



Corporation of the Municipality of South Huron  
Revised Agenda - Regular Council Meeting

Monday, November 20, 2017, 6:00 p.m.  
Council Chambers - Olde Town Hall

Accessibility of Documents:

Documents are available in alternate formats upon request. If you require an accessible format or communication support, please contact the Clerk's Department at 519-235 -0310 or by email at [g.scharback@southhuron.ca](mailto:g.scharback@southhuron.ca) to discuss how best we can meet your needs.

Pages

1. Meeting Called To Order

Welcome & O Canada

2. Public Meeting

**Recommendation:**

**That South Huron Council adjourn at                      p.m. for the purpose of a Public Meeting pursuant to Section 34 of the Planning Act for proposed zoning amendments D14-12-2017 (Karvas/Plume).**

3. Amendments to the Agenda, as Distributed and Approved by Council

Amendment 1: item 7.5 moved to item 8.9.3

Amendment 2: item 8.9.2 added

**Recommendation:**

**That South Huron Council approves the Agenda as amended.**

4. Disclosure of Pecuniary Interest and the General Nature Thereof

5. Delegations

6. Minutes

6.1 Minutes of the Regular Council Meeting of November 6, 2017

1

**Recommendation:**

**That South Huron Council adopts the minutes of the Regular Council Meeting of November 6, 2017, as printed and circulated.**

6.2	Minutes of the Public Meeting of November 6, 2017	18
-----	---	----

**Recommendation:**

**That South Huron Council adopts the minutes of the Public Meeting of November 6, 2017, as printed and circulated.**

**7. Councillor Board and Committee Reports**

7.1	Minutes of the Communities in Bloom Minutes of September 6, 2017	23
7.2	Minutes of the Exeter BIA Meetings of September 11, 2017 and October 10, 2017	28
7.3	Minutes of the Ausable Bayfield Conservation Authority Meeting of October 26, 2017 and General Managers Report of November 16, 2017	44
7.4	Minutes of the South Huron Police Services Board Minutes of October 10, 2017	53

**Recommendation:**

**That the minutes of the following committees and/or boards be received as presented to Council:**

- **Communities in Bloom Minutes of September 6, 2017;**
- **Exeter BIA Minutes of September 11 and October 10, 2017;**
- **Ausable Bayfield Conservation Authority Minutes of October 26, 2017;**
- **South Huron Police Services Board Minutes of October 10, 2017.**

**8. Staff Reports**

**8.1 Planning**

8.1.1	S. Smith, Huron County Planner re Severance Application B62-2017 (Miners)	57
-------	---	----

**Recommendation:**

**That South Huron Council recommends to Huron County Council that Consent for file B62-2017 be granted with conditions as set out in the Planner's report dated November 9, 2017.**

- 8.1.2 S.Smith, Huron County Planner re Severance Application B70-2017 (Turnbull) 62

**Recommendation:**

**That South Huron Council recommends to Huron County Council that Consent for file B70-2017 be granted with conditions as set out in the Planner's report dated November 9, 2017.**

8.2 Financial Services

8.3 Environmental Services

- 8.3.1 D. Giberson, Environmental Services Director - Engineering services for William Street Sewage Pumping Station 68

**Recommendation:**

**That South Huron Council receive the report from D. Giberson, ESD Director RE: Engineering services for William Street Sewage Pumping Station; and**

**That South Huron Council amend the engineering services contract with Stantec Consulting Ltd to add the amount of \$54,251 plus HST for professional services related to design/approval/tender preparation phase of the William Street Sewage Pumping Station project.**

8.4 Transportation Services

8.5 Community Services

- 8.5.1 J. Fields, Community Services Manager - Provision of Brick Work Restoration at the Olde Town Hall Quotation Results 71

**Recommendation:**

**That South Huron Council receives the report from Jo-Anne Fields, Community Services Manager re: Provision of Brick Work Restoration at the Olde Town Hall Quotation Results; and**

**That South Huron Council authorizes that repair/brick re-pointing at the Olde Town hall be carried forward to the 2018 fiscal year for completion and that the balance of the 2017 budget allowances for the project be carried over to the 2018 fiscal year.**

- 8.5.2 J. Fields, Community Services Manager - Results of Request for Tender for Stephen Arena Controller 74

**Recommendation:**

**That South Huron Council receives the report from Jo-Anne Fields, Community Services Manager re: Results of Request for Tender for the Stephen Arena Controller SH-17-RS-05; and**

**That Council accepts the tender from the low bidder Black & McDonald and authorize award of a contract for the supply, delivery and installation of a seasonal energy controller for the Stephen Arena in the amount of \$21,978.50 (including HST).**

8.6 Development Services

8.7 Emergency Services

8.8 Corporate Services

- 8.8.1 G. Scharback, Corporate Services Manager/Clerk - 2017 Complaint Summary 77

**Recommendation:**

**That South Huron Council receives the report from G. Scharback, Corporate Services Manager/Clerk for information purposes.**

- 8.8.2 G. Scharback, Corporate Services Manager/Clerk - Animal Control - Cats 80

**Recommendation:**

**That South Huron Council receives the report from G. Scharback. Corporate Services Manager/Clerk re Animal Control – Cats; and**

**That Council provides direction regarding the regulation and control of cats.**



## 8.9 Administration

- 8.9.1 M. Goss, Human Resources Coordinator, Assistant to the CAO 89  
- Bill 148, Fair Workplaces, Better Jobs Act, 2017

**Recommendation:**

**That South Huron Council receive the report of Megan Goss, Human Resources Coordinator and Assistant to the CAO regarding Bill 148, Fair Workplaces, Better Jobs Act, 2017 for information.**

- 8.9.2 *D. Best, CAO/Deputy Clerk - Community Hub/Recreation Centre Report* 96

- 8.9.3 D. Best, CAO/Deputy Clerk - Community Hub/Recreation Centre Project Steering Committee 167

**Recommendation:**

**That South Huron Council accept the recommendation from the recruitment committee to appoint Brandon Babbage, Craig Ivatts, Peter Hrudka, Mike Ondrejicka, Ron Mayer, Dawn Rasenberg and Robert Oud as public members for the Community Hub/Recreation Centre Project Steering Committee.**

9. Deferred Business10. Notices of Motion11. Mayor & Councillor Comments and Announcements12. Communications

- 12.1 AMO - New Action Plan for Seniors 170
- 12.2 MPP, Ernie Hardeman - Volunteer Firefighter Amendments to Bill 148 172
- 12.3 Gravel WATCH Ontario - Concerns regarding CSC Responsible Aggregate Standard and Certification System 173
- 12.4 Hydro One - Wood Pole Replacement Program 175
- 12.5 Grand Bend Community Health Centre - Request for Letter of Support 179
- 12.6 Habitat for Humanity - Donation Information 181
- 12.7 Peter Sutherland - Proposed By-Law to Rename Dump Road 183

12.8	David Tilford - Multi Use Recreational Hub	184
12.9	John and Tine Buechler - Multi Use Recreational Hub	185
12.10	Town of St. Mary's - Recreation and Leisure Services Master Plan 2017	186
12.11	City of Hamilton - Resolution - Provincial Flood Insurance Program	335
12.12	Town of Tilsonburg - Resolution - Authority to Approve Landfill Projects	338

**Recommendation:**

**That South Huron Council receive communication items not otherwise dealt with.**

13. Closed Session

**Recommendation:**

**That South Huron Council proceeds in Closed Session at                      p.m. for the purpose of addressing:**

- a proposed or pending acquisition or disposition of land by the municipality or local board (Park Lands);
- a proposed or pending acquisition or disposition of land by the municipality or local board (Municipal Lands).

14. Report From Closed Session

15. By-Laws

15.1	By-Law No. 67-2017 - Authorize Financing Agreement - Ontario Infrastructure and Lands Corporation	339
------	---	-----

**Recommendation:**

**That South Huron Council gives first, second and third and final reading to By-Law #67-2017, being a by-law to execute Financing Agreement No. 1243 with Ontario Infrastructure and Lands Corporation ("OILC") as authorized by Municipality of South Huron By-Law #59-2017.**

- 15.2 By-Law No. 68-2017 - Road Name Change "Foster Road" 372

**Recommendation:**

That the South Huron Council gives first, second and third and final reading to By-Law #68 -2017, being a by-law to change the name of a certain road within the Municipality of South Huron.

- 15.3 By-Law No. 69 - 2017 - Zoning By-Law - Karvas (Plume) 374

**Recommendation:**

That the South Huron Council gives first, second and third and final reading to By-Law #69-2017, being a by-law to amend By-Law #012-1984, being the Zoning By-Law for the former Township of Stephen for the lands known as CON B N PT Lot 7 AS RP22R43; Part 10 Part 15, Stephen Ward, Municipality of South Huron.

