff person with responsibility and monitor success of increased online presence	Supportive Environments



4.0 Innovation and Building Capacity

GOAL: Be a leader in developing and providing recreation and cultural services that promote healthy lifestyles and wellbeing.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
A. Deliver and design programs, services and facilities that are responsive to evolving community needs.	50. Develop innovative and collaborative facility and operational models to strengthen partnerships between sport and stakeholder organizations. (E.g. City of Mississauga Sport Plan 2013). Ties into the need for a Sports Council/Alliance. Again, consider preparing an Events, Culture, and Sports Tourism Strategy (ECSTS) to advance the Town of Grimsby as a leader in the Sport Tourism industry, maximizing both economic benefits and sport development opportunities.	PRC, Communications Staff, Sport organizations	Medium-term	Facility and operational models in place by 2022. Initiate development of Events, Culture, and Sports Tourism Strategy (ECSTS) by 2025.	Active Living Inclusion & Access Supportive Environments
	51. Consider hosting more large cultural events such as festivals, concerts, events, or shows. Host or enable environmental events such as tree planting partnerships, park/trail clean ups, garden projects.	PRC Department	Short-term	Identify comprehensive list of potential larger cultural events to be hosted by end of 2021	Inclusion & Access Recreation Capacity
	52. Play a leadership role in the delivery of major “signature” events that draws attention to the cultural life and cultural resources of the Town and area and creates positive economic benefits; work in collaboration with interested cultural groups,	PRC Department in partnership with: Visit Niagara Canada ; The Niagara Gateway Information	Short-term	Identify PRC Signature Events and promote	Inclusion & Access Supportive Environments



4.0 Innovation and Building Capacity

GOAL: Be a leader in developing and providing recreation and cultural services that promote healthy lifestyles and wellbeing.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	business and community leaders in the Town and surrounding areas.	Centre; Tourism Partnership of Niagara; Niagara's Twenty Valley ; or the Niagara Guide			
	53. Consider utilizing hi-tech solutions for maintaining the Town's parks. Automated grass cutting technology now exists from niche manufacturers in the form of robotic lawnmowers. The Town could consider a trial of robotic lawnmowers in select parks. Automated robotic lawnmowers can: increase efficiencies by allowing staff to concentrate on horticultural activities elsewhere; improve safety on steep grass verges; and contribute to environmental stewardship thanks to their use of battery operation.	Town Council, Town CAO, PRC Department	Medium to Long-term	Trial program using robotic lawnmowers.	Supportive Environments
	54. In the longer-term, build on and incorporate emerging sport and activities into program offerings. E.g. pre-school mix it up sports, Family Pickleball, Late Night Drop-in for Teens, Open Playtime, Bounce Basketball, Stick and Puck. a. In particular, consider increasing waterfront programming (E.g.	PRC Department	Long-term	Monitor emerging sport trends and feature in Grimsby's Activity Guide	Active Living Inclusion & Access Recreation Capacity



4.0 Innovation and Building Capacity

GOAL: Be a leader in developing and providing recreation and cultural services that promote healthy lifestyles and wellbeing.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	<p>Open water lifeguard services, kayak rentals, Stand-up paddle boarding) and integrate the pier into programming (if/once repaired).</p> <p>b. Increase indoor aquatic program offerings (synchronized swimming, water polo, underwater hockey, swimathons, etc.)</p>				
	55. Continue to monitor outdoor recreation trends and support expansion of such opportunities in all areas of the Town.	PRC Department	Ongoing	Annual brief prepared that outlines outdoor recreation trends and implications for service provision	Active Living Recreation Capacity
	56. Develop an 'Enterprise Format' approach to use in assessing the feasibility and desirability of all new PRC programs and activities. Such an approach should consider costs (including for Staff time), revenues, subsidies, etc.	PRC Department (Director)	Medium-term	PRC Department implements Enterprise Format approach between 2022 - 2024	Recreation Capacity
	57. Adopt and incorporate the Goals and Service outcomes into a measurement reporting system based on the benefits approach to recreation that is the foundation for all Recreation and Cultural Services	PRC Department (Director)	Short to Medium-term	Goals and service outcomes are reported regularly (annually) by 2022	Recreation Capacity



4.0 Innovation and Building Capacity

GOAL: Be a leader in developing and providing recreation and cultural services that promote healthy lifestyles and wellbeing.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	communications and accountability systems. 58. Adopt and implement the proposed PRC organizational structure alignments and recommended positions (Submitted to PRC Department separately) to better position the Department to respond to the needs and desires (e.g. forecasted growth in Grimsby) identified in the Master Plan. This includes changing the name of the Department to the 'Parks, Recreation & Culture Department' .	PRC Department Director, Town Manager, and approval by Council	Short-term	Immediate to Short-term	Recreation Capacity
B. Create enabling and engaging policies that support an active and vibrant community.	59. Develop a Youth Strategy that involves youth in their program planning and the future delivery of activities that engages them in various roles, E.g. volunteers, coaches, leaders, trainers and participants.	PRC Department, Recreation and partnering organizations (e.g. Grimsby Youth Centre)	Medium-term	Consult with Grimsby youth to gather feedback on strategic goals and how best to engage	Supportive Environments Inclusion & Access
	60. Develop/Continue to provide "Learn to _____" events that provide recreational users with an opportunity to develop a new skill or learn a new activity.	PRC Department, community partners and service delivery agencies	Short-term	Have first event(s) undertaken in 2021	Active Living Inclusion & Access Supportive Environments
C. Facilitate neighbourhood engagement and	61. Continue to provide support to local or neighbourhood groups that deliver recreation programs and opportunities that	PRC Department, Recreation, Culture & Events,	Ongoing	First events facilitated by local groups undertaken in 2019	Supportive Environments



4.0 Innovation and Building Capacity

GOAL: Be a leader in developing and providing recreation and cultural services that promote healthy lifestyles and wellbeing.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
ownership for recreation and culture within the neighbourhood setting.	align with the PRC's mission/vision for recreation and cultural services. Support in this instance could include, for example: advisory role or financial support, in-kind).	stakeholder organizations			
D. Encourage cultural/recreational innovation	62. Develop a ' cultural and/or recreational innovation initiative ' for individuals, groups and organizations to develop new and innovative activities and events to engage citizens in cultural activities in Grimsby. For example, establish a prize each year to be awarded to whichever applicant suggests the most unique, interesting and comprehensive idea. Establish a jury of municipal Staff and appointed citizens to evaluate proposals and recommend award.	PRC Department - + community partners and service delivery agencies	Medium-term	Have first event(s) undertaken in 2022	Supportive Environments
	63. Consider sponsoring (or co-sponsoring with a local business or community organization) a ' Landscapes of Grimsby' photography or painting contest ⁶⁰	PRC Department - + community partners and service	Long-term	Have first event(s) undertaken in 2025	Supportive Environments
	64. Consider preparing A Cultural Heritage Master Plan (CHMP). The CHMP could	Planning Department with	Long-term	To be considered through next Official	Recreation Capacity

⁶⁰ One of the ways to develop and reinforce a unique sense of place and community identity is through the celebration of views and scenes of the area that cannot be seen or appreciated anywhere else. A contest such as this would be a statement that such scenes in Grimsby are significant and important, and would contribute to a growing sense of unique community identity.



4.0 Innovation and Building Capacity

GOAL: Be a leader in developing and providing recreation and cultural services that promote healthy lifestyles and wellbeing.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	identify and provide conservation methods for the unique cultural heritage resources and landscapes in Grimsby (e.g. Echo Hall, Nelles Manor, Ledingham Cottage, 'Painted Ladies', etc.).	PRC Department support		Plan update	
	65. Consider improving the aesthetic appearance of the lighthouse located on the point at Grimsby Harbour. Beautification of the lighthouse can contribute to a tourist draw to the Grimsby waterfront. Lighthouse tourism is an innovative and creative way to promote the sustainable development of waterfronts of port cities.	PRC Department, Planning Department, applicable federal departments, agencies, crown corporations and/or special operating agencies	Long-term	Aesthetic improvements to lighthouse between 2025 - 2029	Inclusion & Access



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
A. Create facilities that are seen as 'Community Hubs'	66. Ensure all activity rooms or facilities do not have specific 'label' (e.g. Youth or Senior's room) to maximize flexibility of available rooms and provide for cross-programming of existing space.	PRC Department Director, Facilities	Ongoing	Implement as needed	Inclusion & Access Recreation Capacity
	67. Consider installing a permanent or temporary band stand in one or two key parks within the Town . The band stand should be designed to accommodate musical bands for performing concerts (but not be limited to musical performances). Example locations include: Coronation Park or Centennial Park. If Coronation Park is chosen, consider expanding on the existing band stand/gazebo structure off of Main Street West. Alternatively, if a MURF is constructed that contains a community pool, consider replacing the Grimsby Lions Community Pool with a larger outdoor band stand or small amphitheatre.	PRC Department, Planning Department, Public Works, and Council	Medium-term	Install or improve upon one band stand by 2023-2025	Inclusion & Access Connecting People & Nature Supportive Environments Recreation Capacity
	68. Prepare a Facility Feasibility Study for a new multi-use recreation facility (MURF) at an appropriate location . The preferred location is 162 Livingston Avenue (the Peach King Centre). The Town should consider consolidating the Livingston Activity Centre	PRC Department, Planning Department, Public Works, possibly with other partners	Immediate	Plan for feasibility study to be completed within 2 years	Active Living Inclusion & Access Supportive Environments Recreation Capacity



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	<p>into the Peach King Centre as part of this Feasibility Study.</p> <p>Utilize the suggested Facility Decision Making Process (see Figure 22 in this report) when making future decisions on a major, multi-purpose community recreation facilities and spaces.</p> <p>Design of this facility should reflect the most commonly requested features identified in the Consultation Report such as: an indoor pool, walking/running track, cultural activity spaces, and wellbeing/fitness facilities.</p>				
	<p>69. Review feasibility and sustainability of a multi-functional arts and cultural centre for Grimsby. This could be done in conjunction with neighbouring municipalities or other public agencies such as the School Boards (e.g. Lincoln, West Lincoln) to optimize the needs of each community. This would require careful consideration in the determination of the need for additional performing arts facilities.</p> <p>The multi-functional arts and cultural centre,</p>	<p>PRC Department, possibly with other partners</p>	<p>Medium-term</p>	<p>Plan for feasibility study by at least end of Medium-term (2023)</p>	<p>Inclusion & Access Supportive Environments Recreation Capacity</p>



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	<p>if approved, should also incorporate space for a performing arts theatre/stage.</p> <p>NOTE: This recommendation could be done in conjunction with the feasibility study for a new multi-use recreation facility. If combined, the timeframe for this recommendation would change accordingly.</p>				
	<p>70. Should the property be deemed surplus by the School Board, the Town should acquire all or part of the Grimsby Secondary School (GSS) property into a community hub facility (e.g. multi-functional arts and cultural centre, performing arts theatre, green space, etc.). At a minimum, the green space surrounding the GSS should be acquired for additional parkland/open space if the property becomes surplus.</p>	PRC Department	As potential lands become available	Consider through feasibility study and cost-benefit analysis	Active Living Inclusion & Access Connecting People & Nature Supportive Environments Recreation Capacity
B. Integrate specific cultural/recreational facilities into this PRC Master Plan	<p>71. The Grimsby Museum should evolve beyond Mission/Vision Statement by updating their Business Plan in conjunction with this PRC Master Plan which should reflect the priorities developed here. The Grimsby Museum Business Plan should also align with the Niagara Historical Society</p>	Museum Director/Curator in consultation with the Parks, Recreation and Culture Advisory Committee, and	Long-term	Have plan completed by end of 2025	Supportive Environments Recreation Capacity



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	and Museum Strategic Plan 2013-2018 , and the Towards 2025: The Ontario Museum Association's Strategic Plan 2016-2022 .	the Director of the PRC Department			
	72. The Grimsby Public Art Gallery should update their Business Plan in conjunction with the PRC Master Plan which should reflect the priorities developed here. The Grimsby Public Art Gallery Business Plan should also align with the Niagara Culture Plan .	Public Art Gallery Director/Curator in consultation with the Parks, Recreation and Culture Advisory Committee, and the Director of the PRC Department	Long-term	Have plan completed by end of 2025	Supportive Environments Recreation Capacity
	73. The PRC Department Staff should facilitate information sessions to present the PRC Master Plan, and discuss opportunities where Library programming could be aligned with PRC initiatives for mutual benefit. The Grimsby Library is obviously a key element of the cultural life of the community and should be 'brought into' this PRC Master Plan to the extent appropriate.	PRC Department	Immediate	Hold meeting by end of 2018	Inclusion & Access Supportive Environments
	74. PRC Staff should arrange a workshop session with the Grimsby Foundation of Resources for Teens (FORT) to present the PRC Master Plan, and discuss ways and means through which they could be	PRC Department	Short-term	Hold meeting by end of 2018	Inclusion & Access Supportive Environments



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	involved to mutual benefit.				
C. Maximize use of and explore opportunities for existing facilities and PRC infrastructure.	75. Develop a Lifecycle Reserve Policy for indoor and outdoor recreation infrastructure. A discussion can be found in Section 10.4.2.	PRC Department Director	Short to Medium-term	Develop and implement between 2021 - 2022	Recreation Capacity
	76. Utilize the Facility Condition Index (FCI) approach to determine whether or not significant reinvestment in existing facilities should be pursued. (See Appendix A)	PRC Department Director, Facilities	Short to Medium-term	Develop and implement by 2021 - 2022	Recreation Capacity
	77. Adopt a project feasibility framework for all potential major infrastructure projects. See Appendix C for a Project Scoring Metric with feasibility planning triggers.	PRC Department Director, Facilities	Short to Medium-term	Adopt between 2021 - 2022	Recreation Capacity
	78. Invest in trail enhancements/connections through the preparation of a Trails and Bicycling Master Plan (TBMP) to assist in identifying options and priorities for developing a comprehensive trails system. As part of the TBMP, consider: a. utilizing un-opened road allowances for parks and recreational purposes b. providing additional trail connections, linkages, and crossings throughout the Town c. providing on-road bike routes/lanes for improved connectivity throughout the Town d. constructing paved trails through some naturalized areas;	PRC Department, Planning Department, Parks, Recreation and Culture Advisory Committee, and community partners	Immediate	Plan for TBMP by end of short-term (2021)	Active Living Inclusion & Access Connecting People & Nature Supportive Environments Recreation Capacity



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	<p>e. implement bike trails in public right-of-ways; and, f. include designated bike lanes and look for enhancements where appropriate through consultation with local trail groups.</p> <p>An expanded discussion and recommended components of the TBMP are included in Section 8.5 of this report.</p>				
	<p>79. In line with the Grimsby GO Transit Station Secondary Plan, consider providing improved pedestrian connectivity across the QEW. Within the Secondary Plan area, sidewalk improvements to the existing Casablanca QEW interchange are especially important. Refer to the Grimsby GO Transit Station Secondary Plan.</p>	<p>PRC Department, Planning Department, & Public Works</p>	<p>Medium-term</p>	<p>Desired outcome would be three (3) new QEW Pedestrian Crossings (West-end, Central, East-end)</p>	<p>Active Living Inclusion & Access Supportive Environments</p>
	<p>80. In conjunction with the recommendations of the Grimsby GO Transit Station Secondary Plan, the Town the Region of Niagara, Metrolinx and the MTO conduct a joint feasibility study to examine the potential for adding a pedestrian crossing over the QEW to better link the GO Station with the lands on the north side of the QEW. Refer to the Grimsby GO Transit Station Secondary</p>	<p>PRC Department & Planning Department, Public Works, Region of Niagara, Metrolinx and the MTO</p>	<p>Medium-term</p>	<p>Completed joint feasibility study by end of 2022</p>	<p>Active Living Inclusion & Access</p>



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	Plan.				
	81. Consider installing LED trail lighting along the Multi-Use Waterfront Trail for safe nighttime trail use and crime prevention through environmental design (CPTED).	PRC Department, Planning Department, & Public Works	Immediate	Begin installation of LED trail lighting along the Multi-Use Waterfront Trail	Active Living Connecting People & Nature
	82. Retain a Shoreline Engineer to review and recommend remedial measures to mitigate against existing/on-going erosion impacts along the waterfront cliffs where applicable along parks and planned/existing trails.	PRC Department, Public Works Department	Long-term	Can be done as part of trails Master Plan. Should be completed no later than 2025.	Connecting People & Nature
	83. Utilize the existing Inspection/Assessment of the Elizabeth Street Pier to understand the options/requirements for revitalizing the pier. Consider retaining a consultant to Repair and Revitalize the Elizabeth Street Pier . This repair should expand upon the usable width, length of the pier as permitted by applicable regulations and should consider the installation of pier lighting.	PRC Department, Public Works Department, Town Manager, Council, Consultant	Immediate	Inspection/Assessment completed before end of 2018 Pier improvements should commence immediately	Connecting People & Nature
	84. Work with Planning, Public Works and Transit Staff in the review of development plans or infrastructure projects to improve existing and proposed walking and cycling opportunities to schools and	PRC Department, Engineering Services	Ongoing	Should be adopted as a best practice in all relevant development applications	Active Living Inclusion & Access