- 15.4 By-Law No. 70-2017 - Amendment to Goshen Community Funding Agreement 378

**Recommendation:**

That the South Huron Council gives first, second and third and final reading to By-Law #70-2017, being a by-law to amend By-Law #62-2014, being a by-law to authorize the Community Funding Agreement between The Municipality of South Huron and Goshen Wind LP.

16. Confirming By-Law

- 16.1 By-Law No. 71-2017 – Confirming By-Law 381

**Recommendation:**

That the South Huron Council gives first, second and third and final reading to By-Law #71-2017, being a by-law to confirm matters addressed at the November 20, 2017 Council meeting.

17. Adjournment

**Recommendation:**

That South Huron Council hereby adjourns at \_\_\_\_\_ p.m., to meet again on December 4, 2017 at 6:00 p.m. or at the Call of the Chair.



## Corporation of the Municipality of South Huron

### Minutes for the Regular Council Meeting

**Monday, November 6, 2017, 6:00 p.m.  
Council Chambers - Olde Town Hall**

Members Present: Maureen Cole - Mayor  
Dave Frayne - Deputy Mayor  
Tom Tomes - Councillor - Ward 1  
Marissa Vaughan - Councillor - Ward 1  
Wayne DeLuca - Councillor - Ward 2  
Craig Hebert - Councillor - Ward 2  
Ted Oke - Councillor - Ward 3

Staff Present: Dan Best, CAO  
Genevieve Scharback, Corporate Services Manager/Clerk  
Sandy Becker, Financial Services Manager/Treasurer  
Jo-Anne Fields, Community Services Manager  
Don Giberson, Environmental Services Director  
Sarah Smith, Huron County Planner  
Rebekah Msuya-Collison, Deputy Clerk

1. Meeting Called To Order

Mayor Cole called the meeting to order at 6:00 p.m.

2. Public Meeting

**Motion:** 430-2017

**Moved:** T. Oke

**Seconded:** C. Hebert

**That South Huron Council adjourn at 6:03 p.m. for the purpose of a Public Meeting pursuant to Section 34 of the Planning Act for proposed zoning amendments D14-09-2017 (Miller), D14-10-2017 (Norman Regier Farms Ltd.) and D14-11-2017 (Christie).**

**Disposition: Carried**

3. Amendments to the Agenda, as Distributed and Approved by Council

**Motion:** 435-2017

**Moved:** M. Vaughan

**Seconded:** T. Oke

**That South Huron Council approves the Agenda as presented.**

**Disposition: Carried**

4. Disclosure of Pecuniary Interest and the General Nature Thereof

None.

5. Delegations

5.1 Huron County Health Unit - Huron County Cycling Strategy

Jennifer Lichty and Conrad Melady provided a power point presentation about the cycling strategy in Huron County.

They noted the many benefits of cycling including transportation, health, climate and economic benefits.

The strategy was endorsed by Huron County Council in January 2017.

The Cycling Advisory Committee will provide future information for Council through communications with the Clerk.

Mayor Cole thanked them for the presentation.

**Motion:** 436-2017

**Moved:** C. Hebert

**Seconded:** T. Oke

**That South Huron Council receives the delegation as presented regarding the Huron County Cycling Strategy by Conrad Melady and Jennifer Lichty, Huron County Health Unit.**

**Disposition: Carried**

6. Minutes

6.1 Minutes of the Regular Council Meeting of October 16, 2017

6.2 Minutes of the Public Meeting of October 16, 2017

6.3 Minutes of the Committee of the Whole of October 30, 2017

Mayor Cole requested that the minutes of the Regular Council meeting on October 16, 2017 be amended to add the word "letter" before "correspondence" in section 12.8.

**Motion:** 437-2017

**Moved:** C. Hebert

**Seconded:** T. Tomes

**That South Huron Council adopts the minutes of the Regular Council Meeting of October 16, 2017 as amended.**

**Disposition: Carried**

**Motion:** 438-2017

**Moved:** M. Vaughan

**Seconded:** T. Oke

**That South Huron Council adopts the minutes of the Public Meeting of October 16, 2017, as presented.**

**Disposition: Carried**

**Motion:** 439-2017

**Moved:** C. Hebert

**Seconded:** D. Frayne

**That South Huron Council adopts the minutes of the Committee of the Whole Meeting of October 30, 2017, as presented.**

**Disposition: Carried**

7. Councillor Board and Committee Reports

- 7.1 Ausable Bayfield Conservation Authority Minutes of Board Meeting September 14, 2017 and Budget Meeting October 12, 2017
- 7.2 Minutes of the Upper Thames River Conservation Authority Board Meeting - September 26, 2017
- 7.3 Minutes of the Municipal Heritage Advisory Committee Meeting - October 12, 2017

Mayor Cole advised that the Heritage Advisory Committee will provide a list of items to be contained in the time capsule for Council's approval.

**Motion: 440-2017**

**Moved: W. DeLuca**

**Seconded: T. Oke**

**That the minutes of the following committees and/or boards be received as presented to Council:**

- **Minutes of the Ausable Bayfield Conservation Authority Board Meeting - September 14, 2017 and Budget Committee Meeting - October 12, 2017**
- **Minutes of the Upper Thames River Conservation Authority Board Meeting - September 26, 2017**
- **Minutes of the Municipal Heritage Advisory Committee - October 12, 2017**

**Disposition: Carried**

**Motion: 441-2017**

**Moved: T. Oke**

**Seconded: W. DeLuca**

**That South Huron accept the recommendation of the Municipal Heritage Advisory Committee to approve the proposed wording for the Bissett School historical plaque, as researched by the Committee and approved by the property owner.**

**Disposition: Carried**

**Motion: 442-2017**

**Moved: M. Vaughan**

**Seconded: T. Tomes**

**That South Huron Council accept the recommendation of the Municipal Heritage Advisory Committee that the following wording for the South Huron Canada 150 Time Capsule sign be approved;**

**To commemorate Canada's 150<sup>th</sup> Birthday this time capsule and its contents have been placed at this site and will be opened in 2067, the year our country celebrates its 200<sup>th</sup> birthday.**

**A Canada 150 project sponsored by the Municipality of South Huron Heritage Advisory Committee 2017.**

**Disposition: Carried****7.4 Pool Design and Construction Committee - Report to Council October 6, 2017**

CAO Dan Best presented this report on behalf of the Pool Design and Construction Committee.

Scott Bauer provided a power point presentation to introduce his company, NCAquatics. He reviewed the option of a RenovAction Pool System for the Exeter pool project to renew the existing structure by modernizing the look, meeting building and health code requirements, save on operational costs, add accessibility, and maintain the depth and size of the pool for lessons and recreation swims.

It was noted that there will be efficiencies in electricity usage with the variable drive system for the pumps. The Myrtha panels are guaranteed for twenty years, resulting in savings in painting and no lost water. Detailed information and specifications are set out in the report.

It was noted that Ausable Bayfield Conservation Authority has no concerns regarding the rebuilding of this facility as it is not a wildlife habitat. There is currently \$93,000 in reserves for this project as well as funds committed to the project by the Exeter Community Fund.

The proposed renovation addresses accessibility and age friendly needs.

Mayor Cole passed the Chair to Deputy Mayor Frayne at this time, 7:39 p.m. to speak from the podium. She noted the need to make the best business decisions for the community, concerns regarding the lack of expertise in lifeguards and that there is not a need for two outdoor pools in South Huron. She resumed the Chair at this time, 7:43 p.m.

Mayor Cole called for a recorded vote.

**Motion:** 443-2017

**Moved:** W. DeLuca

**Seconded:** C. Hebert

**That Council receives the report of the Pool Design and Construction Committee; and**

**That Council approves the Exeter and District Outdoor Swimming Pool project to proceed; and**



**That Council approves NC Aquatics to implement the Myrtha Pool RenovAction solution for the Pool and Mechanical system to an upset limit of \$1,200,000 exclusive of HST in accordance with the sole source provisions set out in the Municipality of South Huron Procurement Policy; and**

**That Council approves the Request for Proposal (RFP) process for engineering, site plan, design and construction of the Pool House Washrooms/Changerooms as presented to an upset limit of \$500,000 exclusive of HST; and**

**That a determination of how the project will be funded be finalized at an upcoming 2018 Budget meeting.**

<b>Recorded</b>	<b>For</b>	<b>Against</b>	<b>Abstain</b>
M. Cole		X	
D. Frayne	X		
T. Tomes	X		
M. Vaughan		X	
W. DeLuca	X		
C. Hebert	X		
T. Oke	X		
<b>Results</b>	<b>5</b>	<b>2</b>	<b>0</b>
<b>Disposition: Carried</b>			

## 8. Staff Reports

### 8.1 Planning

8.1.1 S. Smith, Huron County Planner re Severance Application B57-2017 Prout (Culbert)

**Motion:** 444-2017

**Moved:** D. Frayne

**Seconded:** T. Oke

**That South Huron Council recommends to Huron County Council that Consent for file B57-2017 be granted with conditions as set out in the Planner's report dated October 26, 2017.**

**Disposition: Carried**

- 8.1.2 S. Smith, Huron County Planner re Severance Application B67-2017 Turnbull (Hodgins)

**Motion:** 445-2017

**Moved:** T. Tomes

**Seconded:** C. Hebert

**That South Huron Council recommends to Huron County Council that Consent for file B67-2017 be granted with conditions as set out in the Planner's report dated October 26, 2017.**

**Disposition: Carried**

8.2 Financial Services

- 8.2.1 S. Becker, Financial Services Manager/Treasurer - 2017 Capital Project Status Report

**Motion:** 446-2017

**Moved:** W. DeLuca

**Seconded:** T. Oke

**That South Huron Council receives the report from S. Becker, Financial Services Manager/Treasurer re: 2017 Capital Projects Status Report completed as of September 30, 2017 for information only.**

**Disposition: Carried**

- 8.2.2 S. Becker, Financial Services Manager/Treasurer - Operating Budget Variance Report – Third Quarter

**Motion:** 447-2017

**Moved:** C. Hebert

**Seconded:** T. Tomes

**That South Huron Council receives the report from S.Becker, Financial Services Manager/Treasurer re: Operating Budget Variance Report – Third Quarter for information only.**

**Disposition: Carried**

8.3 Environmental Services

8.3.1 D. Giberson, Environmental Services Director - Results of the Annual DWQMS Management Review

Mr. Giberson advised that a report will come to Council outlining the benefits and costs associated with a meter replacement process.

**Motion:** 448-2017

**Moved:** C. Hebert

**Seconded:** D. Frayne

**That South Huron Council receives the report from Don Giberson, ESD Director re: Results of Annual DWQMS Annual Management Review.**

**Disposition: Carried**

8.4 Transportation Services

8.4.1 J. Parr, Transportation Manager - 2017 Winter Sand Tender

**Motion:** 449-2017

**Moved:** C. Hebert

**Seconded:** D. Frayne

**That South Huron Council receives the report from Jason Parr, Transportation Services Manager re: 2017 Winter Sand Tender; and**

**That South Huron Council accepts the tender for 2017 Winter Sand Tender, as submitted by Bossence and McCann Inc. in the amount of \$18,534.82 (including HST).**

**Disposition: Carried**

8.4.2 J. Parr, Transportation Manager - 2017 Winter Maintenance Tender

Mayor Cole left the Chair at this time, 8:21 p.m. She requested clarification about why the Municipality pays for Lions Club snow removal and requested that an agreement will be brought forward to a future budget meeting for consideration.

She resumed the Chair at 8:24 p.m.

**Motion:** 450-2017

**Moved:** W. DeLuca

**Seconded:** M. Vaughan

**That South Huron Council receive the report from Jason Parr, Transportation Services Manager, re: 2017 Winter Maintenance Tender.**

**Disposition: Carried**

**Motion:** 451-2017

**Moved:** W. DeLuca

**Seconded:** M. Vaughan

**That South Huron Council awards the Winter Maintenance Tender for the Dashwood area to All Seasons Maintenance & Landscaping for Dashwood streets in the amount of \$75 per hour and the Fire Hall parking lot and Fire Hydrants in the amount of \$25 per cleaning and the Community Centre parking lot in the amount of \$60 per cleaning.**

**Disposition: Carried**

**Motion:** 452-2017

**Moved:** C. Hebert

**Seconded:** T. Oke

**That South Huron Council awards the Winter Maintenance Tender for the Huron Park, Centralia, and Crediton area to M Worx Inc. for the Huron Park Arena parking lot in the amount of \$65 per cleaning and the Fire Hall parking lot in the amount of \$48 and the Centralia Community Centre parking lot in the amount of \$45 per cleaning and the Crediton Community Centre parking lot in the amount of \$70 per cleaning.**

**Disposition: Carried**

**Motion:** 453-2017

**Moved:** D. Frayne

**Seconded:** W. DeLuca

**That South Huron Council awards the Winter Maintenance Tender for the Exeter area to Casey's Lawn Care for the Exeter Town Hall walkways in the amount of \$85 per cleaning and the Town Hall parking lot in the amount of \$88 per cleaning and the BIA Parkette parking lot in the amount of \$49 per cleaning and the William Street parking lot in the amount of \$49 per cleaning and the Lions Youth Centre parking lot in the amount of \$40 per cleaning and the Former PUC parking lot in the amount of \$39 per cleaning.**

**Disposition: Carried**

8.5 Community Services

8.6 Development Services

8.7 Emergency Services

8.8 Corporate Services

8.9 Administration

8.9.1 M. Goss, Human Resources Coordinator, Assistant to the CAO - Public Member for Design and Construction Committee for the Exeter Pool/Washroom Project

**Motion:** 454-2017

**Moved:** W. DeLuca

**Seconded:** M. Vaughan

**That South Huron Council accept the recommendation from Administration to appoint Taryn Anstett as the public member for the Exeter Swimming Pool and Washroom Project Design and Construction Committee.**

**Disposition: Carried**

9. Deferred Business

10. Notices of Motion

10.1 Notice of Motion

**Motion:** 455-2017

**Moved:** T. Oke

**Seconded:** D. Frayne

**South Huron Council hereby brings forth from the table the Notice of Motion moved by Councillor Hebert at the October 16, 2017 Council meeting.**

**Disposition: Carried**

**Amendment:**

**Motion:** 456-2017

**Moved:** D. Frayne

**Seconded:** C. Hebert

**That the proposed motion be amended by removing the last two paragraphs, being:**

**Be it resolved that the Outdoor Pool/washroom project in Exeter be authorized to proceed to an upset limit of \$1.7 million all inclusive; and**

**Be it resolved that Administration be authorized to develop a report to provide options to finance the Outdoor Pool/Washroom project at a future Council meeting.**

**Disposition: Carried**

**Motion:** 457-2017

**Moved:** C. Hebert

**Seconded:** T. Oke

**Whereas the Municipality of South Huron Council has had the opportunity to host an Open House for the Community Hub/Recreation Centre in Exeter; and**

**Whereas feedback from the public requesting Council consider incorporating a second ice pad and an indoor pool as part of the Community Hub/Recreation Centre was heard; Therefore**

**Be it resolved that a feasibility study to consider incorporation of a second ice pad and indoor pool be undertaken for the planning of future phases to the project.**

**Disposition: Carried**

10.2 Notice of Motion

**Motion:** 458-2017

**Moved:** W. DeLuca

**Seconded:** C. Hebert

**Be it resolved that Jenni Boyles of the Exeter Library be invited to a future council meeting to update council on the activities and events taking place in this venue.**

**Disposition: Carried**

10.3 Notice of Motion

**Motion:** 459-2017

**Moved:** W. DeLuca

**Seconded:** C. Hebert

**Whereas Planning Consultants Monteith-Brown have recently completed a Recreation and Leisure Services Master Plan for the Town of St. Marys;**

**Be it resolved that a copy of the plan be included in the agenda for the next council meeting.**

**Disposition: Carried**

11. Mayor & Councillor Comments and Announcements

Councillor Vaughan attended the Grand Bend Sewage Treatment Facility Board meeting with Councillor Tomes. The Board is amending the proposed budget, amendments will be brought forward to a future meeting.

Councillor Tomes requested a report to update Council regarding by-law enforcement.

The CAO will update Council at a future meeting on the proposed Bill 148 concerns regarding paying volunteer firefighters on-call pay.

Councillor DeLuca advised that the staff Christmas luncheon is scheduled for December 1, 2017.

Mayor Cole advised that the Mayor's Gala was an enjoyable evening and thanked those that supported it.

She attended the Art aRound Town event on October 20, 2017 held at Ironwood Golf Course. The mental health awareness night was very informative, Mayor Cole thanked Genevieve for her assistance. The event showcased service providers in South Huron including O.P.P., school boards, LHIN, Canadian Mental Health Association as well as many others. Another mental health awareness session will be planned for May as it is mental health month.

Mayor Cole presented Laurie Dykstra with the Citizen of the Year Award, sponsored by the Municipality, at the Chamber of Commerce Awards Gala.

She laid a wreath on behalf of South Huron at the November 5 cenotaph remembrance ceremony.

She will report to Council at a future meeting on legislative changes regarding police services.