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	other community facilities , along selected roadways and within and between parklands.				
	85. Review the Town's Official Plan policies to ensure they promote and encourage a comprehensive trail network and active transportation.	PRC Department	Short to Medium-term	Policies are reviewed and updated through next Official Plan review if needed (Official Plan Review Process).	Active Living Inclusion & Access Connecting People & Nature
D. Leverage Staff resources to improve service delivery.	86. Coordinate a department-wide strategic session to define the department's "core services" to help define planning, policy development, facility allocation and volunteer management.	PRC Department	Short-term	Coordinate and facilitate meeting by early 2019	Supportive Environments
	87. Continuously monitor all departmental policies to ensure that they are relevant and consistent with changing trends that address the barriers to access and participation and engagement with non-users.	PRC Department	Ongoing	Monitor policies as needed	Supportive Environments
	88. Train Staff to continually build capacity. E.g. trends, best practices, comparative community successes.	PRC Department	Ongoing	Staff attend and participate in relevant training (approved by PRC Director)	Supportive Environments
	89. Create a defined events provision framework that categorizes events supported (in whole or in part) as either: a)	PRC, possibly with other partners	Short-term	Have in place by 2021	Supportive Environments Inclusion & Access



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	<p>community events, or b) tourism events. The rationale for community events is that they should provide affordable and accessible events for the resident community. Financial payback, while desirable, should not be the primary consideration. Tourism events should create positive economic impact for the entire community and should involve other partners who are beneficiaries of the overall event.</p>				
	<p>90. Create more small-scale local cultural events such as Jane’s Walks, Art Crawls, Small Halls Festival, etc. that focus upon and celebrate the historic and cultural resources of the Town.</p>	<p>Various partner organizations supported by PRC Department</p>	<p>Medium-term</p>	<p>Have first events by 2022</p>	<p>Inclusion & Access Recreation Capacity</p>
<p>F. Improve policies and procedures to strengthen the planning and delivery of Parks, Recreation and Cultural services.</p>	<p>91. The PRC Department should provide regular input into the land use planning and development approval process to ensure long-term needs facility and programming needs are met. This input can help guide the future location and size of parks/recreational facilities as well as the development of future trails (recreational and active transportation routes).</p>	<p>PRC Department, Planning Department</p>	<p>Ongoing</p>	<p>Should be adopted as a best practice in all relevant development applications</p>	<p>Inclusion & Access Recreation Capacity</p>
	<p>92. Provide more and enhanced aquatics</p>	<p>PRC Department,</p>	<p>Short-term</p>	<p>Additional aquatics</p>	<p>Recreation Capacity</p>



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	programming throughout the Town.			programming secured over time. If applicable, can be secured in conjunction with new pool facilities (i.e. Recommendations 85-87).	
	93. All organizations renting/utilizing Grimsby facilities should be required to report annually on the number of registered participants . This information should be included in each facilities' allocation policy. Use this data to enhance the understanding of parks, recreation and culture participation in the community including program registration, facility usage, capital and operation expense and revenue tracking and other data critical to informed planning and management.	Culture and Recreation service providers, supported by Facilities Division	Medium-term	Registered/participation reports are submitted to PRC Department annually	Recreation Capacity
	94. The PRC Department, in cooperation with other Town departments, should continuously look for opportunities to protect and secure parkland or other open spaces areas that have the potential to provide outdoor recreational program opportunities (both passive and active). (E.g.	PRC Department, Planning Department	Ongoing & As potential lands become	Additional parkland is secured over time & Stronger working relationship reported by	Connecting People & Nature Recreation Capacity



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	<p>Trails, parks, cultural event spaces, nature programming, family activities, etc.) Emphasis should be placed on areas of the Town where there are identified gaps in available parkland and open space areas as well as waterfront access.</p> <p>The PRC Department should work in partnership with the Planning Department in any opportunity for the acquisition of parkland along Grimsby's waterfront.</p>		available	both PRC Department and Planning Department	
	<p>95. Revise the Downtown Grimsby Design Guidelines to create a modern set of Urban Design Guidelines which would include park design standards. Niagara on the Lake's Village of St. Davids Urban Design Guidelines, North Oakville's Urban Design and Open Space Guidelines, or Waterloo's Northdale Urban Design and Built Form Guidelines are a good examples to review.</p> <p>Through development of new spaces, the Urban Design Guidelines (Park Standards) should be incorporated to ensure consistent use of building materials,</p>	PRC Department, Planning Department	Short to Medium-term	Guidelines Prepared by 2022	Inclusion & Access Supportive Environments



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	<p>colours, etc.</p> <p>Park design standards should include policies to promote/incorporate environmental stewardship (e.g. installation of green infrastructure, maintenance standards, Low-Impact Development (LID) energy conservation, renewable energy, etc.)</p>				
	<p>96. Update the Town's Official Plan policies to make public design charrettes a mandatory step in the design of new parks. Involving the public is crucial in every park design, as charrettes can provide creative bursts of energy that helps build momentum for a project and sets it on a course to meet project goals. Charrettes give the community a chance to have a conversation that will impact how their community is being shaped. Allowing for public input on a park-by-park basis would help bring an understanding, at a very local level, to the features a park should include for their surrounding area (e.g. playsets vs gardens, or fountains vs. night lighting).</p>	<p>PRC Department, Planning Department</p>	<p>Medium-term</p>	<p>Update Official Plan Policies on Parks by end of 2024</p>	<p>Connecting People & Nature Supportive Environments</p>
	<p>97. The Town should continue to explore opportunities to acquire/develop</p>	<p>PRC Department, Planning</p>	<p>Medium-term</p>	<p>Strategy for new parks in these areas by 2022-</p>	<p>Inclusion & Access Connecting People &</p>



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	parkland within the Olive Street Area, the Grimsby Secondary School Area, and the Rosslyn-Robinson Area to fill parkland gaps as identified on the Town of Grimsby Parks, Cultural Events, Facilities, & Trails Map, Figure 16).	Department		2024	Nature
	98. Update the Town’s Parkland Dedication By-law for consistency with the Planning Act (i.e. payment in lieu, to the value of the land otherwise required to be conveyed).	PRC Department Director, Planning Department	Medium-term	Updated by 2022	Connecting People & Nature
	99. The Planning Department should consider conditions/process for plan of subdivision to allow for front-end construction of parks to encourage the early development/provision of parks and trails in the development of new communities.	Planning Department, PRC Department	Short to Medium-term, (Official Plan Review process).	Increased number of parks developed earlier on in development process	Connecting People & Nature
	100. Revise the Town’s Development Charges By-law at the next By-law Update to include the study and facility recommendations from this Master Plan.	Planning Department, PRC Department	Medium-term	Development Charges by-law revised after Official Plan update	Supportive Environments
	101. The Official Plan should be updated to include a policy that requires consultation with local school boards and public bodies when there are changes to parkland requirements and/or changes to the parks	Planning Department, PRC Department	Short to Medium-term, (Official Plan Review	Official Plan updated to include policy through next review	Inclusion & Access Supportive Environments



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	plan (as per the Planning Act). Town Staff to follow-up with school boards upon completion of PRC Master Plan process.		process)		
	102. The Town should revise Section 3.8 (Parks and Open Space) of the Official Plan as few parks meet the current parkland standards (particularly in terms of the size standards). This provision can be monitored through the development of future parks, and assessed for update at the next Official Plan Review.	Planning Department, PRC Department	Short to Medium-term, (Official Plan Review process).	Official Plan updated to include policy through next review	Supportive Environments
	103. Parkland should be required instead of cash-in-lieu as much as possible as part of any applicable development application. When utilizing cash-in-lieu funds, preference should be given to spending it on park and facility upgrades and creating trail linkages within the subject lands' planning area.	Planning Department, PRC Department	Short to Medium-term, (Official Plan Review process).	Official Plan updated to include policy through next review	Connecting People & Nature Supportive Environments
	104. Parkland dedication policies should be monitored and reviewed every 2 years.				
	105. The Official Plan should be updated to state that only under special circumstances, the Town should accept woodlots and other natural areas both as a measure of	Planning Department, PRC Department	Short to Medium-term, (Official	Official Plan updated to include policy through next review	Connecting People & Nature Supportive Environments



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	<p>protection of the natural amenity and for the potential use as a passive recreational and educational feature.</p> <p>106. Consider adopting a parkland standard ratio for parkland to people. The ratio suggested is identified in Table 6 of this report.</p>		Plan Review process).	& Parkland Standard Ratio Prepared by 2021 - 2022	
	<p>107. The Town should monitor population growth and facility provision to ensure facilities and PRC infrastructure (playfields, ball diamonds, etc.) meet the Guidelines for Developing Public Recreation Facility Standards.</p>	PRC Department, Facilities	Ongoing	Population growth and facility provisions reviewed annually	Supportive Environments
	<p>108. As required, assess future use of surplus public lands, such as school sites, to maintain current levels of park space.</p>	PRC Department, Planning Department	As potential lands become available	As surplus lands become available, future uses are assessed and discussed with relevant partners/departments	Supportive Environments
	<p>109. Ensure the updated PRC Master Plan is reflected in the Town's Economic Development Strategic Plan, Official Plan and other vision documents.</p>	PRC Department, other Town Departments	Long-term	Plans are updated as needed	Supportive Environments
	<p>110. Undertake an annual review of the recommendations in the PRC Master Plan as part of the municipal budgeting process,</p>	PRC Department, Division Managers	Annually	PRC Department Managers and relevant stakeholders meet	Supportive Environments



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome	Alignment with Framework for Recreation in Canada
	including a description of recent achievements and future objectives.			annually to review progress of Master Plan	
	111. Undertake a comprehensive update of the Parks, Recreation and Culture Master Plan prior to the end of the 10 year timeframe of the Plan (2029).	PRC Department, Division Managers	Long-term	Update of Master Plan undertaken in 2029	Supportive Environments

APPENDIX A – Facility Condition Index Framework

Facility Condition Index – Recreational Facilities

In order to address the condition assessment of recreational facilities, it is important to understand the term Facility Condition Index (FCI).

The FCI is a standard benchmark used in the asset management industry in order to objectively assess the current and projected future condition of an asset.

The FCI of a site or structure is represented as a percentage and is calculated by taking the total renewal costs of components in a given year and dividing the figure by the total replacement value of the asset itself. A high FCI value reflects a high renewal requirement and therefore a poor condition recreational facility.

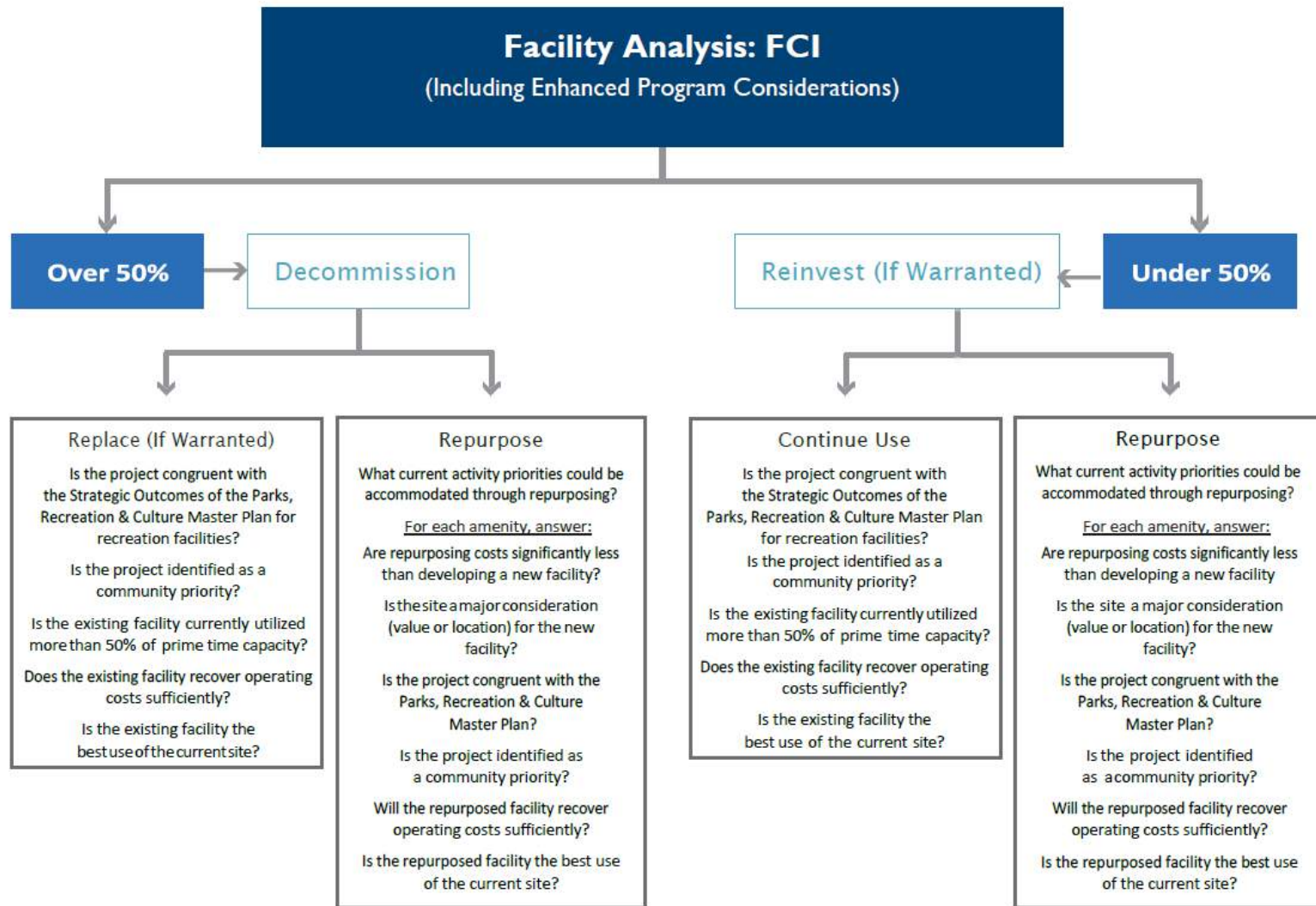
- A facility with an FCI of less than 5% is in good condition;
- Between 5% and 10% is in fair condition;
- Between 10% and 30% poor condition; and
- Over 30% is considered critical condition.

$$\text{Facility Condition Index} = \frac{\text{Renewal Requirement in a Given Year}}{\text{Replacement Value of an Asset}^*}$$

**Replacement Value* – The like for like replacement costs for an asset including construction costs of the asset expressed in current dollars. It is the product of gross area of asset and cost per unit measure for the type of asset.

The following figure provides a suggested framework for the decision-making process around facility reinvestment, repurposing or decommissioning: it can be used when contemplating the future of existing indoor ice facilities. The questions asked in the framework can be answered by the Town, community members, or a combination of both.

One way of engaging the public and community partners in decision-making is to establish an ad hoc task force every time the decommissioning or repurposing of a major recreation resource is contemplated. The task force would then use the framework and rely on municipal staff to provide the necessary information. It would offer a broad perspective of community need, and, if it included members of the public, the perspectives of impacted residents and groups as well.



* If two or more of the questions posed above are answered "NO," then the facility should be decommissioned. If not, the reinvestment/repurpose should be ranked through the system presented in the Parks, Recreation & Culture Master Plan against other potential projects.

APPENDIX B - Parks Inventory & Assessment

Executive Summary to the Parks Inventory

Town of Grimsby Parks, Recreation and Culture Master Plan

Grimsby has a total of 217.9 hectares (538.4 acres) of parkland comprised of 50 neighbourhood and community parks and a variety of conservation areas, woodlands, and open space. Of that total, the Town offers **33 neighbourhood parks**, which combine to provide 20.1 hectares of parkland. This equates to a level of service of 0.73 hectares of neighbourhood parks for every 1,000 people.

The Town's parkland is also comprised of **17 community parks** which provide for a land area of 75.5 hectares. This equates to a level of service of 2.76 hectares of community parks for every 1,000 people.

Together, Grimsby's neighbourhood and community parks combine for total land area of 95.42 hectares of parkland, which equates to **an overall parkland service level of 3.5 hectares for every 1,000 people**. Combining the sum of all neighbourhood and community parks, conservation areas, woodlands, and open space, equates to an overall service level of 7.98 hectares per 1,000 people. Many of Grimsby's parks and open spaces are connected with the public through the trail and existing sidewalk system (i.e. active transportation connections).

As part of the larger Parks, Recreation and Culture Master Plan (PRCMP), this Parks Inventory was prepared which provides recommendations for improvements, develops a strategy and establishes a regular maintenance schedule/work plan to guide park/facility improvements as recommended over next 10 years.