Mayor Cole advised that she spoke with Ben Lobb, M.P. and Lisa Thompson, M.P.P. about infrastructure funding and the possibility of a community hub in South Huron. There may be funding for this proposed project.

Councillor DeLuca requested follow up on the resolution directing that the M.P. and M.P.P. be invited to a Council meeting.

**Motion:** 460-2017

**Moved:** T. Oke

**Seconded:** C. Hebert

**That Council proceed past curfew to continue addressing business on the agenda.**

**Disposition: Carried**

## 12. Communications

12.1 Ministry of Energy - AMO 2017 meeting with Minister and Ministry Updates

12.2 Union Gas Limited - 2018 Rates Application

12.3 City of Niagara Falls - Invitation OSUM Conference and Tradeshow



- 12.4 Bluewater Recycling Association - October 2017 Meeting Highlights
- 12.5 Huron County Food Bank Distribution Centre - October 2017 Newsletter
- 12.6 Huron County Historical Society - Brainstorming Session - Wednesday November 15, 2017
- 12.7 Mark Crawford-Smith - Public Information session comments
- 12.8 Ron Van Amerongen - Request to Waive Invoice

Mayor Cole advised that this is operational. CAO Best advised that this request is in line with the intent of the proposed changes to the Fees and Charges By-Law for Fire Department responses to vehicular incidents.

- 12.9 Joan Wood - Huron Manufacturing Association 2017 Awards of Excellence Gala

**Moved:** C. Hebert

**Seconded:** T. Oke

**That South Huron Council authorize the following people to attend South Huron's HMA 2017 Awards and Excellence Gala table of 8:**

**Mayor Cole, Deputy Mayor Frayne, Councillor DeLuca, Councillor Vaughan and CAO Best.**

**Disposition: Carried**

- 12.10 Brooklyn Hendricks, Huron Princess of the Furrow - Thank You
- 12.11 The Township of Montague - Proposed Changes to Bill 148
- 12.12 The Township of North Frontenac - Bill 148 and the Negative Impact on Volunteer Fire Departments
- 12.13 Town of Amherstburg - In Support of Concrete Barriers on Highway 401
- 12.14 Town of Lakeshore - Provincial Flood Insurance Program
- 12.15 Municipality of Morris-Turnberry - Changes to Tenanted Farm Tax Class Properties

**Motion:** 462-2017

**Moved:** T. Tomes

**Seconded:** C. Hebert

**That South Huron Council receive communication items not otherwise dealt with.**

**Disposition: Carried**

13. Closed Session

14. Report From Closed Session

15. By-Laws

15.1 By-Law 51-2017 - Schroeder-Powe Municipal Drain - 3rd and final reading

**Motion:** 463-2017

**Moved:** D. Frayne

**Seconded:** W. DeLuca

**That South Huron Council gives third and final reading to By-law #51-2017, being a by-law to provide for the Schroeder-Powe Municipal Drain 2017 in the Municipality of South Huron (Stephen Ward) - County of Huron.**

**Disposition: Carried**

15.2 By-Law No. 63-2017 - Zoning By-Law - Miller

**Motion:** 464-2017

**Moved:** T. Oke

**Seconded:** T. Tomes

**That the South Huron Council gives first, second and third and final reading to By-Law #63-2017, being a by-law to amend By-Law #13-1984, being the Zoning By-Law for the former Township of Usborne for lands known as Conc Northeast BDY Lot 24 Lot 25, Usborne Ward, Municipality of South Huron.**

**Disposition: Carried**

15.3 By-Law No. 64-2017 - Zoning By-Law - Norm Regier Farms Ltd.

**Motion:** 465-2017

**Moved:** C. Hebert

**Seconded:** T. Tomes

**That the South Huron Council gives first, second and third and final reading to By-Law #64-2017, being a by-law to amend By-Law #12-1984, being the Zoning By-Law for the former Township of Stephen for lands known as Concession 11 Lot 10, Stephen Ward, Municipality of South Huron.**

**Disposition: Carried**

15.4 By-Law No. 65-2017 - Zoning By-Law - Christie

**Motion:** 466-2017

**Moved:** D. Frayne

**Seconded:** T. Oke

**That the South Huron Council gives first, second and third and final reading to By-Law #65-2017, being a by-law to amend By-Law #13-84, being the Zoning By-Law for the former Township of Usborne for lands known as Part Lots 25 & 26, South Thames Road Concession, Usborne Ward, Municipality of South Huron.**

**Disposition: Carried**

16. Confirming By-Law

16.1 By-Law No. 66-2017 – Confirming By-Law

**Motion:** 467-2017

**Moved:** T. Oke

**Seconded:** W. DeLuca

**That the South Huron Council gives first, second and third and final reading to By-Law #66-2017, being a by-law to confirm matters addressed at the November 6, 2017 Council meeting.**

**Disposition: Carried**

17. Adjournment

**Motion:** 468-2017

**Moved:** D. Frayne

**Seconded:** C. Hebert

**That South Huron Council hereby adjourns at 9:34 p.m., to meet again on November 20, 2017 at 6:00 p.m. or at the Call of the Chair.**

**Disposition: Carried**

---

Maureen Cole, Mayor

---

Genevieve Scharback, Clerk



## **Corporation of the Municipality of South Huron**

### **Minutes-Public Meeting**

**Monday, November 6, 2017, 6:00 p.m.**

**Council Chambers - Olde Town Hall**

Members Present: Maureen Cole - Mayor  
Dave Frayne - Deputy Mayor  
Tom Tomes - Councillor - Ward 1  
Marissa Vaughan - Councillor - Ward 1  
Wayne DeLuca - Councillor - Ward 2  
Craig Hebert - Councillor - Ward 2  
Ted Oke - Councillor - Ward 3

Staff Present: Dan Best, CAO  
Genevieve Scharback, Corporate Services Manager/Clerk  
Sandy Becker, Financial Services Manager/Treasurer  
Don Giberson, Environmental Services Director  
Jo-Anne Fields, Community Services Manager  
Sarah Smith, Huron County Planner  
Rebekah Msuya-Collison, Deputy Clerk

1. Call to Order

Mayor Cole called the meeting to order at 6:03 p.m.

2. Disclosure of Pecuniary Interest

None.

3. Purpose of Public Meeting

The Clerk advised that the purpose of this Public Meeting is to review applications for proposed amendments to the zoning by-laws of the former Township of Stephen and the former Township of Usborne, and to allow interested members of the public the opportunity to ask questions or offer comments with regard to the applications.

It was noted that Council will not make a decision at this meeting. Based on recommendations and information received at this meeting amending by-laws will be presented for approval at the Regular Council meeting.

A Public Registry is available, if any member of the public would like to be notified in writing of the decision on the applications they are required to provide their name and mailing address on the registry. A person or public body may appeal the decision if they have made an oral submission at this Public Meeting or a written submission to Council prior to the passing of the by-law.

4. Zoning By-Law Amendment - Miller

4.1 Zoning Amendment Application for #D14-09/17 - Miller

4.2 Planner S. Smith - Report re: Zoning By-Law Amendment - #D14-09/17

Ms. Smith, Huron County Planner, advised that this application is a condition of consent file #B46/17, granted, with conditions, by the County of Huron.

The severed lands require a zone change from General Agriculture (AG1) to Agricultural Small Holding (AG4). It is approximately 2.47 acres and contains a barn and shed.

The retained lands require a zone change from General Agriculture (AG1) to General Agriculture Special Provisions (AG1-24) in order to prohibit the construction of a new residential building. This parcel is approximately 128.49 acres and will continue to be used for agricultural purposes.

**Motion:** 431-2017

**Moved:** D. Frayne

**Seconded:** W. DeLuca

**That South Huron Council receives the report from S. Smith, Huron County Planner re: Zoning By-Law Amendment D14-09/17 - Miller.**

**Disposition: Carried**

4.3 Written Comments Received

One written comment was received from Jack Hodgert in support of the application by Brian Miller.

4.4 Comments-Council; Public in Attendance

5. Zoning By-Law Amendment - Norman Regier Farms Ltd.

5.1 Zoning Amendment Application for #D14/10/17 - Norman Regier Farms Ltd.

- 5.2 Planner S. Smith - Report re: Zoning By-Law Amendment #D14-10/17 - Norman Regier Farms Ltd.

Ms. Smith, Huron County Planner, advised that this application is a condition of consent file #B37/17, granted, with conditions, by the County of Huron.

The severed lands require a zone change from General Agriculture (AG1) to Agricultural Small Holding (AG4) to recognize a residential use. The parcel is approximately 1.94 acres and contains a residence and accessory building.

The retained lands require a zone change from General Agriculture (AG1) to General Agriculture Special Provisions (AG1-1) in order to prohibit the construction of a new residential building. This parcel is approximately 96.77 acres and will continue to be used for agricultural purposes.