There were several overarching recommendations that can be summarized here, with other recommendations unique to each specific park.

General

- Improve access to parks and enhance the accessibility to park features.
- Regularly audit existing equipment and facilities and ensure fair and equal access to all facilities.
- Provide better linkages to, from and through park spaces that are maintained and safe.
- Provide shaded areas for site users using structure or trees.
- Ensure that the safety surfacing for the play areas are weed and debris free at all times.
- Install park lighting within waterfront parks and along waterfront trail connections to parks.

Signage

- Install wayfinding and signage at **entrances to parks (entrance sign)/key focal points within parks/along trails**. Signage should be installed in accordance with the recommended Parks & Trails Wayfinding Strategy. Generally, better site signage should be provided which identifies the site as a public park and what its name is.



- In instances where **“Improve/Add Signage”** appear throughout this inventory, reference should be made to this recommendation wording and read in conjunction with the wayfinding and signage recommendations in the overall PRCMP.

Cohesiveness

- Maintenance which proposes alterations should be done in accordance with the recommended Park Design Standards forming part of the recommended revised Urban Design Guidelines.
- Unify site elements through addition/installation of consistent park furnishings and equipment (i.e. park benches, waste and recycling containers, tables and seating, bike racks, bollards, planters, and play equipment should be consistent in type, material, configuration, quality, and colour scheme).
 - In instances where **“Improve Cohesiveness”** appear throughout this inventory, reference should be made to this recommendation and wording.

Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#1 Park Name: Bravo! by the Lake Park	
Address: 541 Winston Road	
Type: Neighbourhood Park	Size: 1.59 ac
Trail Connection: Sidewalk Connection, Waterfront Trail, Bike Route	
Date of Review: September 25, 2018	
<p>Description: Located in the West-end of Grimsby, overlooking Lake Ontario. The park is a linear strip running along the back of a multi-unit townhouse block.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Picnic Table • Deciduous Trees • Climbing Wall • Concrete Walkway • Etiquette signs • Trash can • Bench 	<ul style="list-style-type: none"> • Naturalized Area • Swings <ul style="list-style-type: none"> • Double • Toddlers • Wood-chip Surface • Play Structure <ul style="list-style-type: none"> • Wood-chip Surface • No edger
<p>Condition:</p> <ul style="list-style-type: none"> • New Play Structure • Landscape Maintained 	
<p>Comments:</p> <ul style="list-style-type: none"> • Limited Shade • Perception of a Private Park • No Lighting • No Identification Signage 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Improve Cohesiveness • Improve/add Signage • Plant shade trees



Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#2 Park Name: Chestnut Park	
Address: 6 Chestnut Drive	
Type: Neighbourhood Park	Size: 1.40 ac
Trail Connection: Sidewalk Connection	
Date of Review: September 25, 2018	
<p>Description: Fronts onto Chestnut Drive in the West-end of Grimsby. The square neighbourhood park is situated in a residential area, encircled by stacked townhomes on three sides and an access road on the east side. Berms planted with trees and mature shrubs buffer the park space from the surrounding homes.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Chain-link Fence • Naturalized Area • Picnic Table • Stonedust Walkway • Stormwater Feature • Etiquette Signs • Mature Trees • Small green space 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Wood-chip Surface • Swings: <ul style="list-style-type: none"> • Toddler Swing • Tot Swing • Non-accessible
<p>Condition:</p> <ul style="list-style-type: none"> • Generally well-maintained by Town Staff. • Play equipment appears to be newer. 	
<p>Comments:</p> <ul style="list-style-type: none"> • Limited shade available. • No lighting fixtures within the park. • Plantings along perimeter act as a screen. This could be seen as a safety issue. However, many townhouse units do have visible sight lines into park for surveillance. 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Provide benches around play structure. • Consider installing park lighting. • Improve Cohesiveness. • Improve/Add Signage. • Plant shade trees.



Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

# 3 Park Name: Marlow Park	
Address: 49 Park Road North	
Type: Neighbourhood Park	Size: 0.33 ac
Trail Connection: None	
Date of Review: September 18, 2018	
<p>Description:</p> <p>Marlow Neighbourhood Park is located in Grimsby's East-end, at the corner of Park Road North and Marlow Ave. It backs on to the QEW and Rail Road Transit Corridor. The vegetation around the park is well established.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Mature Trees • Picnic Table • Trash can • Small Green Space • Etiquette signs 	<ul style="list-style-type: none"> • Play Structures: <ul style="list-style-type: none"> • Climbing Gym • Harry the Hippo • Wood-chip Surface • No edger • Swings: <ul style="list-style-type: none"> • Double • Tot/toddler swing • Not accessible • Wood-chip Surface
<p>Condition:</p> <ul style="list-style-type: none"> • Play equipment appears dated. • Vegetation mature and well-established. 	
<p>Comments:</p> <ul style="list-style-type: none"> • A number of trees appear to require maintenance • Paved access route from street in poor condition • Good visibility into park from the street • Concern for safety behind the park, due to existing dense vegetation • Potential space for 3 on 3 basketball court • No location, identification signage • No lighting 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Provide vegetation maintenance to the park: remove dead trees, and prune trees and large shrubs. • Add walkway along with drop curb for accessible access. • Add new play structures. • Improve/Add Signage • Improve Cohesiveness



Town of Grimsby Parks, Recreation and Culture Master Plan



EXISTING PARK INVENTORY

# 4 Park Name: Boundary Park	
Address: 376 Lake Street	
Type: Neighbourhood Park	Size: 0.50 ac
Trail Connection: Sidewalk Connection, Waterfront Trail, Bike Route	
Date of Review: September 18, 2018	
<p>Description: Boundary Neighbourhood Park is located in Grimsby's East-end along Lake Street. The park was established along with the adjoining townhouse development. The site is primarily flat, with a play structure, picnic area and surrounded by wood privacy fence on three sides.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Etiquette signs • Picnic Tables (2) • Trash can • Small caliper perimeter trees • Perimeter wood fencing 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Junior play • No edger • Wood-chip Surface • Swings <ul style="list-style-type: none"> • Junior • Not accessible • Wood-chip Surface
<p>Condition:</p> <ul style="list-style-type: none"> • The park appears to have been established recently. • New materials appear to have been used for the play structure and picnic benches. • The park is maintained by Town staff. 	
<p>Comments:</p> <ul style="list-style-type: none"> • Little shade, as trees in the park and along street appear to have been recently planted • No walkway from the street sidewalk. • Does not meet accessibility standards • Good visibility sightlines from street and neighbouring houses for security • No parking • No walkways • Very close to busy road – potential safety issue 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Trees should continue to be maintained by Town to promote fast, healthy growth into large shade trees. • Plant shade trees. • Install a shade play structure to help with lack of shade in park. • Add benches next to play structure. • Improve Cohesiveness • Improve/Add Signage 	





Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

# 5 Park Name: Escarpment Vista Park	
Address: 81-99 Lampman Drive	
Type: Neighbourhood Park	Size: 1.97 ac
Trail Connection: Sidewalk Connection	
Date of Review: September 25, 2018	
<p>Description: Escarpment Vista Neighbourhood Park is located in Grimsby's West-end, fronting along Lampman Drive. It adjoins a stormwater management pond, and backs onto the main rail transit corridor.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Basketball Court (new) • Bench • Trash can • Etiquette signs • Small Wood Gazebo • Picnic Table • Green Space 	<ul style="list-style-type: none"> • Play Structures: <ul style="list-style-type: none"> • Tot equipment • Wood-chip Surface • No edger • Swings: <ul style="list-style-type: none"> • Double • Toddler Swing • Not accessible • Wood-chip Surface
<p>Condition:</p> <ul style="list-style-type: none"> • The park appears to have been established recently. • New materials appear to have been used for the play structure and picnic benches. • The park is maintained by Town staff. 	
	
	
<p>Comments:</p> <ul style="list-style-type: none"> • Little shade, as trees in the park and along street have been recently planted • Does not meet accessibility standards • Good visibility sightlines from street and neighbouring houses for security • No walkways • No lights 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Install walkways to address accessibility issue. • Improve Cohesiveness • Improve/Add Signage • Plant shade trees. 	



Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

# 6 Park Name: Morocco Park		
Address: 53 Lakeside Drive		
Type: Neighbourhood Park	Size: 0.97 ac	Trail Connection: Waterfront Trail & Bike Route
Date of Review: September 25, 2018		
Description: Morocco Park is located in the Central area of the Town of Grimsby Parkland map. It is situated in an older subdivision, overlooking Lake Ontario.		
Park Elements: <ul style="list-style-type: none"> Asphalt Walkway Picnic Table Benches: 1 wood, 2 metal Chain-link Fence Etiquette signs Green space Lake access Trash can Mature trees Portable Toilet 	<ul style="list-style-type: none"> Play Structures: <ul style="list-style-type: none"> New Not accessible Wood-chip Surface Swings: <ul style="list-style-type: none"> 1 older, double toddler with belt only Not accessible 	
Condition: <ul style="list-style-type: none"> Play Equipment appears to be in good condition. Play structure appears dated. Property is maintained by Town staff. 		
Comments: <ul style="list-style-type: none"> Long grasses in naturalized area may cause safety concern Homes looking onto park provide surveillance and safety benefits Shade limited due to new tree planting No lights No location/identification signage 		Recommendations: <ul style="list-style-type: none"> Improve Cohesiveness Improve/Add Signage at park entrance and along trail Consider installing park lighting.

Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

# 7 Park Name: Cheriedale Park	
Address: 30 Merritt Crescent	
Type: Neighbourhood Park	Size: 1.06 ac
Trail Connection: Sidewalk Connection	
Date of Review: September 25, 2018	
<p>Description:</p> <p>Cheriedale Neighbourhood Park is located on Merritt Crescent in the Central area of the Town of Grimsby Parkland map. The park backs onto the railway and connects two residential developments.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Basketball Court • Wood Bench • Portable Toilet • Demarcation posts • Etiquette signs • Green space • Trash can • Naturalized Area • Picnic Table 	<ul style="list-style-type: none"> • Play Structures: <ul style="list-style-type: none"> • Tots to 12 years old • Wood-chip Surface • Edger • Swings (2) <ul style="list-style-type: none"> • Double • Toddler Swing • Pea-stone Surface • No Edger
<p>Condition:</p> <ul style="list-style-type: none"> • Playground equipment and basketball court appear to be in good condition. • Play structure appears to be recently installed. A few trees offer sufficient shade areas; newer trees require time to establish. 	 
<p>Comments:</p> <ul style="list-style-type: none"> • Shade is limited due to lack of established trees • No lighting fixtures in the park • Difficult to locate 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Encourage continued maintenance on the park and on existing shade trees to promote healthy and fast growth. • Improve maintenance of weed removal from play surfaces, mowing. • Improve Cohesiveness • Improve/Add Signage

Town of Grimsby Parks, Recreation and Culture Master Plan



EXISTING PARK INVENTORY

# 8 Park Name: Cline Mountain Road Park	
Address: 69 Cline Mountain Road Park	
Type: Neighbourhood Park	Size: 0.76 ac Trail Connection: None
Date of Review: September 25, 2018	
<p>Description: Cline Mountain Road Park is located hidden away behind a number of homes. The park access is an unmarked (un-opened) right of way, which allows for Town maintenance vehicle access.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Bench • Etiquette signs • Green space • Trash can • Naturalized Area • Picnic Table • Large Canopy Trees around perimeter • Fencing on 3 sides 	<ul style="list-style-type: none"> • Play Structure: <ul style="list-style-type: none"> • Accessible • Wood-chip Surface • Plastic edger • Swings <ul style="list-style-type: none"> • Double • Toddler/Tot Swing • Pea stone Surface • No edger
<p>Condition:</p> <ul style="list-style-type: none"> • Playground equipment and basketball court appear to be in good condition. • Play structure appears to be recently built. • A number of large shade trees offer shade. • Adjacent to dense vegetation and natural area. • Park is well maintained by Town staff. 	
<p>Comments:</p> <ul style="list-style-type: none"> • The park is tucked away and not visible from the road, along with no signage, making it difficult to locate • No homes front onto the park, creating a critical visibility and security issue • Established, mature shade trees • Long grasses of naturalized area may be a safety issue 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Improve Cohesiveness • Improve/Add Signage at park entrance • Consider installing park lighting • Create/install more prominent entranceway





Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

# 9 Park Name: Pinewood Park	
Address: Access off Sandra Crescent and Sacks Avenue	
Type: Neighbourhood Park	Size: 1.75 ac
Trail Connection: None	
Date of Review: June 30, 2018	
<p>Description: Pinewood Park is park located in the East-end with an “eyes-on-the-park design”, surrounded by homes and only has access to the street via two concrete walkways. The park is well established, but is very well hidden from the street.</p>	
	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Asphalt Walkway • Picnic Table • Basketball Court (2 nets) • Chain-link Fence • Large Asphalt Area • Entrance Barriers (old) • Soccer Field • Sidewalks 	<ul style="list-style-type: none"> • Play Structure (old) <ul style="list-style-type: none"> • Pea stone surface • Swing (old) <ul style="list-style-type: none"> • Pea stone Surface
<p>Condition:</p> <ul style="list-style-type: none"> • Playground equipment and basketball court appear to be older, in fair condition. • Park is well maintained by Town staff. • Passive soccer pitch and posts in adequate condition. 	
	
<p>Comments:</p> <ul style="list-style-type: none"> • The park is tucked away and not visible from the road, along with no signage, making it difficult to locate. • No homes front onto the park, creating a critical visibility and security issue, though some rear yards have chain-link fences providing visibility. • Shade trees are well established along the perimeter of the property. • Play structure was recently painted but work not completed. 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Consider installing park lighting • Asphalt walkway should extend through length of the park to other entrances. • Improve Cohesiveness • Improve/Add Signage • Consider signage to deter off-leash dog walking. • Fully re-paint play structure.

Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#10 Park Name: Cindy Court Park		
Address: 6 Cindy Court		
Type: Neighbourhood Park	Size: 0.63 ac	Trail Connection: Sidewalk Connection
Date of Review: June 14, 2018		
<p>Description:</p> <p>Located at the end of Cindy Court in the East-end of Grimsby. The park adjoins two single detached homes, and backs on to the rear yards of adjacent homes.</p>		
<p>Park Elements:</p> <ul style="list-style-type: none"> • Wood Bench (1) • Picnic Table • Basketball Net on Asphalt Surface (old) • Wood Privacy Fence • Chain link Fence • Green Space • Trash can 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Junior • Gravel Surface • Swings <ul style="list-style-type: none"> • Senior Swing • Gravel Surface 	
<p>Condition:</p> <ul style="list-style-type: none"> • The play equipment appears to be in good condition. • Swing sets appear dated. • The park is moderately well maintained by Town staff. 		
<p>Comments:</p> <ul style="list-style-type: none"> • Not accessible • No access via walkway to the playground • Picnic areas in shade • The park offers security due to visibility from neighbouring homes 		<p>Recommendations:</p> <ul style="list-style-type: none"> • Update play structures and surfacing. • Provide asphalt walkway to the playground. • Improve Cohesiveness • Improve/Add Signage

Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#11 Park Name: Lakewood Gardens Park	
Address: 123 Olive Street	
Type: Neighbourhood Park	Size: 1.27 ac
Trail Connection: Sidewalk Connection, Waterfront Trail	
Date of Review: June 14, 2018	
<p>Description: Fronts onto Olive St and Princess Blvd, in the Central area of the Town of Grimsby Parkland map. The park provides numerous amenities for the surrounding neighbourhood, and is in close proximity to Lake Ontario.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Wood Bench • Picnic Table • Trash can • Chain-link Fence • Green space • Multi-Use Court <ul style="list-style-type: none"> • Tennis • Basketball • Lighting 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Old • Wood-chip Surface • Plastic edger • Swings <ul style="list-style-type: none"> • Junior/Senior • Old • Peastone Surface • No edger
<p>Condition:</p> <ul style="list-style-type: none"> • Multi-Court asphalt starting to show chipping and degradation • Park furnishings and play equipment appear to be in good condition 	
<p>Comments:</p> <ul style="list-style-type: none"> • The park offers few shaded seating areas • The park is well established, but there is no identification or wayfinding signage 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Promote the planting of additional shade trees on park property. • The play equipment and park elements could be updated. • Improve Cohesiveness • Improve/Add Signage 	