**Motion:** 432-2017

**Moved:** M. Vaughan

**Seconded:** C. Hebert

**That South Huron Council receives the report from S. Smith, Huron County Planner re: Zoning By-Law Amendment D14-10/17 - Norm Regier Farms Ltd.**

**Disposition: Carried**

- 5.3 Written Comments Received

None.

- 5.4 Comments - Council; Public in Attendance

6. Zoning By-Law Amendment - Christie

- 6.1 Zoning Amendment Application for #D14-11/17 - Christie

- 6.2 Planner S. Smith - Report re: Zoning By-Law Amendment #D14-11/17 - Christie

Ms. Smith, Huron County Planner, advised that this application is a condition of consent file #B46/17, granted, with conditions, by the County of Huron.

The severed lands require a zone change from General Agriculture (AG1) to Agricultural Small Holding (AG4) to recognize a residential use. This

parcel is approximately 1.6 acres and contains a residence and accessory building.

The retained lands require a zone change from General Agriculture (AG1) to General Agriculture Special Provisions (AG1-25) in order to prohibit the construction of a new residential building. It includes an area zoned Natural Environment (NE1) which will remain under this zone. This parcel is approximately 128.4 acres and will continue to be used for agricultural purposes.

**Motion:** 433-2017

**Moved:** C. Hebert

**Seconded:** T. Tomes

**That South Huron Council receives the report from S. Smith, Huron County Planner re: Zoning By-Law Amendment #D14-11/17 - Christie**

**Disposition: Carried**

### 6.3 Written Comments Received

Written comments from the Upper Thames Conservation Authority, included in the Agenda package, noted no concerns with the Zoning By-law Amendment.

Written comments were received from Joe and Nancy Vink noting that they had no objection to the rezoning on the condition that it would not affect future expansion of their dairy operation. This correspondence was read at meeting time.

Planner S. Smith confirmed that the rezoning would have no effect on any future expansion of the Vink dairy operation.

#### 6.3.1 Upper Thames Conservation Authority

### 6.4 Comments - Council; Public in Attendance



7. Close Public Meeting

**Motion:** 434-2017

**Moved:** D. Frayne

**Seconded:** T. Tomes

**That South Huron Council now closes this Public Meeting at 6:16 p.m. and reconvenes the Regular Council meeting.**

**Disposition: Carried**

---

Maureen Cole, Mayor

---

Genevieve Scharback, Clerk



**Corporation of the Municipality of South Huron**

**South Huron Communities in Bloom Committee  
Minutes**

**Wednesday, September 6, 2017 – 6:30 p.m.  
Verity Room, Olde Town Hall**

**Members Present:**

Cathy Seip, Chair  
Dorothy Henderson, Vice Chair  
Glen Nicholson  
Bev Prout  
Craig Hebert

**Guest:**

Joan Cleave

**Staff:**

Dave Atthill

**1. Meeting Called to Order**

Cathy Seip, Chair called the meeting to order at 6:31 pm in the Verity Room at the Olde Town Hall.

**2. Agenda Update**

2.1 Detailed 2017 Budget to Council

**3. Disclosure of Pecuniary Interest and the General Nature Thereof**  
None.

**4. Approval of Minutes**

4.1 Minutes of the South Huron Community in Bloom Committee Meeting of July 5, 2017.

**Motion: 11-2017**  
**Moved: C. Hebert**  
**Seconded: G. Nicholson**

**That the minutes of the July 5, 2017 meeting are hereby approved as presented.**

**Disposition: Carried**

**5. Discussion**

**5.1 Barn Quilt Trail**

Megan Goss has been awesome in helping with the pamphlet. Each 8" x 14" pamphlet will have a summary about the individual barn quilt stories. A full story description is online. To date, 34 quilts have signed up with write-ups.

The Barn Quilts will be put in the editorial section of the Times-Advocate newspaper. The quilt located at the Kirkton Community Centre, was the first one in the paper to promote the Kirkton Fair. The byline will show as South Huron Communities in Bloom and Municipality of South Huron.

Cathy suggested that a walking trail be created to showcase the Barn Quilts in Exeter.

A "Soft Launch" for the Barn Quilt Trail Pamphlet was suggested for September 24 or 29, 2017. Pamphlets are being printed at Town Hall, and we will figure out if they will be paid through Economic Development or Communities in Bloom budget. We are hoping to get help from the Cultural Collective Group for the "Soft Launch."

**Motion:** 12-2017  
**Moved:** D. Henderson  
**Seconded:** B. Prout

**That the date recommendation for the "Soft Launch" be left, to be determined.**

**Disposition: Carried**

## **5.2 Communities in Bloom Pamphlet**

It was discussed that we should come up with a pamphlet that explains what Communities in Bloom is, what we do, the impact we have on the communities, and the 6 areas that are judged.

Dorothy will work on this and report back to the committee.

## **5.3 Zinnia Seeds**

There was a discussion on the continuation of the Zinnia Seed Program.

We will continue to distribute the Zinnia Seeds, but the main concern is the management of the seeds being monitored better. The Home Show was a popular spot to receive the seeds, so we will continue to hand them out there.

## **5.4 Budget Review**

We will continue to fund the flower barrels. There are 24 in total.

We need to review who is paying for the hanging baskets, and who is in charge of them.

We are going to add the Canada 150 Flag Garden, at Town Hall, to our budget. We believe that the design is patriotic and will keep this design.

The funding and costs for the Barn Quilt and Communities in Bloom Pamphlets need to be broken out. The printing costs need to be added to the budget. There was a \$1,500 donation from the Grand Bend Foundation towards the Barn Quilt Trail.

We have requested a detailed breakdown of the 2017 budget forecast and expenses.

## **5.5 Garden of the Week**

Garden of the Week went over well this year. Bev has collected the pages from the back of each sign, and has sent some pictures to the Times-Advocate to put in the paper. Cathy is trying to put the pictures on our Facebook page.

There was some concern expressed about if the property owner be asked before the sign is put up or if we continue to surprise them with the award.

We discussed and decided that the Garden of the Week should continue for another year, but a suggestion to add a program for business involvement was recommended.

**Motion:** 13-2017  
**Moved:** B. Prout  
**Seconded:** C. Hebert

**That we add the Best Business Blooming Box contest and continue to have the Garden of the Week (residential contest).**

**Disposition: Carried**

## **5.6 Activities in Budget for 2018**

### **5.6.1 Home Show Partnership**

Having the presenters at the Home Show was a good idea, and we should continue on with this. We need a sound system for the presenters in the lobby. Dorothy will make a recommendation for some presenters to come.

### **5.6.2 Earth Day**

Earth Day is April 20, 2018. This will be the Official Launch of the Barn Quilt Pamphlets at the Downtown Parkette.

We will continue the partnerships with the schools, downtown businesses, and other groups to pick-up garbage across town.

### **5.6.3 Community Garden**

Craig is working on finding a spot for the garden. We should also look for partners for this project.

### **5.6.4 Back Yard Oasis**

We would like to get involved in the back yard tours.

### **5.6.5 Dashwood Signs**

Glen is going to work on the Dashwood signs on Bronson Line. He is going to clean it up and add flowers. He will approach the Bluewater rep for funding to enhance the signs.

## **5.7 Main Street Weeds**

A number of businesses looked bad all year and during the judging. We are trying to figure out how to deal with this issue.

George Wilson's group did a clean-up, but we want to elevate businesses to a higher level.

Dorothy will draft a positive letter to be sent to the BIA to thank the businesses for cleaning up, and help encourage businesses to keep their store fronts looking amazing.

## **5.8 How to Involve the Youth?**

We are trying to come up with suggestions of how to get the youth in our communities more involved.

We discussed hosting a youth night that is has a theme for appropriate ages. We need help from the schools and ABCA to get kids outside. We can seek out partnerships, but we will need the teachers and principal's cooperation.

We could also hold a garden planting segment for kids at the Home and Leisure Show. We could go to the schools before to promote and get the word out.

## **6. Communications**

### **6.1 Soup for "Empty Bowls"**

South Huron Communities in Bloom has been asked to make a soup for "Empty Bowls" for the Christian Reformed Church. Dorothy will make up the soup.

New Business

A. **Starting a Growing Contest**

There was a discussion on starting a growing contest involving zucchini or pumpkin in 2018.

7. Adjournment

**Motion:** 14-2017  
**Moved:** D. Henderson  
**Seconded:** C. Hebert

That the South Huron Communities in Bloom Committee hereby adjourns at 8:00 p.m., to meet again on October 4, 2017 at 5:00 p.m. in the Verity Room, Olde Town Hall or at the Call of the Chair.