Town of Grimsby Parks, Recreation and Culture Master Plan

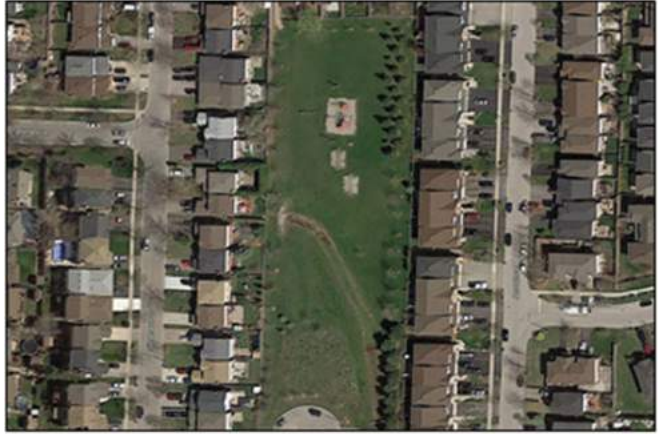

EXISTING PARK INVENTORY

#12 Park Name: Golf Woods Park	
Address: 13 Golf Woods Drive	
Type: Neighbourhood Park	Size: 0.68 ac
Trail Connection: Sidewalk Connection	
Date of Review: September 18, 2018	
<p>Description: Golf Woods Park is located in the East-end of Grimsby and is fronted on three sides by roadway. It is flanked by homes to its south, where a line of vegetation has been established for screening.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Concrete Pad • Benches on concrete pads • Wood Fencing at rear of site • Green space • Picnic Table • Trash can • Small caliper trees • On-street parking 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Not accessible • Installed 2004 • Plastic edger • Wood-chip Surface • Swings <ul style="list-style-type: none"> • Double • Plastic edger • Not accessible • Wood fibre Surface
<p>Condition:</p> <ul style="list-style-type: none"> • Playground and park appear to be in good condition, but lacking in maintenance due to weed growth. 	
<p>Comments:</p> <ul style="list-style-type: none"> • No identification signage provided • Not accessible • Better maintenance required • Minimal shade • Requires updated play equipment 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Add accessible walkway leading to playground. • Create a shade structure. • Plant shade trees • Update play structures and surfacing. • Provide new mulch and more routine weeding maintenance. • Improve Cohesiveness • Improve/Add Signage



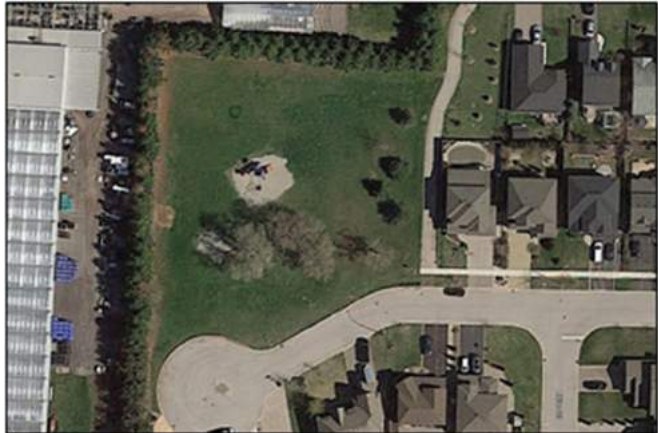

Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#13 Park Name: Arrowhead Park	
Address: 1 Tomahawk Drive	
Type: Neighbourhood Park	Size: 2.20 ac
Trail Connection: Sidewalk Connection	
Date of Review: September 18, 2018	
<p>Description: Located in the East-end of Grimsby, Arrowhead Park is another “eyes-on-the-park” type design lined on three sides by rear property yards and wood and chain-link fencing. The park offers two sidewalk access points and a main vehicle access at the end of Tomahawk Drive cul-de-sac.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Goal (1) for Field Play • Green space • Asphalt Walkway • Etiquette signs • Fenced on three sides • Picnic Table • Small caliper trees • Trash can 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • No edger • Pea-stone Surface • Not accessible • Swings(2) <ul style="list-style-type: none"> • Double • Pea stone Surface • Not accessible • Stormwater Feature
<p>Condition:</p> <ul style="list-style-type: none"> • The playground structure appears to be in good condition. • The park is well maintained by town staff. 	
	
	
<p>Comments:</p> <ul style="list-style-type: none"> • The park doesn't offer any bench seating. • Play equipment appears outdated. • Opportunity for small playing field. • The site is divided by a stormwater management ditch. • Park includes remnant telephone poles with motion activated lights. • Pedestrian access available off Tomahawk Drive. 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Provide asphalt walkway to connect the site access points. • Add bench seating at the playground area. • Develop accessible walkways. • Improve Cohesiveness • Improve/Add Signage 	



Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#14 Park Name: Lakeview Terrace Park		
Address: 31 Jeanette Avenue		
Type: Neighbourhood Park	Size: 1.18 ac	Trail Connection: Sidewalk Connection
Date of Review: September 18, 2018		
Description: Located in the West-end of Grimsby at the end of Jeanette Avenue, Lakeview Terrace Park is nestled in the corner of a residential subdivision.		
Park Elements: <ul style="list-style-type: none"> • Green space • Chain link fence • Picnic Table • Mature, large canopy trees • Trash can 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Junior/Senior • Pea stone Surface • Not accessible • Swings <ul style="list-style-type: none"> • Junior/Senior • Pea stone Surface • Not accessible 	
Condition: <ul style="list-style-type: none"> • The park is well maintained by the Town staff. • The park is older and is well established in its location. • Line of vegetation at the rear of the park property offers screening from the industrial complex behind. 		
Comments: <ul style="list-style-type: none"> • The park provides few accessible features • No sidewalk along the front of the park • Asphalt walkway connecting streets to the north 		Recommendations: <ul style="list-style-type: none"> • Develop accessible walkway leading up to the playground area. • Add benches at the playground area. • Install additional street trees. • Improve Cohesiveness • Improve/Add Signage



Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#15 Park Name: Dorchester Park		
Address: 192 Dorchester Drive		
Type: Neighbourhood Park	Size: 2.03 ac	Trail Connection: Sidewalk Connection + Close to Potential Trail Connections/Escarpment Stairs
Date of Review: September 18, 2018		
Description: Located in the Central area of the Town of Grimsby Parkland map, Dorchester park is a large, well established neighbourhood park backing onto the escarpment.		
Park Elements: <ul style="list-style-type: none"> Asphalt Walkway Asphalt Area <ul style="list-style-type: none"> 4 Basketball hoops Tennis Wood Bench Chain-link, wood fencing Coniferous Trees Etiquette signs Trash can 	<ul style="list-style-type: none"> Play Structure <ul style="list-style-type: none"> 5-12 age range Edger Wood fibre Surface Swings <ul style="list-style-type: none"> Double One accessible 	
Condition: <ul style="list-style-type: none"> The park is moderately well maintained by Town staff. Park elements appear dated. Park has accessible features. 		
Comments: <ul style="list-style-type: none"> The number of evergreen trees may pose a visibility safety issue over time. 	Recommendations: <ul style="list-style-type: none"> Provide new tennis net. Promote continued maintenance of the park for healthy growth of coniferous and deciduous trees. Add benches to the park. Add basketball nets on the hoops. Plant additional shade trees Improve Cohesiveness Improve/Add Signage 	

Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#16 Park Name: Aspen Park		
Address: 8 Aspen Drive		
Type: Neighbourhood Park	Size: 1.82 ac	Trail Connection: Sidewalk Connection
Date of Review: September 5, 2018		
Description: Located in the West-end of Grimsby, fronting onto Aspen Drive, Aspen Road Neighbourhood Park is the central hub for the community.		
Park Elements: <ul style="list-style-type: none"> Asphalt Basketball Court/Nets (2) Etiquette signs Stone Seating Stormwater Feature Connecting Walkways 	<ul style="list-style-type: none"> Play Structure <ul style="list-style-type: none"> Wood fibre Surface Swings <ul style="list-style-type: none"> Double Wood fibre Surface Accessible 	
Condition: <ul style="list-style-type: none"> The park is well maintained by Town staff. 		
Comments: <ul style="list-style-type: none"> No lights No bench seating No park Identification signage Park does not have an identifiable entrance 		Recommendations: <ul style="list-style-type: none"> Improve Cohesiveness Improve/Add Signage Install bench seating around basketball courts

Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#17 Park Name: Evergreens Park	
Address: 71 Willow Lane	
Type: Neighbourhood Park	Size: 4.45 ac
Trail Connection: Sidewalk Connection	
Date of Review: June 14, 2018	
<p>Description: Located in the Central area of the Town of Grimsby Parkland map, Evergreens Neighbourhood Park offers many amenities for the surrounding community.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Asphalt Walkway • Asphalt Basketball Court/Nets • Benches (2) • Picnic Table • Shade trees 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Plastic Edger • Swings <ul style="list-style-type: none"> • Toddler Swing • Junior Swing
<p>Condition:</p> <ul style="list-style-type: none"> • The park is maintained minimally by Town staff. 	
<p>Comments:</p> <ul style="list-style-type: none"> • No park identification signage • Does not meet accessibility standards 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Accessible walkway connecting existing asphalt walkways to the playground. • Improve Cohesiveness • Improve/Add Signage • Install bench seating around basketball courts 	



Town of Grimsby Parks, Recreation and Culture Master Plan



EXISTING PARK INVENTORY

#18 Park Name: Roberts Road Park	
Address: 209 Roberts Road	
Type: Neighbourhood Park	Size: 2.16 ac
Trail Connection: None	
Date of Review: June 7, 2018	
<p>Description: Located in Grimsby's west end, not far from the Peach King Centre, Roberts Road Park is a large green space that offers junior play soccer field and a playground.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Basketball Court (3 on 3) • Bench Wood • Bleachers • Large Canopy Trees • Picnic Table • Portable Toilet • Soccer Field (Junior) • Trash can • Water Hydrant 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Plastic Edger • Wood-chip Surface • Swings (old) <ul style="list-style-type: none"> • Junior • Baby
<p>Condition:</p> <ul style="list-style-type: none"> • The park is maintained by Town staff. 	
<p>Comments:</p> <ul style="list-style-type: none"> • Play equipment is outdated • No defined play area (circle) 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Consider installing additional shade trees. • Update site equipment. • Provide larger basketball pad. • Paint lines on soccer field and add high backstop fence behind goal posts. • Improve Cohesiveness • Improve/Add Signage





Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#19 Park Name: Gage Park	
Address: 55 Gage Street	
Type: Neighbourhood Park	Size: 1.72 ac
Trail Connection: Sidewalk Connection	
Date of Review: September 18, 2018	
<p>Description: Located off Gage Street and Magnolia Crescent and in the West-end of Town, the park is nestled among a low-density residential subdivision with a retaining wall to the north backing onto the railway. The park offers walkable access to open space and play structures for the immediate neighbourhood.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Asphalt Walkway • Green space • Picnic Table • Trash cans 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Plastic Edger • Swings <ul style="list-style-type: none"> • Toddler Swing • Junior Swing • Wood-chip Surface
<p>Condition:</p> <ul style="list-style-type: none"> • The park is maintained by Town staff. • Old vandalism visible on play structure. 	 
<p>Comments:</p> <ul style="list-style-type: none"> • No benches. • No park identification signage. • No etiquette signage. 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Consider the addition of benches next to playground area. • Improve Cohesiveness • Improve/Add Signage at entrance to park

Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#20 Park Name: Bell Park		
Address: North off of Fair Avenue		
Type: Neighbourhood Park	Size: 0.78 ac	Trail Connection: Waterfront Trail and Bike Route Nearby
Date of Review: June 7, 2018		
<p>Description: Bell Park is located in the East-end of Grimsby off of Fair Avenue. This park is unique in that it is a designated cultural heritage property under Part IV of the Ontario Heritage Act, R.S.O. 1990, c. O.18. Bell Park was given its name for the bell that was placed in the park. The bell was used to call people to worship and in the event of a fire, as an alarm. Bell Park is a local parks that provides a geographic reference point for the Town's heritage along with typical park features such as walkable access to a passive open space area, and other outdoor recreational amenities (i.e. commemorative plaque).</p>		
<p>Park Elements:</p> <ul style="list-style-type: none"> • Wood Bench • Garden Feature • Interpretive Signage • Green space • Mature, large canopy trees • Picnic Table • Small parking area 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Pea-stone surface • No edger 	
<p>Condition:</p> <ul style="list-style-type: none"> • The park is maintained by Town staff. 		
<p>Comments:</p> <ul style="list-style-type: none"> • Small neighbourhood park • Well established vegetation • Cultural heritage value • Parking is very limited 		<p>Recommendations:</p> <ul style="list-style-type: none"> • Improve Cohesiveness • Improve/Add Signage at entrance to park.

Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#21 Park Name: Leawood Park	
Address: 9 Marsdale Avenue	
Type: Neighbourhood Park	Size: 1.38 ac
Trail Connection: Sidewalk Connection	
Date of Review: September 25, 2018	
<p>Description:</p> <p>Leawood Park is a small pocket park situated in the West-end of Grimsby. The park can be accessed from Marsdale Avenue.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Baseball backstop • Etiquette signs • Large Canopy Trees • Naturalized Area • Picnic Table • Medium-size green space • Fenced on 3 sides 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Accessible • Toddler/Junior • Wood-chip Surface • Plastic edger with ramp • Swings <ul style="list-style-type: none"> • Double • Toddler/Junior • Wood-chip Surface • Edger with ramp
<p>Condition:</p> <ul style="list-style-type: none"> • Backstop old and in poor condition. • Play equipment appears newer and in good condition. 	
<p>Comments:</p> <ul style="list-style-type: none"> • Not visible from road • Has feel of a private park, not public • No lights • Shade trees • Naturalized area is potential safety concern • No location or identification signage • Difficult to locate 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Plant additional shade trees. • Add Benches to playground area. • Remove or replace backstop. • Improve Cohesiveness • Improve/Add Signage: at entrance to park, at street crossroad showing direction of park



Town of Grimsby Parks, Recreation and Culture Master Plan



EXISTING PARK INVENTORY

#22 Park Name: Vineyard Valley	
Address: 21 Chardonney Place	
Type: Neighbourhood Park	Size: 1.32 ac
Trail Connection: Sidewalk Connection	
Date of Review: September 18, 2018	
<p>Description: Vineyard Valley is a small Neighbourhood Park in the East-end of Grimsby, fronting on Chardonney Place.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Bench • Green space (small) • Swings • Double Swings • Trash can • Stone-dust walkway • Water Connection 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Age 5-10 • Wood fibre Surface • Plastic edger • Not accessible (2006) • Swings <ul style="list-style-type: none"> • Double • Wood fibre Surface
<p>Condition:</p> <ul style="list-style-type: none"> • Play area and green space are maintained by Town staff. • Graffiti apparent on play equipment. 	
<p>Comments:</p> <ul style="list-style-type: none"> • No shade. • No benches. • Not accessible. • No park identification sign. • Trees and trail in need of maintenance. 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Plant additional shade trees. • Install additional benches. • Trails require additional pea-stone and touch-ups. Consider replacing with asphalt. • Improve Cohesiveness • Improve/Add Signage • Remove graffiti from play structures & re-paint as necessary 	



Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#23 Park Name: Denick Park		
Address: 18 Bernice Court		
Type: Neighbourhood Park	Size: 0.96 ac	Trail Connection: Sidewalk Connection
Date of Review: June 14, 2018		
Description: Denick Park is a Neighbourhood Park in the East-end of Grimsby with access from Bernice Court and Vanderburgh Lane.		
Park Elements: <ul style="list-style-type: none"> • Green space • Picnic Table • Some Shade Trees • Memorial Stone • Trash can • On-street parking 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Wood-fibre surface • No edger • Not accessible • Swings (2) <ul style="list-style-type: none"> • Pea stone Surface • No edger • Not accessible 	
Condition: Park is maintained by Town staff.		
Comments: <ul style="list-style-type: none"> • No benches • Not accessible • Play equipment requires updating • Little shade 		Recommendations: <ul style="list-style-type: none"> • Plant additional shade trees • Consider upgrading play equipment • Install additional benches • Improve Cohesiveness • Improve/Add Signage

Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#24 Park Name: Maplewood Park	
Address: East off of Debora Drive	
Type: Neighbourhood Park	Size: 1.50 ac
Trail Connection: Sidewalk Connection	
Date of Review: June 30, 2018	
<p>Description: Located in the East-end of Grimsby, Maplewood Park is a linear Park that is bordered by Debora Drive to the West and by Woodland to the East.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Wood Bench • Chain-link Fence • Trash can • Foot Bridge 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Wood-fibre Surface • Edger with Accessible Ramp • Swings <ul style="list-style-type: none"> • Double Swing • Granular Base
<p>Condition:</p> <ul style="list-style-type: none"> • Park is maintained by Town staff. • Swings appear older. 	
<p>Comments:</p> <ul style="list-style-type: none"> • Not fully accessible • No park identification signage • No picnic table 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Add picnic bench adjacent to playground area • Improve Cohesiveness • Improve/Add Signage 	



Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#25 Park Name: Mayfair Park	
Address: 359 Baker Road North	
Type: Neighbourhood Park	Size: 1.44 ac
Trail Connection: Sidewalk Connection, Waterfront Trail, Bike Route	
Date of Review: June 30, 2018	
<p>Description: Mayfair Park is a community park with green space fronting on the corner of Lake Street and Baker Street North, with frontage onto Baker Street North.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Asphalt Walkway • Asphalt Basketball Court/Net: (2) 3 on 3, (1) Full court • Green space • Benches (2) 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Wood fibre Surface • Edger • Swings <ul style="list-style-type: none"> • Double • Toddler Swings (4) • Pea stone Surface
<p>Condition: Park is maintained by Town staff.</p>	
<p>Comments:</p> <ul style="list-style-type: none"> • Minimal seating available • No lighting 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Add asphalt walkway to playground. • Improve Cohesiveness • Improve/Add Signage: at entrance to park • Install additional seating around play structure/swings



Town of Grimsby Parks, Recreation and Culture Master Plan



EXISTING PARK INVENTORY

#26 Park Name: Whittaker Park	
Address: 15 Lakeside Drive	
Type: Neighbourhood Park	Size: 1.11 ac
Trail Connection: Waterfront Trail & Bike Route	
Date of Review: June 7, 2018	
<p>Description: Located in the Central area of the Town of Grimsby Parkland map, Whittaker Park fronts on to Lakeside Drive.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Metal Benches (4) • Green Space • Lake Access • Mature Trees • Small Gravel Parking Area • Water View • Chain-link fencing (old) 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Gravel Surface
<p>Condition:</p> <ul style="list-style-type: none"> • Significant erosion is apparent with accumulated debris. • Chain link fence is damaged and old. • Park green space is maintained by Town staff. 	
<p>Comments:</p> <ul style="list-style-type: none"> • The waterfront requires improved erosion control • The waterfront requires clean up • Connected to Great Lakes Water Front Trail 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Improve Cohesiveness • Improve/Add Signage: at entrance to park and connection to Waterfront Trail. • Install waterfront retaining wall. • Consider installing park lighting 	





Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#27 Park Name: South Beach		
Address: 51 Morrison Crescent		
Type: Neighbourhood Park	Size: 2.22 ac	Trail Connection: None / Close to Sidewalks
Date of Review: June 7, 2018		
Description: Located in the East-end of Grimsby, South Beach is a linear waterfront park with access to the beach. South Beach can be accessed from Morrison Crescent.		
Park Elements: <ul style="list-style-type: none"> Asphalt Trail Beach Trash can Trail access barrier Etiquette sign 		
Condition: <ul style="list-style-type: none"> Erosion is apparent in some locations. Park green space is maintained by Town staff. 		
Comments: <ul style="list-style-type: none"> No park identification signs No benches No picnic table The waterfront requires debris clean up and maintenance No parking 		Recommendations: <ul style="list-style-type: none"> Improve Cohesiveness Improve/Add Signage: at entrance to park and connection to Waterfront Trail Consider installing park lighting Consider enhancing entrance prominence

Town of Grimsby Parks, Recreation and Culture Master Plan

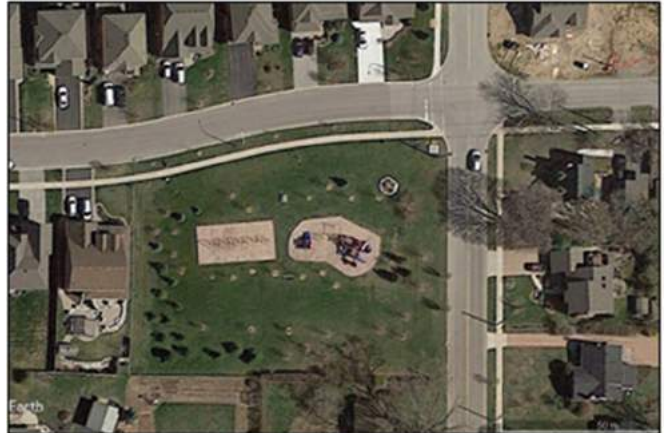
EXISTING PARK INVENTORY

#28 Park Name: Grimsby Beach		
Address: 2 Tupper Boulevard		
Type: Neighbourhood Park	Size: 2.99 ac	Trail Connection: Waterfront Trail, Bike Route
Date of Review: June 7, 2018		
<p>Description: Grimsby Beach Park is a waterfront park located in the East-end of Grimsby. The park has a waterfront trail and beach access.</p>		
<p>Park Elements:</p> <ul style="list-style-type: none"> • Beach (stone) • Benches (3) • Large Canopy Trees (old willows) • Portable Toilet • Walkway • Lake View 		
<p>Condition:</p> <ul style="list-style-type: none"> • Connected to Waterfront Lake Trail. • Park green space is maintained by Town staff. 		
<p>Comments:</p> <ul style="list-style-type: none"> • Not fully accessible • Lakefront requires debris pickup and maintenance • Minimal parking 		<p>Recommendations:</p> <ul style="list-style-type: none"> • Improve Cohesiveness • Improve/Add Signage: provide wayfinding to/along waterfront trail and bike route connections • Consider installing accessible walkway • Consider installing park lighting

Town of Grimsby Parks, Recreation and Culture Master Plan



EXISTING PARK INVENTORY

#29 Park Name: Rotary Park	
Address: 185 Central Avenue	
Type: Neighbourhood Park	Size: 0.90 ac
Trail Connection: Sidewalk Connection	
Date of Review: June 14, 2018	
<p>Description: Rotary Park is a community park located in the East-end of Grimsby. Rotary Park sits on the corner of Central Avenue and Baker Road North.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Benches (4) • Flower Garden • Picnic Table • Trash can • Park identification signage • 4 swing seats 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Multi-age • Wood fibre Surface • Edger • Not accessible • Swings <ul style="list-style-type: none"> • 4-section • Wood fibre Surface
<p>Condition:</p> <ul style="list-style-type: none"> • Maintained by Town staff. • Play equipment appears in good condition. 	
<p>Comments:</p> <ul style="list-style-type: none"> • Not fully accessible 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Improve Cohesiveness • Add accessible walkway to playground 	



Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#30 Park Name: Bal Harbour		
Address: 29 Cheval Drive		
Type: Neighbourhood Park	Size: 3.43 ac	Trail Connection: Sidewalk Connection Nearby
Date of Review: June 14, 2018		
Description: Bal Harbour Park is located in the East-end of Grimsby. Bal Harbour is a linear waterfront park that can be accessed from Cheval Drive.		
Park Elements: <ul style="list-style-type: none"> • Stone and rock beach • Concrete Break-wall • Benches (3) • Concrete Walkway • Etiquette signs • Green space • Old Cribbed Stairs • Park Identification Sign 	<ul style="list-style-type: none"> • Storm Drain Outlet • Vista Views • Old Pump House • Terraced Lawn 	
Condition: <ul style="list-style-type: none"> • Maintained by Town staff • Connected to Waterfront Lake Trail 		
Comments: <ul style="list-style-type: none"> • Semi-Private • Minor foul odour • Undefined property outline • Small caliper recently planted trees • No parking 		Recommendations: <ul style="list-style-type: none"> • Improve Cohesiveness • Improve/Add Signage • Add shade structure • Plant shade trees • Maintenance along shoreline

Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#31 Park Name: Grand Avenue Park (School Property) "Grand Old White Oak Tree Stand"	
Address: 10 Grand Avenue	
Type: Neighbourhood Park	Size: 1.36 ac
Trail Connection: Sidewalk Connection	
Date of Review: June 14, 2018	
<p>Description: Grand Avenue Park is located in the Grimsby Beach area of the East-end of Town off of Grand Avenue. This park is unique in that it is a designated cultural heritage property under Part IV of the Ontario Heritage Act, R.S.O. 1990, c. O.18. The stand of trees in this park has specimens more than 300 years old, and is a destination for visitors from across southern Ontario. The stand itself was a focal point of the Grimsby Chautauqua, and while no longer a physical presence within the community, its spirit remains and is evident throughout the town. Today, this park provides picnic grounds and is the focus of annual Emancipation Day celebrations.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Access path from • Subdivision with barriers • Asphalt Play Area • Baseball Diamonds (2) • Heritage Sign • Information Kiosk • Soccer Pitch (full-size) • Decorative fencing • Wood-chip Walkways 	<ul style="list-style-type: none"> • Shade trees • Tetherball • Swings <ul style="list-style-type: none"> • Senior • Play structures <ul style="list-style-type: none"> • Junior • Senior • Gravel Surface • Wood edger
<p>Condition:</p> <ul style="list-style-type: none"> • Fair for park • Well-used for school 	
<p>Comments:</p> <ul style="list-style-type: none"> • Senior play area is dated • Ball diamonds need replacing • Difficult to understand park/school distinction 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Improve Cohesiveness • Improve/Add Signage at entrance(s) to park • Plant new oak trees • Repair access barriers at pathway 	



Town of Grimsby Parks, Recreation and Culture Master Plan



EXISTING PARK INVENTORY

#32 Park Name: Woolverton Park	
Address: 64 Chestnut Drive	
Type: Neighbourhood Park	Size: 0.95 ac
Trail Connection: Sidewalk Connection	
Date of Review: September 25, 2018	
<p>Description: Woolverton Park is a linear park with green space located in the West-end of Grimsby. The park can be accessed from Chestnut Drive or Main Street West.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Bench • Concrete Walkway • Entrance barriers (old) • Etiquette signs • Fenced on three sides • Green space • Large Canopy Trees 	<ul style="list-style-type: none"> • Lights • Naturalized Area • Small Storm Pond • Part of Stormwater Feature
<p>Condition:</p> <ul style="list-style-type: none"> • Maintained by Town staff • Older park 	
<p>Comments:</p> <ul style="list-style-type: none"> • Feels more like a private park than public. • Naturalized area might be a safety issue. • No location or identification signage. • Inadequate trash system. 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Improve Cohesiveness • Improve/Add Signage at entrance to park • Add benches • Update access barriers at pathway 	




Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#33 Park Name: Sidare Court Park	
Address: 21 Sidare Court	
Type: Neighbourhood Park	Size: 0.40 ac
Trail Connection: Sidewalk Connection, Waterfront Trail, Bike Route	
Date of Review: September 18, 2018	
<p>Description: Sidare Court Park is a small community park located in the West-end of Grimsby. The park fronts onto Sidare Court.</p>	
	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Concrete Walkway • Etiquette signs • Fenced on three sides • Naturalized Area • Small green space • Trash can • Large Canopy Trees around perimeter • Picnic Tables (2) 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Accessible • Junior • Wood-chip Surface • Plastic edger • Swings <ul style="list-style-type: none"> • Double • Junior, Toddler • Wood-chip Surface • Plastic edger
<p>Condition:</p> <ul style="list-style-type: none"> • Newer park. • Maintained by Town staff. 	
	
<p>Comments:</p> <ul style="list-style-type: none"> • No lights • Long grasses in naturalized area might be a safety issue • No location or identification signage • In need of phragmites control • Better garbage system required 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Improve Cohesiveness • Improve/Add Signage • Remove invasive Phragmites grasses



Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#34 Park Name: Place Polonaise Park		
Address: 480 Winston Road		
Type: Community Park	Size: 3.44 ac	Trail Connection: Waterfront Trail, Proposed Waterfront Trail, Bike Route
Date of Review: September 25, 2018		
Description: Located in the West-end of Grimsby, Place Polonaise Park is a community park along the waterfront. Park can be accessed from Place Polonaise Drive off of North Service Road. The park and trail are still under some construction. The trail provides access to the waterfront and is a perfect place to go for a stroll or enjoy a picnic while taking in the lakeside. This park extends along the waterfront and provides access to Casablanca Beach Park.		
Park Elements: <ul style="list-style-type: none"> • Waterfront • Parking for the park and trail is available off of North Service Road, with additional parking planned for the future. • Benches 	<ul style="list-style-type: none"> • Small park pavilion • Interpretive plaques • Access to two (2) beach areas 	No additional images available during site visit.
Condition: <ul style="list-style-type: none"> • Still under some construction. 		
Comments: <ul style="list-style-type: none"> • N/A 		Recommendations: <ul style="list-style-type: none"> • Consider installing park lighting.

Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#35 Park Name: Steve McDonnell Leash Free Dog Park		
Address: Lake Road		
Type: Community Park	Size: 3.15 ac	Trail Connection: Sidewalk Connection, Waterfront Trail, Bike Route
Date of Review:		
Description: Fronting onto Lake Street in the East-end of Grimsby is the Steve McDonnell Leash Free Dog Park, open from 7am until dusk every day.		
Park Elements: <ul style="list-style-type: none"> • Chain-link Fence • Mature trees • Parking Lot (gravel) • Picnic Tables • Trash can 		
Condition: <ul style="list-style-type: none"> • Park is well maintained 		
Comments: <ul style="list-style-type: none"> • Poor driveway access 		Recommendations: <ul style="list-style-type: none"> • Improve Cohesiveness • Improve/Add Signage at entrance to park. • Create Connection to Mayfair Park. • Create connection to water and electrical for lighting and fountain for both human and dogs.

Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#36 Park Name: Smith School Soccer Field	
Address: 18 Oakes Road North	
Type: Community Park	Size: 6.86 ac
Trail Connection: Sidewalk Connection	
Date of Review: September 25, 2018	
<p>Description: Fronting onto Oakes Road North, the Smith School Soccer Field is located in the West-end of Grimsby.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Asphalt Area • Baseball Backstop (old) • Benches in field • Fenced on three sides • Outdoor Classroom 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Accessible • Junior • Wood-chip Surface • Soccer Fields <ul style="list-style-type: none"> • (2) Senior • (6) Junior
<p>Condition:</p> <ul style="list-style-type: none"> • Good-fair field condition • Maintained by park and school staff 	
<p>Comments:</p> <ul style="list-style-type: none"> • Good-fair field condition • Maintained by park and school staff 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Improve Cohesiveness • Improve delineation between park and school. 	



Town of Grimsby Parks, Recreation and Culture Master Plan



EXISTING PARK INVENTORY

#37 Park Name: Peach King Centre	
Address: 162 Livingston Avenue	
Type: Community Park	Size: 13.95 ac
Trail Connection: Sidewalk Connection / Bike Route	
Date of Review: June 7, 2018	
<p>Description: The Grimsby Peach King Centre (PKC) is one of Grimsby's community focal points. The PKC is a 35-year-old, medium sized multi-use recreational facility with its primary offering of indoor ice rinks (arenas). The PKC is situated on a 5.6 hectare (13.8 acre) property which has frontage along Livingston Avenue and is open year round and currently hosts the offices of the Parks, Recreation and Culture Department and the Grimsby Peach Kings. See indoor facilities description in the PRCMP for additional facility elements/features.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Benches (2) • Bike Racks (2) • Green open space • Fence (1.0m Iron Eagle) • Gardens • Large Asphalt Parking Lot • Mature Trees 	<ul style="list-style-type: none"> • Picnic Tables • Portable Toilet • Splash Pad (dated) <ul style="list-style-type: none"> • Accessible • Outdoor Rink • Signage <ul style="list-style-type: none"> • Identification • Wayfinding
<p>Condition:</p> <ul style="list-style-type: none"> • Well maintained by Town staff 	
<p>Comments:</p> <ul style="list-style-type: none"> • No comment 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Review recommendations in the PRCMP • Potential site for expanded/new multi-use recreation facility.





Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#38 Park Name: Oakes Road Dog Run	
Address: Winston Road/Oakes Road Right-of-Way	
Type: Community Park	Size: 1.43 ac
Trail Connection: Nearby Sidewalk Connection, Waterfront Trail, Proposed Waterfront Trail, Bike Route	
Date of Review: September 25, 2018	
<p>Description: Oakes Road Dog Run is a linear park and leash free area in the West-end of Grimsby. The park can be accessed from Oakes Road North.</p>	
	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Access Gate/Barrier to trail right-of-way • Asphalt Parking • Bench (1) • Etiquette signs • Portable Toilet • Stone-dust Walkway • Trash can • Vista view of lake 	<p>Asphalt Parking Area Naturalized Field Area</p>
<p>Condition:</p> <ul style="list-style-type: none"> • Moderately maintained by Town staff • Unsecured dog park area 	
	
<p>Comments:</p> <ul style="list-style-type: none"> • Naturalized area could be safety issue • No location or identification signage • Improved garbage system needed • Limited maintenance 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Improve Cohesiveness • Improve/Add Signage at entrance to park. • Provide additional benches. • Ensure park/garbage disposal is adequately maintained. 	



Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#39 Park Name: Southward Park	
Address: 84 Mud Street West	
Type: Community Park	Size: 85.97 ac
Trail Connection: None	
Date of Review: September 25, 2018	
<p>Description: Fronting onto Mud Street West in the Central Area of Grimsby, Southward Community Park is the Town's largest community park and sports park complete with 4 baseball diamonds (lit), 9 soccer fields (2 lit), football field options, a leash-free dog park, and a 2.5km walking trail.</p>	
	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Baseball Diamonds (4) • Multi-sports Fields (4) • Community Concession • Chain-link fence • Etiquette signs • Lighting (sports fields) • Naturalized Area with Trails • Picnic Areas 	<ul style="list-style-type: none"> • Parking • Soccer Fields <ul style="list-style-type: none"> • (2) Large • (2) Small • Junior • Stormwater Feature • Trash can • Washrooms • Internal Wayfinding signage • Benches • Pond Area
<p>Condition:</p> <ul style="list-style-type: none"> • New 	
	
<p>Comments:</p> <ul style="list-style-type: none"> • No comment 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Review recommendations in the PRCMP.



Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#40 Park Name: Oakes Road Park	
Address: 2 Oakes Road	
Type: Community Park	Size: 3.09 ac
Trail Connection: None	
Date of Review: September 25, 2018	
<p>Description: Oakes Road Park fronts onto Oakes Road North and is a ball field and sports park located in the West-end of Grimsby.</p>	
	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Baseball Diamond • Bleachers • Bench Metal • Chain-link Fence • Concession Stand • Lighting (Sports Field) • Naturalized Area • Trash can 	<ul style="list-style-type: none"> • Portable Toilet • Soccer Fields <ul style="list-style-type: none"> • (2) Large • (1) Small
<p>Condition:</p> <ul style="list-style-type: none"> • Mix of old and newer elements • Baseball diamond rusty and old • Maintained by Town staff 	
	
<p>Comments:</p> <ul style="list-style-type: none"> • Need to replace baseball diamonds. • No location or identification signage. • Improved garbage maintenance system required. 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Replace ball diamonds with new diamonds • Ensure adequate maintenance of garbage system • Improve Cohesiveness • Improve/Add Signage


Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#41 Park Name: Murray Street Park	
Address: 65 Lakeside Drive	
Type: Community Park	Size: 4.61 ac
Trail Connection: Waterfront Trail, Bike Route	
Date of Review: June 7, 2018	
<p>Description: A popular lakefront park in the Central Area of Grimsby with a small walking path and a baseball diamond.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Baseball Diamonds (2) • Benches • Green space • Lake access • Parking • Picnic Tables (2) • Pier 	<ul style="list-style-type: none"> • Cultural Heritage Plaque • Stone-dust Walkway • Trash can • Vista views
<p>Condition:</p> <ul style="list-style-type: none"> • Erosion Issues at waterfront - some areas have been repaired as of 1997 • Memorial Benches in need of repair • Stone-dust Trail overgrown • Old chain-link fencing rusty • Backstops fencing/dugout benches outdated 	
<p>Comments:</p> <ul style="list-style-type: none"> • Site elements could be improved/repaired • 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Update ball diamonds • Repair or replace benches • Improve Cohesiveness • Improve/Add Signage • Consider installing park lighting • Improve connection to Waterfront Trail

Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#42 Park Name: Sherwood Hill Park	
Address: 1 Baker Street	
Type: Community Park	Size: 4.80 ac
Trail Connection: Sidewalk	
Date of Review: September 18, 2018	
<p>Description: Sherwood Hills Park is located at the corner of Baker Road and Main St. in the East-end of Grimsby. The park has a lit baseball diamond, and a playground.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Asphalt Parking Lot • Basketball Court/Net • Baseball Diamond • Green space • Lighting (Sports) • Mature trees • Trash can • Natural Screening • Stone-dust trail 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Accessible • Swings <ul style="list-style-type: none"> • Toddler • Junior • Wood-chip Surface
<p>Condition:</p> <ul style="list-style-type: none"> • Tree collection appears in good condition - good variety • Benches at ball diamond old/wood, 1 newer 	
<p>Comments:</p> <ul style="list-style-type: none"> • Park appears dated • Some shaded areas on berm • Lacking signage • Trail overgrown 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Encourage accessible elements such as asphalt paving walkway. • Add lines to parking lot. • Make a full court basketball area. • Add more bench seating. • Update ball diamonds. • Improve Cohesiveness • Improve/Add Signage



Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#43 Park Name: Alway Community Centre	
Address: 500 Ridge Road West	
Type: Community Park	Size: 3.44 ac
Trail Connection: None	
Date of Review: September 25, 2018	
<p>Description: Fronting onto Ridge Road West in the West Division of Grimsby, Alway Community Center has a community center and a rugby field.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Gravel Parking • Picnic Table • Sports Field (Rugby) • Trash can 	<ul style="list-style-type: none"> • Play Structure (old) <ul style="list-style-type: none"> • Wood-chip Surface
<p>Condition:</p> <ul style="list-style-type: none"> • Dated equipment and property 	
<p>Comments:</p> <ul style="list-style-type: none"> • No comment. 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • General update to facilities and site elements. • Clean up debris in parking area. • Improve Cohesiveness • Improve/Add Signage 	



Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#44 Park Name: Coronation Park	
Address: 1 Elm Street	
Type: Community Park	Size: 3.54 ac
Trail Connection: Forty Mile Trail, Bruce Trail, Bike Route	
Date of Review:	
<p>Description: Coronation Park is a linear park with a pool, located in Downtown Grimsby beside the 40 Mile Creek. The park has picnic tables, a paved, lit walking path through the park, and a mid-sized pavilion. The walking path is part of the 40 Creek side trail that connects the Bruce Trail to the waterfront 40 Mile Creek Park.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Asphalt Parking • Bike Racks • Large Canopy Trees • Picnic Tables • 25 metre Pool • Park Identification Sign • Site Lighting • Stormwater Feature • Small Bandstand • Trash can • Precast Paver Walkway 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Accessible • Wood-chip Surface • Plastic Edger • New • Water Play (small) • Information Kiosk
<p>Condition:</p> <ul style="list-style-type: none"> • Good • Maintained 	
<p>Comments:</p> <ul style="list-style-type: none"> • No comment. 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Review encroachments with neighbours. • Consider park for location of new/improved band stand/shelter



Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#45 Park Name: Centennial Park	
Address: 106 Main Street	
Type: Community Park	Size: 20.47 ac
Trail Connection: Bruce Trail, Bike Route	
Date of Review: June 14, 2018	
<p>Description: Centennial park is an 8.2 hectare park complete with a picnic pavilion, baseball diamonds, a nearby playground and a rose garden. The park also has a large stone staircase, a small bridge and some great spots of family photos. The park is also the location of a Neutral Indian Burial Ground. In winter months, this park is a popular location for tobogganing.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Entrance feature Signage • Ornamental Plantings • Shade trees • Pedestrian Bridges • Rose Garden • Picnic Area • Benches (multiple) 	<ul style="list-style-type: none"> • School connection • Kiosks • Parking • Pavilion Building
<p>Condition:</p> <ul style="list-style-type: none"> • Maintained by Town staff. • Attractive gateway 	
<p>Comments:</p> <ul style="list-style-type: none"> • Picturesque • Mostly accessible 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Improve Cohesiveness • Improve/Add Signage • Provide asphalt connections to the baseball fields. 	



Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#46 Park Name: Shane Armstrong Skate Park	
Address: 2 Clarke Street	
Type: Community Park	Size: 1.25 ac
Trail Connection: Forty Mile Trail, Bike Route	
Date of Review: June 29, 2018	
<p>Description: Located in the Central Area of Grimsby, the Shane Armstrong Skate Park can be accessed from Clarke Street.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Skateboard/BMX park • Parking area • Identification signage • Portable Toilet • Bench • Trash cans (2) • Etiquette signage • Shade trees • 	<ul style="list-style-type: none"> • Parking area • Portable Toilet • Lighting
<p>Condition:</p> <ul style="list-style-type: none"> • Not accessible • Well used by community • Maintained by Town staff 	
<p>Comments:</p> <ul style="list-style-type: none"> • Parking is difficult • Ash trees need removal and replacing • Etiquette signs need to be redone 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Remove and replace ash trees. • Replace etiquette signs. • Investigate options for improving parking access. • Improve Cohesiveness • Improve/Add Signage 	



Town of Grimsby Parks, Recreation and Culture Master Plan



EXISTING PARK INVENTORY

#47 Park Name: Nelles Beach Park	
Address: 2 Clarke Street	
Type: Community Park	Size: 4.57 ac
Trail Connection: Waterfront Trail, Bike Route	
Date of Review: June 24, 2018	
<p>Description: A waterfront park located in the East-end of Grimsby with beach access, beach volleyball court, playground, parking and lots of shaded areas.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Accessible • Benches (5) • Beach Volleyball • Green space • Lake access • Large Canopy Trees • Picnic Tables (3) 	<ul style="list-style-type: none"> • Play Structure <ul style="list-style-type: none"> • Wood-chip Surface (new) • Parking Lot • Park Sign • Swings <ul style="list-style-type: none"> • 4 Belt-type Swings • 4 Baby Swings • Gravel Surface
<p>Condition:</p> <ul style="list-style-type: none"> • Good to fair. 	
<p>Comments:</p> <ul style="list-style-type: none"> • Access to water is in disrepair. 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Make access to water more purposeful and part of park circulation. • Improve Cohesiveness • Improve/Add Signage • Weed and edge beach volleyball court 	





Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#48 Park Name: Forty Creek Park / 1812 Peace Garden		
Address: 447 Elizabeth Street		
Type: Community Park	Size: 15.69 ac	Trail Connection: Forty Mile Trail, Waterfront Trail, Bike Route
Date of Review: June 7, 2018		
<p>Description: Located at the end of Elizabeth St, where the 40 Mile Creek meets Lake Ontario. The park has a large open space, a canoe/kayak launch, a large parking lot and is home of the 1812 Bi-Centennial Peace Gardens. This park is a popular destination for enjoying the waterfront, the gardens and the nearby trail. A lighthouse leading in to the Forans Marina makes this a popular photography location. The 40 Mile Creek side trail starts at this location, and connects up to the Bruce Trail. The historic Elizabeth St Pumphouse and Pier is also at this location, a popular destination for small weddings, family gatherings and other community rentals.</p>		
<p>Park Elements:</p> <ul style="list-style-type: none"> • Armour Stone • Memorial benches (5) • Pathways (pavers) • Boat Ramp • Picnic Tables (3) • Building (rentable) • Flagpole 	<ul style="list-style-type: none"> • Signage • Large Canopy Trees • Portable Toilet • Gazebo • Green space • Round Garden Feature with benches (3) • Trail 	
<p>Condition:</p> <ul style="list-style-type: none"> • Maintained by Town staff. • A small wooden bridge crosses the Forty Mile Creek in this park, but is in some disrepair. 		
<p>Comments:</p> <ul style="list-style-type: none"> • Connection to trail did not feel obvious. 		<p>Recommendations:</p> <ul style="list-style-type: none"> • Make access to water more purposeful and part of park circulation. • Consider implementing strategies for goose deterrence. • Improve Cohesiveness • Improve/Add Signage • Repair wooden bridge • Revitalize the Elizabeth St Pier (see recommendation in the PRCMP)

Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#49 Park Name: Forty Mile Creek Park/Field	
Address: 390 Ontario Street	
Type: Community Park	Size: 4.58 ac
Trail Connection: Forty Mile Trail, Waterfront Trail, Bike Route	
Date of Review: September 18, 2018	
<p>Description: Forty Mile Field is located in the Central Area of Grimsby. The parking lot and entrance to the park are located off of Ontario Street. Forty Mile Creek runs through the West side of the Park.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Soccer • Benches (old) • Parking lot (asphalt) • Trash cans 	
<p>Condition:</p> <ul style="list-style-type: none"> • Well maintained by Town staff. 	
<p>Comments:</p> <ul style="list-style-type: none"> • No lighting • Secluded when not in use • Railing heights may not be to code • Stairs do not connect to parking lot • Feels dangerous and unsafe • Parking entrance difficult to access • Not accessible 	<p>Recommendations:</p> <ul style="list-style-type: none"> • Add security features such as lighting, and clear brush to provide better views into site • Improve Cohesiveness • Improve/Add Signage • Image above shows existing sign at field; recommend relocating north to actual park and install new sign with appropriate name indicating "Forty Mile Creek Field". • Review railing heights for code. • Extend asphalt road further down slope to prevent washouts.

Town of Grimsby Parks, Recreation and Culture Master Plan




EXISTING PARK INVENTORY

#50 Park Name: Casablanca Beach Park and Waterfront Trail (CBPWT)	
Address: 420 North Service Road	
Type: Community Park	Size: 4.11 ac
Trail Connection: Waterfront Trail, Proposed Waterfront Trail (CBPWT)	
Date of Review: September 25, 2018	
<p>Description: Located in the West-end of Grimsby, it is one of the Town's newest parks, and still under some construction. This linear waterfront park is a perfect place to go for a stroll, enjoy a picnic and take in the lakeside. Parking is available off of the North Service Road, and additional parking will become available as the green spaces are completed. This park also provides access to Place Polonaise Park to the west.</p>	
<p>Park Elements:</p> <ul style="list-style-type: none"> • Lakefront access • Natural Vegetation • Picnic pavilion • Portable Toilet • Benches • Etiquette signage • Trash can 	<ul style="list-style-type: none"> • Interpretive signs • Bike racks • Vista views of lake • 2 Beach areas
<p>Condition:</p> <ul style="list-style-type: none"> • Maintained by Town staff. 	
<p>Comments:</p> <ul style="list-style-type: none"> • No comment 	
<p>Recommendations:</p> <ul style="list-style-type: none"> • Provide replanting scheme for perimeter trees. • Improve Cohesiveness 	






Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#51 Park Name: Beamer Memorial Conservation Area		
Address: 28 Quarry Road		
Type: Conservation Area	Size: 128.85 ac	Trail Connection: Bruce Trail, Niagara Peninsula CA Trails ("Lookout Trail, Hawk Watch Road loop")
Date of Review: September 25, 2018		
Description: Beamer Falls is a conservation area fronting onto Ridge Road West in the Central Area of Grimsby.		
Park Elements: <ul style="list-style-type: none"> • Lakefront access • Natural Vegetation • Picnic pavilion • Portable Toilet • Benches • Etiquette signage • Trash can • Parking 	<ul style="list-style-type: none"> • Interpretive signs • Bike racks • Vista views of lake 	
Condition: <ul style="list-style-type: none"> • Maintained by County staff. 		
Comments: <ul style="list-style-type: none"> • Very difficult to find • Secluded parking 		Recommendations: <ul style="list-style-type: none"> • Add security features such as lighting, and better views into site. • Improve Cohesiveness • Improve parking signage


Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#52 Park Name: Fifty Point Conservation Area and Marina	
Address: 1479 Baseline Road	
Type: Conservation Area	Size: 163.89 ac
Trail Connection: Waterfront Trail, Proposed Waterfront Trail	
Date of Review: September 25, 2018	
<p>Description: Fifty Point Conservation Area & Marina is located in the West-end of Grimsby. The conservation area can be accessed from Baseline Road.</p>	
	
<p>Park Elements:</p> <ul style="list-style-type: none"> Washroom Boat Launch Beach Ball Hockey Rink Cultural Heritage House - Interpretive Camping Area 	<ul style="list-style-type: none"> Lake Access Naturalized Area Site Signage Picnic Area Recycle Areas Restaurant Trail System
<p>Condition:</p> <ul style="list-style-type: none"> Well-maintained by County staff. 	
	
	
<p>Comments:</p> <ul style="list-style-type: none"> No comment 	<p>Recommendations:</p> <ul style="list-style-type: none"> Screen off maintenance areas. Remove dead trees.

Town of Grimsby Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#53 Park Name: Lake Street Park		
Address: Lake Street		
Type: Conservation Area Beach	Size: 128.85 ac	Trail Connection: None
Date of Review: September 25, 2018		
Description: Lake Street Park is a small strip of beach land east of Nelles Beach Park in the East-end of Grimsby.		
Park Elements: <ul style="list-style-type: none"> Beach 		
Condition: <ul style="list-style-type: none"> Good 		
Comments: <ul style="list-style-type: none"> Hard to understand where park boundaries begin No parking Access is along the beach from Nelles Beach Park 		<ul style="list-style-type: none"> Improve Cohesiveness Improve/add Signage

APPENDIX C - Project Feasibility Framework & Scoring Metric

Project Scoring Metric					
Criteria	Metric				Weight
Market Demand	3 Points: For "1 – 2" community amenity priorities.	2 Points: For "3 – 4" community amenity priorities.	1 Point: For "5 – 6" community amenity priorities.	0 points: For "7" or higher community	4
Economic Sustainability	3 Points: The amenity has a low overall cost impact.	2 Points: The amenity has a moderate overall cost impact.	1 Point: The amenity has a high overall cost impact.	0 points: The amenity is not likely to be feasible.	4
Service Outcomes	3 Points: The amenity achieves more than five service outcomes.	2 Points: The amenity achieves multiple service outcomes but does not achieve more than 5.	1 Point: The amenity achieves a specific service outcome.	0 points: The amenity does not achieve any service outcomes.	4
Community Accessibility	3 Points: The amenity would be both financially and physically accessible to all Grimsby residents, regional users and target under represented portions of the population.	2 Points: The amenity would be both financially and physically accessible to all Grimsby residents.	1 Point: The amenity would be accessible to all area residents through Programmed and rental use.	0 points: The amenity would not be accessible to all Grimsby residents.	3
Current Provision in Grimsby and Niagara region	3 Points: The facility space would add completely new activity to recreation in the region.	2 Points: The facility space would add completely new activity to recreation in Grimsby.	1 Point: The facility space would significantly improve provision of existing recreation activity in Grimsby.	0 points: The amenity is already adequately provided in Grimsby.	3
Economic Impact	3 Points: The amenity will draw significant non-local spending into the region and catalyze provincial, national and/or international exposure.	2 Points: The amenity will draw significant non-local spending into the region.	1 Point: The amenity will draw moderate non-local spending into the region	0 points: The amenity will not draw any significant non-local spending into the region.	2
Cost Savings Through Partnerships or Grants	3 Points: Partnership and/or grant opportunities exist in development and/or 50% or more of the overall amenity cost.	2 Points: Partnership and/or grant opportunities exist in development and/or 25% – 49% or more of the overall amenity cost.	1 Point: Partnership and/or grant opportunities exist in development and/or 10% – 24% or more of the overall amenity cost.	0 points: No potential partnership or grant opportunities exist at this point in	2

APPENDIX D - Sponsorship Policy



Town of Grimsby Sponsorship Policy

EFFECTIVE DATE: _____ POLICY NO. _____

1. POLICY STATEMENT

The Town of Grimsby recognizes sponsorship as an opportunity to offset the costs of municipal infrastructure, programs, and operations, and as a way to recognize individual, and or corporate partnerships supporting programs and operations.