**Disposition:** Carried

X   
Cathy Seip, Chair

  
David Atthill, Recording Secretary



## EXETER BUSINESS IMPROVEMENT AREA – BOARD MEETING

**Monday, September 11, 2017 at 6:30pm**

South Huron Municipal Office, 322 Main St. S., Exeter, Ontario

EXECUTIVE MEMBERS – Chair Fred Godbolt, Vice Chair Rose Glavin, Secretary / Treasurer Janice Brock, Beautification Chair Mary Hulley

DIRECTORS – Promotions Chair Lauryn Marion, Directors Adrian Bakelaar, Tira Wootton, Councillor Craig Hebert and BIA Manager Brittany Wise

ABSENT – Directors Allen Plant, James Eddington

RECORDING SECRETARY – Brittany Wise, BIA Manager

# MINUTES

## 1. Welcome and Call to Order

Mr. Godbolt welcomed everyone to the meeting at 6:38pm.

## 2. Changes to the Agenda and Approval of Minutes of June 12, 2017.

### 2.1 Approval of the Agenda

**MOVED BY: Tira Wootton & SECONDED BY: Janice Brock**

**“THAT the agenda be adopted as presented.”**

**MOTION: CARRIED**

### 2.2 Approval of the Minutes of June 12, 2017.

**MOVED BY: Rose Glavin & SECONDED BY: Janice Brock**

**“THAT the minutes of June 12, 2017 be adopted, as presented.”**

**MOTION: CARRIED**

## 3. Chair’s Message

Mr. Godbolt stated that it was good to have this meeting to get everyone back into the routine.

## 4. Delegation Nil

## 5. Councillor's Report

Councillor Hebert reported that Council is moving ahead with the pool upgrade and a new recreation centre / hub. The pool project will likely move forward quicker, while the end date of the Rec Centre is 2021. He noted that there were upcoming public consultations for both projects: pool upgrades (Sept 13) and Community Hub / Recreation Centre (October 4). Mr. Hebert also noted that they are looking for volunteers to sit on the steering committees of both projects.

Councillor Hebert stated that he knows there are concerns regarding the former Coffee Culture building. He said that the Municipality has contacted owners again and it won't be too much longer before either the owners or the Municipality does something to address the state of the building.

He noted that there have recently been several questions raised about safety with the number of thefts that have been happening in the community. There was a discussion on a public education component - education people on how they can help reduce the problem (ie. reporting, locking cars, etc.)

The Board agreed that Ms. Wise should get in touch with the police to find out what key messaging we can help send to our BIA members. It should note that if anything suspicious is noted, for members to follow tips in order to help the community in general.

**MOVED BY: Rose Glavin & SECONDED BY: Janice Brock**

**"THAT the Councillor's Report be adopted, as presented."**

**MOTION: CARRIED**

## 6. Financial Report

### 6.1 Treasurer's Report – July 2017

In July, there was no revenue. Expenses included regular payments for payroll deductions and hydro, as well as the Bach Festival Program advertising, Ladies Night Out advertising, the South Huron Map and Guide fee, plus the AGM advertising fee.

### 6.2 Treasurer's Report – August 2017

In August, revenues primarily included 3 of 7 payments of \$250.00 each for the Exeter 360 video project. Expenses in August included regular expenses: BIA Manager salary and payroll deductions, rent, hydro, phone and Internet. Expenses also included 50% of flower costs, audited financial records, digital sign support, Sidewalk Sale and Coupon Book promo items, as well as Ladies Night Out gift certificates for the shopping spree contests.

### 6.3 Treasurer's Report – September 2017

In September, we will receive our second installment of the tax levy at a sum of \$34,491.00. We also expect to receive 3 of 4 remaining payments for the Exeter 360 video project, as well as payment for the Breakfast with the Mayor coordination.

Expenses will include regular expenses for the BIA Manager salary, payroll deductions, rent, hydro, phone/internet. It will also include payment for the some Coupon Book and Sidewalk Sale promo items and the last Strategic Planning session dinner.



Although we haven't received them yet, we expect invoices for \$3,250.00 for the promotional video project, about \$3,000.00 for the Coupon Book project (print, design and promotion), and about \$3,000.00 for the 360 video project.

The Board agreed that Ms. Wise should be transferring the treasury duties over to Ms. Brock.

**MOVED BY: Janice Brock & SECONDED BY: Lauryn Marion**

**"THAT the financial report be adopted as presented."**

**MOTION: CARRIED**

## 7. Promotions

### 7.1 BIA Website

Ms. Marion and Ms. Wise met with representatives from Campus Creative in early August. The meeting went well, with them being very agreeable to making the necessary changes. Ms. Wise has been working back and forth with them to make the changes, with no concerns thus far.

### 7.2 Promotional Videos

The promotional video content has all been shot. Content will include both business and community promotion from Exeter and South Huron, to mutually benefit both parties involved. Ms. Wise reported that she has requested that the first video be set to launch on September 19, just in time for the IPM. The remaining 5 shorter videos will be launched from October to March.

Ms. Wise reported that Powerline Films out of Stratford have been great to work with and would recommend working with them again in the future if we should choose to do videos again. They noted that they can use existing footage to make new videos, which would reduce the production fee.

### 7.3 Exeter 360 Project

The 360 video project launched at the end of August. So far, we have released 2 videos (Designer's and Eddington's), with a third one being released on Monday (Luvu Naturally). Results on social have been okay, but hopefully will continue to grow as the project continues. It's also important to note that this project was not just about the social media results – it's more about enhancing the overall search engine optimization of those businesses and Exeter as a whole.

### 7.4 Coupon Book

Ms. Wise reported that the 2017 Coupon Book officially launched on September 5. Premier retail partners include Canadian Tire, Guardian Pharmacy, Hansen's YIG and Office Solutions. All other participants also have books to sell. Promotion is being handled similar to last year. Ms. Wise plans to check in at the end of the month about sales.

### 7.5 Social Media

The BIA social media has been primarily managed by our volunteer placement this summer, who has done an awesome job of posting a variety of content. We're hopeful that this will continue into the fall.

### 7.6 Fall Ladies Night Out

The Marketing committee is planning a fall Ladies Night Out event on October 12. The idea is that this event will feature swag bags filled with items from participating businesses for purchase. Details will be confirmed in the coming week. Idea is to get businesses involved that don't typically participate.

**MOVED BY: Rose Glavin & SECONDED BY: Janice Brock**

**"THAT the promotions report be adopted as presented."**

**MOTION: CARRIED**

## 8. Beautification

### 8.1 Banner Program

Ms. Wise contacted the local companies to get pricing for banners again – to ensure that we were comparing apples to apples. Consolidated Signs provided the lowest cost per banner, but there was still some questions regarding the pricing, so Ms. Wise is going to do some more follow up to present at the next meeting.

The group agreed that we would get all our ducks in a row to launch this program in the fall / winter to have the banners on the poles next spring.

### 8.2 Bridge Flowers

The self-watering bridge flower planters were placed on bridge by mid-June. Unfortunately, they were vandalized at the end of July and none of the flowers survived. Ms. Wise has confirmed that the bridge boxes themselves are in good shape, so that will not be an issue moving forward.

Ms. Wise will work with municipal staff to come up with a solution to ensure that the bridge planter boxes cannot be overthrown again.

### 8.3 Coffee Culture Building

The Board agreed that they want to write a letter to the CAO stating that we support their recent efforts to speed up the process on the former Coffee Culture building. They want to ask the Municipality to give us updates on the project so that we can share with our members to let them know something is being done about it.

**MOVED BY: Lauryn Marion & SECONDED BY: Rose Glavin**

**"THAT the beautification report be adopted as presented."**

**MOTION: CARRIED**

## 9. Member Events

### 9.1 Awards Gala

Ms. Wise reported that the 2017 Awards Gala is in good shape. There is a confirmed a speaker, musician and a photographer for the event. Sponsorships are confirmed for the most part, but we are still looking for sponsors in the following areas: Speaker Sponsor, Lifetime Business Achievement Award Sponsor, Community Advancement Award Sponsor and Table Sponsors.

Nominations have now closed – we have at least 4 nominees from each category. We are going out next week to present nominations and will be posting on social media up until the event day to create buzz.

Ms. Wise reported that tickets are 50% sold out, with tickets set aside for the nominees. We're doing a big push for tickets this week.

**MOVED BY: Tira Wootton & SECONDED BY: Rose Glavin**

**"THAT the Member Events report be adopted as presented."**

**MOTION: CARRIED**

10. Economic Development Nil

*\*There has been no Economic Development Advisory Committee meeting since the last BIA meeting.*

11. Digital Sign Report Nil

Ms. Wise reminded the group that she was directed not to do anything with the sign, including selling advertising, until the Board made a decision about how to proceed with the sign.

The Board agreed that perhaps the management model and uses for the sign should change. Would the Municipality be interested in co-sharing a new sign? Perhaps other groups could also partner. Mr. Godbolt to contact the CAO to explore.

**MOVED BY: Rose Glavin & SECONDED BY: Lauryn Marion**

**"THAT the Digital Sign report be adopted as presented."**

**MOTION: CARRIED**

12. BIA Manager's Report

12.1 Strategic Planning

Ms. Wise reported that she and OMAFRA rep, Vicki Lass, spent a day working on the strategic plan. Admittedly, Ms. Wise has not had the chance to work on the plan much since then with the Coupon Book launch, Awards Gala, promotional video shoot, 360 project launch and regular BIA operations.

Ms. Wise will continue to work on the plan with Ms. Lass, asking the board questions if necessary as she moves forward. Ms. Wise suggests that a draft be presented in October with a final draft completed no later than December.

12.2 JCP Positions

Since the last meeting, the JCP contact has been signed. We had two candidates lined up, but unfortunately the person for the Community Marketing position found full-time employment. We had another lead on a candidate, but that individual also found full-time employment. We are currently trying to find someone else who meets the placement criteria.

The Workforce Development placement, working primarily under the Chamber, started at the beginning of August. Since being hired, the individual has been doing research to understand the issues and following up with job fair contacts to collect feedback.

12.3 Vacant Unit Rebate

As mentioned at the June meeting, the Vacant Unit Tax Rebate policy change is a County-level decision. They are considering the change and are receiving comments until September 30, 2017. Ms. Wise has revised the BIA letter that was sent to the Municipality of South Huron in April.

**MOVED BY: Lauryn Marion & SECONDED BY: Rose Glavin**

**“THAT the Vacant Unit Rebate be adopted as presented and submitted to the County for feedback on this policy.”**

**MOTION: CARRIED**

#### 12.4 Community Grant Program

Ms. Wise and Ms. Brady (Chamber) are met with the CAO to review our previous grant applications to see if they can be put into the operating budget vs. the grant program. The CAO suggested that we apply for the grant like usually and let Council decide whether it will be moved to the operating budget or not during the community grant discussions.

Last year, we applied for a 1/3 split in the Welcome Centre rent (\$6,000) and self-watering flower planters for the bridge (\$3,120). The board agreed that we would apply for the Welcome Centre cost-sharing model. The Board also agreed that perhaps this might be a good fit for the digital sign partnership, but will only proceed with that part of the application if discussions with the CAO are positive.

Applications are due on September 21, 2017.

#### 12.5 Public Transit Initiative

There was a public transit meeting held in Grand Bend in early August that aims to tackle the transportation issues in Grand Bend and surrounding areas, Exeter included. They are tackling this issue as a barrier to employment and a tourism service. The Board agreed that they are not against this service being investigated and offered, but they don't feel they have enough information to write a letter of support for the project.

#### 12.6 Rural Economic Development (RED) Grant Program

Ms. Wise explained that Ms. Lass from OMAFRA suggested that the BIA apply for a RED grant under the marketing stream. The grant program offers matching funds and can offset some of the work we're doing – for example, the promotional videos and 360 project.

Ms. Wise asked about the Municipality's interest to be a partner, but there is only an opportunity to frame around the Ambassador program.

The Board agreed that they would like Ms. Wise to develop an application - in partnership with the Municipality if possible.

#### 12.7 Meeting Date Review

Now that it's fall, Ms. Wise wanted to review BIA board meeting dates for the remainder of the year and into 2018. Since a few members were waiting on sports schedules for their kids, this discussion was tabled until the October meeting.

**MOVED BY: Lauryn Marion & SECONDED BY: Rose Glavin**

**“THAT the BIA Manager report be adopted as presented.”**

**MOTION: CARRIED**

13. Non-Director Comments Nil

Ms. Wise read a letter on behalf of Ms. Hulley, who was unable to attend the meeting. In the letter, Ms. Hulley reported that she has been asked to sit on the Jessica's House Operating Fundraising Committee to act as a liaison to the BIA. The committee has been meeting to establish an ongoing annual event to raise the funds necessary to operate the Hospice in our community, once the build is complete.

The committee has put together a proposal to run a 3-day music festival in Exeter in June of 2018. The Friday night of the event would be a concert event (most likely country), the Saturday would be an afternoon geared to children and families, and the weekend would wrap up on Sunday morning with a gospel concert.

At this point, the committee has put together the financials to ensure this event could be viable, and now have taken it to the Jessica's House Steering Committee for approval and to ask that they front the money necessary to finance the down payments necessary.

All the committee is asking of the BIA at this point is to be aware of what they are proposing, and to support and promote the event as much as possible when it is a definite go-ahead!

Ms. Hulley also noted that the committee has support from a large variety of organizations from in and around South Huron that have committed to volunteer at this event (ie. fire department, Optimist Club, Legion, Lions/Lioness, Masons, Rebekahs, etc.

**MOVED BY: Rose Glavin & SECONDED BY: Lauryn Marion**

**"THAT the BIA will support and promote this event as much as possible."**

**MOTION: CARRIED**

14. Upcoming Events

**Next Regular Meeting: \*\*\*Tuesday, October 10, 2017 at 6:30pm at the Town Hall**

15. Adjournment

**MOVED BY: Rose Glavin & SECONDED BY: Janice Brock**

**"THAT the BIA meeting does now adjourn at 8:16pm."**

**MOTION: CARRIED**

---

Fred Godbolt, Chair

---

Rose Glavin, Vice Chair

---

Brittany Wise, Recording Secretary



## EXETER BUSINESS IMPROVEMENT AREA – BOARD MEETING

**Tuesday, October 10, 2017 at 6:30pm**

South Huron Municipal Office, 322 Main St. S., Exeter, Ontario



EXECUTIVE MEMBERS – Secretary / Treasurer Janice Brock, Beautification Chair Mary Hulley

DIRECTORS – Directors Allen Plant, James Eddington, Adrian Bakelaar, Tira Wootton and BIA Manager Brittany Wise

ABSENT – Chair Fred Godbolt, Vice Chair Rose Glavin, Promotions Chair Lauryn Marion and Councillor Craig Hebert

RECORDING SECRETARY – Brittany Wise, BIA Manager

## MINUTES

### 1. Welcome and Call to Order

Ms. Brock welcomed everyone to the meeting at 6:32pm.

### 2. Changes to the Agenda and Approval of Minutes of September 11, 2017.

#### 2.1 Approval of the Agenda

**MOVED BY: James Eddington      &      SECONDED BY: Allen Plant**

**"THAT the agenda be adopted as presented."**

**MOTION: CARRIED**

#### 2.2 Approval of the Minutes of September 11, 2017.

**MOVED BY: Allen Plant      &      SECONDED BY: Tira Wootton**

**"THAT the minutes of September 11, 2017 be adopted, as presented."**

**MOTION: CARRIED**

### 3. Chair's Message      Nil

### 4. Delegation      Nil

## 5. Councillor's Report

Councillor Hebert provided a written report stating that there have been 2 open houses about recreation items, both well attended. Majority of people at the meetings are interested in looking at an indoor pool or at least the concept. Council will take their comments into consideration and will also be holding open houses in rural wards.

He also reported that the Community Grant literature has been received and reviewed, presentations will happen in November.

**MOVED BY: Mary Hulley & SECONDED BY: Adrian Bakelaar**

**"THAT the Councillor's Report be adopted, as presented."**

**MOTION: CARRIED**

## 6. Financial Report

### 6.1 Treasurer's Report – September 2017

Ms. Wise reported that in September, we received our second installment of the tax levy at a sum of \$34,491.00, as well as 2 of 4 remaining payments for the Exeter 360 video project.

Expenses included regular expenses for the BIA Manager salary, payroll deductions, hydro, phone/internet. It will also include payment for the some Coupon Book and Sidewalk Sale promo items and the last Strategic Planning session dinner.

### 6.2 Treasurer's Report – October 2017

Ms. Wise reported that In October, we can expect the remaining 2 payments for the 360 video project, as well as payment for the Breakfast with the Mayor coordination.

Expenses will include the regular BIA Manager salary, rent, hydro, phone and internet. Expenses will also include 360 video filming and promotion, as well as printing and advertising for the Coupon Book and our share of the filming for the promotional video project. The promotional fees will come as the videos are released.

**MOVED BY: James Eddington & SECONDED BY: Mary Hulley**

**"THAT the financial report be adopted as presented, with the date of July 2017 changed to September."**

**MOTION: CARRIED**

## 7. Promotions

### 7.1 Promotional Videos

The promotional videos (x6) have all been provided and suggested edits are pending. The final versions of the videos will go to Council on October 16, then the first video will go live on social media. The other 5 videos will come out from November to March 2018 on both the BIA and South Huron socials.