2. PURPOSE

2.1 The purpose of this policy is to create an authorized environment for entering into sponsorship agreements in order to:

- Provide employees and contractors with guidelines related to the sponsorship of town assets including land, facilities, structures, services, programs and events;
- Uphold the town's strong governance role to pursue joint ventures and partnerships;
- Enhance Municipal Services through effective and efficient initiatives that is respectful of cost and impact to the community.

2.2 The policy provides an enabling environment for the Town of Grimsby to enter into naming rights and sponsorship agreements with corporations, groups, or individuals within set guidelines and procedures for the purpose of enhanced financial sustainability.

2.3 This policy does not apply to:

- Independent foundations or registered charitable organizations that the Town may receive benefit from.
- Gifts or unsolicited donations to the Town;

- Funding obtained from other orders of government through formal grant programs;
- Town sponsorship and/or financial support of external projects where the Town provides funds to an outside organization;
- Third parties who lease Town property or hold permits with the town for activities or events.

3. PRINCIPLES

3.1 The Town of Grimsby supports the ongoing practice of entering into sponsorship agreements with third parties where such partnerships are mutually beneficial to both parties.

3.2 The Town of Grimsby will seek out sponsorship opportunities with third parties who have a positive public image, and reflect a high level of integrity and who reflect the values and maintain operational policies that are not in conflict with the Town's values, mandate, or operating policies.

3.2.1 Sponsorship shall not be solicited from businesses, organizations, or individuals who, in the sole discretion of the Chief Administrative Officer, are inappropriate partners of the municipality in that their products or businesses activities do not align with the Town of Grimsby values as outlined in guiding documents. Sponsorships will not be pursued with:

- Tobacco and alcohol companies;
- Bottled water brands or products;
- Religious or political groups or factions or organizations that actively promote a religious or political group or faction;
- Companies that sell or promote pornography;
- Companies that present imaging that is derogatory, prejudicial, harmful to or intolerant of any specific group or individual;
- Companies that create fiscal hardship for the Town of Grimsby and/or its residents.

3.3 The Town of Grimsby will seek out sponsorship opportunities with third parties whose purchasing practices embed environmental and ethical criteria into their own purchasing procedures.

3.4 It is necessary for the Town of Grimsby to be recognized for those facilities, programs, services, etc. where it makes an ongoing significant contribution to capital or operating costs. Clear and permanent identification of the Town will be displayed in adherence to branding guidelines established by the Town.

3.5 While the physical display of the naming right shall be negotiated or decided upon on an individual basis, such recognition must not unduly detract from the character, integrity, aesthetic quality, or safety of the property or unreasonably interfere with its enjoyment or use.

3.6 The Town shall not relinquish to the sponsor any aspect of the Town's right to manage and control the Town's assets and facilities.

3.7 The Town reserves the right to terminate an existing sponsorship agreement should any of the following occur:

- The sponsor organization uses the Town's name outside the parameters of the sponsorship agreement, without prior consent;
- The sponsor organization develops a public image inappropriate to the Town's values and/or objectives.

4. DEFINITIONS

1) **Sponsorship** – A mutually beneficial business arrangement between The Town and a third party, wherein the third party provides cash and/or in-kind services to the Town in return for access to the commercial marketing potential associated with Town assets. Marketing sponsorships may include sponsorship of one or more of the Town's land, facilities, structures, services, programs or events.

2) **Sponsorship Agreement** - A mutually beneficial, contractual agreement that reflects the business arrangement for the exchange of marketing benefits between the Town and an external organization for a specified period of time.

3) **Sponsor** - A corporation, organization or individual that enters into a sponsorship agreement involving a Town asset and makes a financial contribution or value-in-kind in return for access to commercial potential associated with the asset.

4) **Naming Rights** - A type of sponsorship in which a corporation purchases the exclusive right to name an asset. Usually naming rights are considered in a commercial context; that is the naming right is sold or exchanged for significant cash or other revenue support. This arrangement is usually documented in an agreement signed by the interested parties and has a specified end date to the contractual obligations.

5) **Naming Rights Agreement** - The sale of the right to name or re-name a Town asset as evidenced in a written contract that contains terms acceptable to The Town. In most cases, indemnification and termination clauses would be required as part of the agreement. Dates indicating the term of the agreement will be indicated.

6) **Gift** - An unsolicited contribution to the Town of Grimsby for which there is no reciprocal commercial benefit expected or required from The Town. As gifts are unsolicited and do not involve a business relationship, they are separate and distinct from sponsorship.

7) **Donation** - Similar to a gift in that no reciprocal commercial benefits are given or expected. If reciprocal commercial benefits are given and a business relationship exists with a donor, the principles of this policy apply.

8) **Sponsorship Project Manager** – The Town of Grimsby employee who has responsibility for sponsorship of a facility, program, or service in their accountability agreement or job description.

5. RESPONSIBILITIES

Parties involved in sponsorship negotiations and decisions undertake the following specific responsibilities:

5.1 Town Council:

- Approve The Town of Grimsby Sponsorship Policy;
- Determine which Town facilities and assets are marketed for sponsorship;
- Approve sponsorship agreements with a total value over \$100,000 annually or that involve the sale of naming rights of a facility or that Administration believes may be sensitive.

5.2 Chief Administrative Officer

- Approve sponsorship agreements with a total value less than \$100,000 annually.

5.3 Sponsorship Project Manager:

- Hire and manage consultants and/or undertake asset evaluation and pricing of sponsorships;
- Bring report to council for approval of Town facilities and assets before marketing them for sponsorship;
- Hire and manage a consultant and/or review and assist in the development of sponsorship opportunities as needed;

- Recommend sponsorship agreements for approval to the CAO and or Town Council;
- Annually track and report to council all Town sponsorship agreements over \$5000;
- Ensure that representatives of the Town are aware of and act in accordance with the sponsorship policy.

6. STRATEGIC PLAN ALIGNMENT

Policy principles 3.1 and 3.2.1 identify that all sponsorship opportunities with third parties must be in line with the Town's values.

7. ATTACHMENTS

SPONSORSHIP PROCEDURES

The general procedure for developing sponsorship agreements will be as follows:

1. Council will be asked for approval before any Town of Grimsby facility is considered for sponsorship.
2. Inventory valuation and marketing of Town of Grimsby assets will be undertaken by either Town of Grimsby staff with appropriate expertise or consultants hired through a competitive Request for Proposals (RFP) process.
3. Concept approval for sponsorship projects will be obtained from the appropriate sponsorship project manager before potential sponsors are approached or agreements are made.
4. Sponsorship agreements for naming rights, having a value of greater than \$100,000 annually, or are perceived by administration to be sensitive, will be brought to council for approval.
5. Sponsorship agreements will be confirmed in writing via a legal signed contract and be signed by an authorized representative of both the Town of Grimsby and the sponsor.
6. The written agreement will:
 - a. Outline the term of the agreement;
 - b. Identify renewal options, if permitted;
 - c. Identify the value of the consideration and, in the case of in-kind contributions, the method of assessment;
 - d. The payment schedule;
 - e. Include the details of the exchange of benefits and a description of the contractual relationship, including both what the town will receive from the sponsor, and what benefits are to be provided to the sponsor;
 - f. The disposition and ownership of any assets resulting from the sponsorship arrangement;
 - g. Identify release, indemnification and early termination clauses;
 - h. Outline related insurance clauses;
 - i. Describe any confidentiality terms.
7. The following specific guidelines shall be applied when entering into a naming rights agreement for municipally owned and operated assets:

- a. An asset analysis and inventory valuation is to be completed to determine the value of the asset in the marketplace, unless exempted by council; the valuation is to be approved by Council before going to market with any of the inventory;
 - b. A proposed naming rights purchaser must support the image and values of the Town of Grimsby.
 - c. The town shall not relinquish to the purchaser any part of the town' right to manage and control the asset;
 - d. Signage branding, publicity, and advertising shall conform to all applicable municipal bylaw and policies ;
 - e. Costs for promotion of the renaming of a facility shall be incorporated into the naming rights agreement.
8. The role of the Town of Grimsby owner and operator of its assets shall be ensured throughout the sponsorship agreement.
 9. Solicitation and negotiation of sponsorship will be conducted by town staff or by a town hired consultant working on behalf of the Town of Grimsby who are trained in sponsorship practices.
 10. All Town sponsorship agreements will be negotiated in good faith and represent the town in a professional manner.
 11. Use of the town's logo in combination with the sponsor logos will be in keeping with the town's visual identity guideline.
 12. Use of sponsor logos and direct link from the town website are permitted within the standard guidelines for content. Any reuse or non-standard use will be considered jointly by the sponsorship project manager and website administrator.
 13. The Town will only enter into agreements with sponsors who are compatible with the town's values, mandate and policies.
 14. All provincial and federal laws governing sponsorships including those regarding the issuing of charitable donation receipts will be adhered to.

AUTHORIZATION:

Chief Administrative Officer

APPENDIX E - Best Practices in Arts & Culture

Best Practices in Arts & Culture

Elements of Arts & Culture Master Plans

A detailed review of articulated arts and culture strategies from a number of other communities was undertaken¹. The various initiatives and strategies outlined in these strategies were categorized into 16 areas of activity – covering broad areas of policy and governance; direct facility provision; indirect support for the cultural sector (such as marketing assistance, market research, capacity building, etc.); and the provision of resources. Specific initiatives identified through this benchmarking review revealed the following 111 strategies, options and ideas followed by one or more of the communities examined. These are listed below, and provided useful input to the development of the Arts and Culture component of the PRC for Grimsby.

Specific Strategies

A. LEADERSHIP AND GOVERNANCE

- 1) Municipal Arts and/or Heritage Policy:** Communities need an articulated policy and associated Vision and strategy outlining the specific areas in which they support arts and culture in the community at the local or regional level.
- 2) Vision Statement Reflection:** Ensure that Vision Statement for community reflects importance of culture or references the notion of being a 'creative city'.
- 3) Cultural Development Department or Office:** A specific Cultural Development Office or agency (CDO) is required to provide oversight, coordination and guidance to the arts and culture sector in the community.
- 4) Advisory Group or Coalition:** Ensure that the community has input into arts and culture policy matters through an arts advisory group(s) or a widespread umbrella coalition.
- 5) Youth Advisory Group:** Establish a specific Youth Advisory Group to advise Council on the specific interests and concerns of youth.
- 6) Multicultural/Diversity/Intergenerational Viewpoint:** Ensure that a broad focus encompassing the full diverse range of viewpoints and perspectives in the community is represented in all decisions relating to arts policies, facilities and programming.
- 7) Sensitivity Training for Municipal Staff:** Hold periodic sensitivity training sessions for municipal staff to ensure they are sensitive to needs of diverse communities in their on-going work with the community in arts and culture matters.
- 8) Arm's Length Funding:** Fund arts and culture groups through an arm's length funding organization that is close to the understanding the true needs of arts groups, rather than directly through Council.
- 9) Cultural Summit:** Host an annual (or regular) cultural summit or Arts week to discuss issues of importance to the arts and culture sector.
- 10) Issue Forums:** Host periodic forums on topics of interest to the arts and culture sector (e.g. leadership development, capacity-building, marketing, working with the media, etc.)

¹ These communities were: Barrie, Orillia, Prince Edward County, London, Chatham-Kent, Kitchener, Cambridge, Strathroy, Ottawa, Toronto, Ajax, Huntsville and Windsor.

11) Arts Community Socials: Host informal gatherings of the arts community to encourage networking.

12) Integration of 'Heritage' with the Arts: Ensure that the interests and concerns of the heritage community are integrated with arts and culture policy.

13) Cultural Networking: Encourage arts and cultural professionals to be represented on the Boards of community and business groups (e.g. Library Board, downtown management, chamber of commerce, economic development committee, etc.)

14) Expertise-Sharing at the Board Level: Encourage those on Boards of cultural organizations in the community to network and share expertise with one another.

15) Ensure Coordination Amongst All City Agencies: Ensure regular communication and cooperation between the City arts and culture agency (in whatever form) and other City Departments (e.g. Planning, Economic Development, Parks, etc.)

16) Civic Arts / Heritage Awards: Recognize the importance of the arts by establishing a juried civic arts awards program.

17) Artist-in-Residence: Sponsor an annual artist-in-residence or Poet Laureate program (possibly in different types of media).

18) Media Handbook for Artists: Create a media handbook for local artists to assist them in using and working with local media to expand awareness and interest about their work.

19) Mentoring / Coaching Program: Establish mentoring or coaching program to match cultural and business professionals in area (who may be retired) with organizations or individual artists needing support.

20) Establish Benchmark 'Year of Creativity': Identify a particular year that will be devoted to arts, culture, creativity, and develop a series of events, activities, leading up to and including that year.

21) Link to Official Plan: A specific section of the Official Plan, dealing with policies to ensure the development of a creative city (e.g. heritage preservation, cultural precinct identification, etc.) is created.

22) Creative City Network of Canada: Demonstrate commitment to the sector by becoming a participating member of the Creative City Network of Canada or similar organization.

B. FACILITY DEVELOPMENT AND PROVISION

23) Primary Performing Arts Centre: Provide a major municipal performing arts facility (ies) for community use.

24) Ensure Range of Other Facilities for Community Use: Ensure that the community has available a range of other performing and visual arts facilities to suit the needs of a variety of users.

25) Public Square for Arts Programming: Develop and program a public square or central space in the community for arts and culture programming.

26) Upgrade Existing Facilities: Where required, support the physical upgrading of arts and culture facilities throughout the community.

27) Use Spaces in Public Buildings to Profile Local Artists: Through a juried process, use public spaces to display works of emerging and established local visual artists.

28) Develop New Facilities to Respond to Community Demand: Continually review need for new arts and culture facilities and develop these as required, including acquisition of strategic properties that may be suitable for such purposes.

29) Live/Work Spaces for Artists: Provide reasonable-cost live work spaces for local artists and craftspersons.

30) Develop and Support a Major Museum Facility for the Community: Allocate funding for the development and on-going support of a facility devoted to the history, heritage and cultural life of the community.

31) Cultural History Development: Support initiatives such as oral histories collection, videotapes of local industry operations (especially those related to the history and traditions of the area), bibliographies, archives development, etc. to record and protect the cultural history of the community.

32) Historical / Cultural Hall of Fame: Establish a 'Hall of Fame' or 'Walk of Fame' for cultural and industrial innovators and notables in the area.

33) Acquisitions Policy and Budget: Ensure that there is a policy and acquisitions budget for heritage, arts and culture in the community.

34) Prepare Heritage / Archaeological Master Plan: Develop a plan for the stewardship and development of the heritage and archaeological resources of the community.

35) Collective Facilities: Ensure that the unique storage and collections-related facility needs of community arts organizations are met through shared space and services.

36) Emergency and Disaster Readiness Plans: Ensure that there is such a plan in place for City-owned arts, culture and heritage assets.

C. PROGRAMING AND PRODUCT (EXPERIENCE) DEVELOPMENT

37) Develop Cultural Packages: In concert with the tourism industry, develop more packages and experiences for visitors and residents alike. Themes could be industry tours, walking tours, haunted history, cultural experiences, culinary experiences, etc.

38) Integrated Interpretive Experience(s): Develop integrated interpretive opportunities that tie together several of the linked arts, culture, heritage experiences in the region into an overall experience.

39) Central Booking Service: Establish a central booking service for arts and culture activities and packages.

40) Aboriginal Focus: Where possible and appropriate, encourage the development of aboriginal events, facilities and other expressions of culture.

D. FESTIVALS AND EVENTS

41) Events as Economic Generator: Support and encourage events that maximize economic spinoff to the community.

42) Year-Round Events: Develop a series of events that are year-round.

43) Develop 'Lending Bank' of Events Supplies: Create a supply of equipment that is frequently used for events (sound equipment, staging, tables, etc.) and make this available at low or no cost to community organizations hosting events.

44) Heritage Fairs: Create Heritage Fair event profiling the history and cultural life of the community.

45) Doors Open Event: Hold an annual Doors Open event to involve public in arts, culture, heritage aspects of public spaces.

E. PUBLIC ART

46) Hold Design Competitions for Public Art: As a means to promote public art and generate interest and excitement, hold public design competitions for major public artworks.

47) Public Art Strategy: Design and implement a policy / plan to encourage public art throughout the City (often the 1% policy).

F. COMMUNITY ARTS & HERITAGE EDUCATION

48) Encourage Arts Education Programs: Encourage existing organizations to develop curriculum-based arts education programs.

49) Encourage Heritage Education Programs: Encourage existing organizations to develop curriculum-based heritage education programs.

50) Lifelong Learning: Encourage arts and heritage organizations to adopt a 'lifelong learning' approach to educational activities.

G. MARKETING AND PUBLIC RELATIONS

51) Marketing Strategy for the Arts: Develop a marketing strategy for the arts for both internal and external audiences.

52) Establish 'Cultural Brand' in Community: Develop a specific brand identity under which arts, culture and possibly heritage experiences and facilities can be promoted.

53) Partner with Tourism Industry: Work actively with local DMOs and the tourism industry to promote the arts, culture and heritage resources of the area.

54) Press Releases: Issue periodic press releases relating to cultural activities and events in the community.

55) Welcome Packages: Provide welcome packages to new residents and businesses to the community, which introduces them to the various cultural opportunities available.

56) Local Kiosks Promoting Events: Develop local kiosks for key strategic areas where information on events and activities can be posted.

57) Downtown Storefront for Arts & Culture: Use an empty storefront downtown to feature arts and culture events in the community, new developments, etc.

58) Community Arts Report: Establish a regular 'arts report' for the community on broadcast or print media (possibly news insert).

59) Community Arts/Culture Magazine: Publish a regular or semi-regular magazine featuring topics of interest, new developments, etc. to the community's arts and culture sector.

60) Community Quilt or Similar Art Project: E.g. commission a community quilt, with individual squares contributed by local organizations or individuals, to reflect themes of local history and culture.

61) Gateways and Signage: Develop gateways into the community, and signage throughout, which reflect the cultural and historic nature of the community.

62) Marketing Web Site: Ensure arts and culture content and information on municipal web site; support separate arts culture web site if developed.

H. ECONOMIC DEVELOPMENT

63) Downtown Focus: Downtown is the logical focal point for investment in arts and cultural activities, as it is the focal point for visitors and the community overall, and investment downtown will increase vitality in the commercial core, increasing property values and assessment.

64) Cultural Precinct (Hub): Establish and promote a 'cultural zone' in the community, having a critical mass of cultural facilities in one area, as the cultural precinct or 'hub' of the community.

65) Develop Cultural Nodes Outside Hub (Spokes): Where possible, develop cultural product in geographical areas outside the 'hub' and develop linkages to these areas.

66) Develop Cultural Corridors: Where possible, develop cultural product in corridor areas in the community where there is sufficient critical mass of arts, culture and heritage resources.

67) Heritage Conservation Districts: Where feasible, develop and promote Heritage Conservation Districts as key elements of the cultural history of the community.

68) Heritage Façade Improvement Grants: Institute a program of matching-fund grants to encourage façade improvements in heritage structures.

69) 'Creative Class' Attraction: Develop specific component of economic development strategy that is targeted upon encouraging those in the 'Creative Class' to come to the community. Identify and develop job opportunities for these individuals.

70) Creative Sector Business Development: A component of economic development strategy is aimed at building promoting the community to creative businesses (e.g. the film and new media sectors) and trying to encourage investment from that source.

71) Developer Incentives: Create financial incentives for developers to include provision for arts and heritage in new buildings (e.g. display space, public art, heritage theming, etc.).

72) Arts/Business Incubator: Establish an incubator facility (at lower cost, possibly with financial incentives) to encourage arts-related businesses in the community.

73) Economic Impact: Investment in arts and culture is recognized as having spinoff and multiplier advantages in the community as it brings in visitors and their expenditures. The current value / economic impact of the arts is recognized and articulated.

I. AUDIENCE DEVELOPMENT

74) Encourage New Audience Development: Encourage the awareness, interest and involvement of others in the community to arts, culture and heritage activities.

75) Short Story / Essay Contest: In the schools, sponsor a short story or essay contest on themes relating to local history and culture.

76) Discover Your Community' Event Map for Schoolchildren: Develop a history / event map for schoolchildren in the community (could be built around 'treasure hunt' or geo-caching concept).

77) Youth Passport: Develop a low-cost youth passport to the areas cultural attractions and events, and market accordingly.

J. VOLUNTEER DEVELOPMENT AND RECOGNITION

78) Volunteer Development: Assist arts and culture organizations in the development and recognition of volunteers.

79) 40 Hours Community Service High Schools: Work with arts and heritage organizations to identify opportunities for volunteer projects for students to apply against the '40 hours' requirement.

K. INFORMATION MANAGEMENT

80) Web Site: Develop web site for use of cultural sector (could be intranet component of marketing web site) where tools, forms, etc. are available to cultural sector organizations; possibly enable organizations to upload own materials.

81) Inventory Media and Arts Writers: Establish an inventory / directory of media representatives and individuals writing on arts and culture issues.

82) Cultural Inventory and Mapping: Ensure collection of relevant and up-to-date information on the cultural sector.

83) Create Data Base of Individuals: Create database of individuals who are active and/or expert in arts, culture and heritage in the community (and their specialties).

L. FUNDING AND RESOURCE PROCUREMENT

84) Establish per capita funding target for arts and culture initiatives: Establish a per capita amount that will determine the overall amount of City budget that will be allocated towards arts, culture and heritage activities.

85) Financial Stability of Arts Organizations: Ensure, through stabilization grants or annual funding, sustainability of existing arts and culture organizations.

86) Maximize Participation of Other Levels of Government: Obtaining the maximum amount of support possible from other levels of government.

87) Encourage Interaction Between For-profit and Not-for-Profit Arts Groups: Recognizing potential for strategic partnerships between the for-profit and not-for-profit sectors, encourage dialogue and coordination between the two sectors.

88) Mount Private Sector Partnership Campaign: Develop and implement campaign to encourage private sector partnerships to support arts and heritage initiatives and facilities.

89) Organizational Capacity-Building: Work with existing arts and culture organizations to encourage good Board governance and general management practices, and thus long-term sustainability.

90) Revolving Loan Fund: Establish a revolving loan fund for arts and culture organizations who might experience difficulties at certain times of the year, or encounter unexpected difficult situations.

91) Establish Community Endowment Fund: For a variety of arts and culture purposes in the community (often for new or innovative projects).

92) Reserve Fund for New Arts and Heritage Facility Development: Establish a Reserve Fund for new facilities in future.

93) Angel Fund: Establish an 'Angel Loan Fund' to encourage and support new private businesses in the cultural sector.

94) Seed Grants for Individuals Artists: Establish a seed fund to provide grants to local artists showing promise.

95) Rental Subsidy Program: Establish a studio rental subsidy for local artists showing promise.

96) Cultural Industry Tax Incentive Zones: Investigate the feasibility of establishing zones where cultural industries are encouraged in the community.

97) Establish Heritage Fund: Income generated by City owned heritage properties goes into a fund to support the further protection and restoration of other heritage properties.

98) DMF Funding: Use a portion of the Destination Marketing Fee (when implemented) to fund the development and promotion of arts and cultural initiatives.

M. MARKET RESEARCH

99) Visitor Surveys: Undertake regular visitor and attendance surveys at arts and culture events to determine behavior patterns, visitor characteristics, etc.

N. ACCOUNTABILITY

100) Develop Accountability Framework: Measure and evaluate cultural activity and growth and report to Council and community regularly.

O. ADVOCACY

101) Obtaining Greater Federal / Provincial Funding: Become involved in advocacy efforts to increase the grants or funds provided to municipalities for cultural development (e.g. a portion of the taxes on creative industries in going back to municipalities to fund creative initiatives).

103) Arts Programs in Schools: Encourage the provincial Government to provide arts education at all levels in the school system.

104) Stronger Heritage Legislation: Lobby the provincial government to strengthen existing heritage legislation.

105) Retail Sales Tax Diversion: Join with other municipalities to approach the provincial government to support the diversion of a portion of the retail sales tax collected in the area for cultural purposes.

106) Development Charges Expanded Applicability: Lobby the provincial government to enable development charges collected to be used for cultural projects and facilities.

107) GST Diversion: Join with other municipalities to approach the federal government to support the diversion of a portion of the GST collected in the area for cultural purposes.

108) Better Tax Treatment of Donations in Support of Culture: Lobby federal government for better tax treatment of individuals supporting cultural causes.

P. SECTOR TRAINING AND DEVELOPMENT

109) Annual Cultural Industries Career Forum: Hold an annual forum for youth to present and discuss career opportunities in the arts and culture sector.

110) Creative Youth Internships: Arrange internships for youth with local businesses and organizations in the arts, culture and heritage sectors.

111) Hospitality Training: Encourage hospitality training for front-line staff in cultural establishments hosting guests and visitors.

APPENDIX F - Recreation Services User Fee Policy

Town of Grimsby



EFFECTIVE DATE: _____

ADOPTED BY RESOLUTION #: _____

POLICY TITLE: Recreation Services User Fee & Rental Rate Policy

ASSOCIATED LEGISLATION OR REGULATIONS: _____

RELATED DOCUMENTS: Facility Allocation Policy, Master Fee Schedule, Approved User Participation and Cost Recovery Philosophical Principles, Mining the Future Vision, and Town of Grimsby Business Plan

1.0 USER PARTICIPATION AND COST RECOVERY PHILOSOPHICAL PRINCIPALS

1.1 Accessibility

The Town of Grimsby will optimize community participation regarding public recreation facilities and services in order to encourage improved community health and wellness.

1.2 Inclusivity

The Town of Grimsby will reduce barriers that restrict segments of the community from participating in or accessing public recreation facilities and services.

1.3 Affordability

The Town of Grimsby will ensure that fees for facilities and services are fair and competitive to encourage maximum participation of the community.

1.4 Fiscal Responsibility

The Town of Grimsby will understand all of the capital and operational costs associated with individual facilities and services. We will ensure that facilities, services and related fees are provided in a manner that is sustainable and are provided in an effective and efficient manner.

1.5 Rate discount for target demographics

The Town of Grimsby will provide various levels of discounted rates to specific demographics to ensure that fees are not a barrier to participation.

1.6 Service and Facility Marketing

The Town of Grimsby will maximize marketing opportunities in order to increase user participation and revenue potential and reduce the amount of tax supported subsidy required for the provision of recreation facilities and services.

2.0 POLICY STATEMENT

The policy will provide Recreation Services with a framework to establish pricing for programs and facilities that are accessible, inclusive, affordable and fiscally responsible. This framework is based on a continuum of benefits realized through participation in recreation services and range from services with a larger, community wide benefit to those with highly individual benefit.

3.0 DEFINITIONS

3.1 Recreation

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing. (Renewed definition from Framework for Recreation in Canada 2015)

3.2 Programs

Formal, planned, instructor led opportunities for individuals to develop skill or understanding in a specific content area, whether through registered or drop-in activity. It does not refer to community led activities that are accessed at public open spaces or through admission / permitting a facility, nor the rental / permitting of parks or facilities by individuals or groups.

3.3 Program Fee

A fee charged for access to a Town coordinated and delivered program.

3.4 Facility

A Town owned and operated indoor or outdoor space.

3.5 Facility Rental Rate

A rate that grants utilization and enjoyment of Town owned spaces.

3.6 Drop-in Fee

A fee charged for access to Recreation programs and services.

3.7 Annual Membership Fee

A fee charged for yearly use of Town owned and operated facilities and predetermined programs and services.

3.8 Direct Operating Costs

Direct operating costs are those expenses directly related to the provision of recreation programs and services. For the purpose of this Policy direct operating costs include:

- a) All program instructional costs

- b) The rental cost of non-town facilities for community based programs. If the program is provided in a Town facility then the overhead cost will be applied.
- c) Cost of all equipment and supplies.
- d) A 25% overhead cost (percent of full time administration wages, advertising, insurance, software licensing and other overhead to implement the program) will be charged for Recreation Centre programs and services.
- e) For those programs identified to be of the highest individual benefit, an additional 50% will be added to the program fee.

3.9 Cost Recovery Pyramid Philosophical Principal

The Pyramid is based upon the philosophy that users of recreation services that are perceived to have a highly individual benefit will pay a higher price, while users of recreation services with a perceived higher community benefit will pay lower prices.

3.10 User Classifications

User classifications define and differentiate among the following user groups:

- 3.10.1 Preschool – an individual 3-5 years of age inclusive
- 3.10.2 Youth – an individual 6-17 years of age inclusive
- 3.10.3 Adult – an individual 18-59 years of age inclusive
- 3.10.4 Senior – an individual 60+ years of age inclusive
- 3.10.5 Senior Plus – an individual 80+ years of age inclusive
- 3.10.6 AISH – Assured Income for the Severely Handicapped (AISH) individuals
- 3.10.7 Jump Start / KidSport / Everyone Gets to Play – Sport & Recreation Subsidy Programs
- 3.10.8 Family – 1-2 adults of the same household and their dependent children under the age of 18 who reside partially or fully with one or both parents / guardians
- 3.10.9 Resident - an individual who, or a business that, resides within the Town of Grimsby boundaries or pays Town of Grimsby property taxes
- 3.10.10 Non-resident – an individual or business that resides outside of the Town of Grimsby and does not pay Town of Grimsby property taxes
- 3.10.11 Not for Profit – a registered not-for-profit agency or public entity
- 3.10.12 Commercial – Any individual, company or organization engaged in the pursuit of business for profit
- 3.10.13 Private - Any individual or organization which does not meet the requirements of the “Not for Profit” or “Commercial” definitions

3.10.14 Corporate – A group of 5 or more business people who provide business services within the Town of Grimsby

4.0 POLICY PURPOSE

4.1 To provide a cost recovery framework and general guidelines for the establishment of pricing for recreation services that are in alignment with the Council approved User Participation and Cost Recovery Philosophical Principles.

5.0 POLICY FRAMEWORK

This **Cost Recovery Framework** provides a methodology for determining the appropriate percent of cost recovery desired by the Town for both current and future recreation services. The adoption of this model will assist the Town in delivering services that are in alignment with the approved user participation and cost recovery philosophical principles, as well as meeting the established goals for cost recovery levels and budgeting.

Parks, Recreation and Culture will implement a Cost Recovery Pyramid model that is a widely used best practice in the Recreation industry. This Cost Recovery Framework will provide guidance in the establishment of appropriate and fair pricing for Recreation services with consideration of lower fees that have the most community benefit and are aligned with market rates.

This framework is based on a continuum that considers the community wide benefit and individual benefit of a program or activity. Further it supports the notion that the use of general purpose tax revenues is appropriate to subsidize services that have the most community wide benefit, while higher user fees are appropriate for services which have higher individual benefit. Based on this continuum, pricing will be adjusted to recover a portion or all of the direct operating costs for the delivery of recreation services and be aligned with market rates.

The pyramid provided below as **Figure 1** describes the recreation service classification, where the benefit of each service is considered, as well as the cost recovery level expected in order to offset the direct operating costs.

6.0 POLICY DIRECTIVES

6.1 Program Fees and Facility Rental Rates

Pricing for access to Recreation programs and facilities will consider the identified user classifications, local and regional market analysis, degree of benefit and direct operating costs .

Fees will reflect priority consideration to residents, not for profits, youth and seniors. Factors such as number of non-permanent residents and tourists will also be given consideration to ensure access to selected services on a drop-in, daily and punch pass system.

Pricing will be designed to recover a percentage of the direct operating costs required to provide a specific service depending on the level of individual benefit versus community benefit as described in the Cost Recovery Pyramid.

7.0 RESPONSIBILITIES

7.1 Recreation Services will:

- a) Provide and maintain recreation programs and facilities for use by the general public.
- b) Provide trained and qualified personnel for supervision and instruction of recreation programs.
- c) Welcome public input into the planning and evaluation of recreation programs and facilities.
- d) Provide access for all residents to participate in programs and to optimize use of the recreation facilities.
- e) Establish pricing and provide reporting in accordance with the requirements of this policy.

8.0 VISION ALIGNMENT

This policy aligns itself with the [to be completed by PRC Staff].

Figure 1 - Cost Recovery Pyramid