Ms. Wise will show the board members a sneak peak of the videos.

## 7.2 Exeter 360 Project

Majority of the 360 videos have been released, with Canadian Tire launching this week. Social media results haven't been great, but there have been a decent number of clicks on the posts, which will increase the businesses search engine optimization.

## 7.3 Coupon Book

Ms. Wise asked participating businesses for a sales update, of which, 11 businesses got back to her. From their responses, there are about 200 in sales. Hansen's reported that their huge blitz would happen after Thanksgiving.

The first round of gift certificate giveaways has been done, with lots of excitement from the winners.

## 7.4 Moonlight Madness

The BIA is hosting a Moonlight Madness event on Thursday, October 12 from 4:00 – 8:30pm. There are almost 20 participating businesses – some of the usual businesses either didn't want to participate or couldn't make it work from a staff perspective.

We are not spending any money on promotion for this event – the BIA didn't budget for it and the marketing committee didn't want to ask the businesses for more money. We did however ask for 3 gift cards from each business that are going into Facebook contest to win 3 prize packages – which will encourage likes, shares, etc. to help promote the event. We hope it will be a success.

**MOVED BY: James Eddington & SECONDED BY: Adrian Bakelaar**

**"THAT the promotions report be adopted as presented."**

**MOTION: CARRIED**

## 8. Beautification

### 8.1 Banner Program

Ms. Wise contacted Consolidated Signs for more information, as well as asked Courtesy Signs for a quote. She also presented material samples from a few of the providers.

All banners from local providers will be outsourced. The cheapest options are still Consolidated Signs (\$78.50 per banner) and Classic Displays (\$83.00 per banner).

There was more discussion about on the materials, the pricing per banner and questions / new ideas for design. Ms. Wise will come bring back answers to the questions at the next meeting.

### 8.2 Beautification of South Huron

The Municipality contacted us about having a collaboration meeting regarding beautification in October. The BIA will attend.

**MOVED BY: James Eddington & SECONDED BY: Mary Hulley**

**"THAT the beautification report be adopted as presented."**

**MOTION: CARRIED**



## 9. Member Events

### 9.1 Awards Gala

Ms. Wise reported that the 2017 Awards Gala planning is going well. Tickets for the event are now sold out. Nominee information was sent to the judges early last week for review and a judges meeting is happening on October 10.

Ms. Wise said that staff are still trying to confirm table sponsors. It hasn't been as easy to get the smaller sponsors this year, everyone's tapped out. She said that over the coming weeks, staff will be putting together the presentation, seating plan, etc. and are looking forward to a great event.

Mr. Eddington noted that he feels that the Chamber is doing a mediocre job of getting their members out to their events. He feels it could be a bad reflection on the BIA since we partner with the Chamber on so many initiatives.

**MOVED BY: Tira Wootton                      &                      SECONDED BY: James Eddington**

**"THAT the Member Events report be adopted as presented."**

**MOTION:                      CARRIED**

## 10. Economic Development

There was no Economic Development Advisory Committee meeting again in September, which is the forth-consecutive month without quorum. Committee members agreed that unless something changes, they are not willing to commit their time and energy to this committee.

There has been talk about having BIA and Chamber staff sit on the committee, because if staff counted, there would typically be quorum. There is another meeting on October 11 – there will be more discussion at that point about how the committee will proceed.

To gather input about the direction from the BIA, the BIA Manager explained the following. The BIA was in favour of having the Economic Development Advisory Committee in order to improve partnerships and move the economic development agenda forward. Ms. Wise is does not believe the committee is functioning in that way in its current form. Without quorum, the committee can actually do the opposite and hold up progress.

The BIA Manager, Chamber Executive Director and the CAO have agreed to meet monthly to discuss economic development items and other relevant items as they arise. We have continued the conversation of developing an MOU or Charter to layout who is responsible for what and how we work together.

Depending on how the committee proceeds, perhaps we (BIA, Chamber, CAO) could do a joint economic development report that would go to our respective boards and Council on a quarterly basis. If there were any items that needed private sector input, it would come to the BIA and Chamber Boards vs. the Ec Dev Committee. Potentially, this would attract new members to our boards because they want to be involved in the broader economic development conversation.

The board agreed that they are supportive of this concept if the Ec Dev Committee folds. At the end of the day, they just want to see progress.

**MOVED BY: James Eddington & SECONDED BY: Adrian Bakelaar**

**"THAT the Ec Dev report be adopted as presented."**

**MOTION: CARRIED**

#### 11. Digital Sign Report

As you know, since the last meeting, the sign went down – the hard drive in the computer went dead. Through email consultation, Ms. Wise received feedback from the board that we should spend the relatively small amount of money (\$450) to fix the sign to have it be operational until we can determine what our long-term plans are for that sign.

Ms. Wise received word on Friday that the computer is now fixed, but since all data was lost, she has to completely reconfigure the ad sequence before the sign can be up and running again. She is plans to set aside time this week.

Mr. Godbolt tried to reach out to the CAO about a potential sign partnership, but the CAO was on vacation at the time and hasn't reached out since his return. Mr. Godbolt will reach out again soon.

**MOVED BY: James Eddington & SECONDED BY: Adrian Bakelaar**

**"THAT the Digital Sign report be adopted as presented."**

**MOTION: CARRIED**

#### 12. BIA Manager's Report

##### 12.1 Strategic Planning

Unfortunately, Ms. Wise has not had any time to dedicate to the Strategic Plan since the last meeting. Other projects like the Awards Gala, Coupon Book, Moonlight Madness, Promotional Videos, etc. had to take priority because they all had a more public timeline.

Ms. Wise noted that she is meeting with Vicki Lass on November 6 to review, so she is hoping to have a more concrete plan developed to show the board at the November meeting. She also stated that she will try to do some work on the budget that aligns with the plan at the same time.

##### 12.2 JCP Positions

Finding a person to fill the Community Marketing JCP position is proving to be more difficult than we thought. We've had 4 people lined up for the position, but they've all fell through. We're actively trying to find someone suitable. The 11-month funding will not start until the position is filled.

The Workforce Development position is going well. They have done several employer meetings to understand the current issues and are working on coming up with local actionable items that will help to solve the problems.

##### 13.3 Partnership with South Huron

The BIA and Chamber staff will be meeting on a monthly basis with the CAO to discuss economic development related issues so that we can work more collaboratively on opportunities that arise. At our first session, we spoke further about developing an MOU or Charter that would outline what each of organizations is responsible for and how we work together. Ms. Wise will work on developing BIA content while developing the Strategic Plan.

#### 13.4 Rural Economic Development (RED) Funding Program

At the September meeting, Ms. Wise stated that there was an intake for the RED grant program on September 29 and the board agreed that submitting an application would be a good idea. She later found out that they added another funding intake date of December 1, which is a more doable timeframe. She will work with the CAO and Ms. Lass to submit the application.

#### 13.4 Meeting Date Review

Now that it's fall, Ms. Wise would like to review BIA board meeting dates for the remainder of the year and into 2018.

The Board agreed that the meeting would take place on the second Tuesday of each month for the winter months.

**MOVED BY: James Eddington & SECONDED BY: Mary Hulley**

**"THAT the BIA Manager report be adopted as presented."**

**MOTION: CARRIED**

#### 13. Non-Director Comments

Mr. Eddington reported that reps from the County Economic Development Board would be doing a presentation to South Huron Council on October 16. He asked members of the Board to attend.

Ms. Hulley announced that the Jessica's House steering committee gave approval to proceed with the music festival on Father's Day weekend in June. There will be a Boots & Beer event on the Friday, Children's event on the Saturday and a Gospel event on the Sunday.

#### 14. Upcoming Events

**Next Regular Meeting: \*\*\*Tuesday, November 14, 2017 at 6:30pm at the Town Hall**


#### 15. Adjournment

**MOVED BY: Mary Hulley & SECONDED BY: James Eddington**

**"THAT the BIA meeting does now adjourn at 8:15pm."**

**MOTION: CARRIED**

  
Janice Brock, Secretary / Treasurer

  
Mary Hulley, Beautification Chair

  
Brittany Wise, Recording Secretary

**BIA FINANCIAL REPORT - October 2017**

OPENING BALANCE	<b>\$37,848.58</b>
-----------------	--------------------

**REVENUE**

360 Video Project Reimbursement (1 remianing at \$250 each)	\$250.00
Total Revenue	<b>\$250.00</b>

**EXPENSES**

Payroll Deductions	\$1,087.01
Rent (September + October)	\$2,260.00
Hydro (sign)	\$154.25
Phone / Internet <del>(June)</del>	\$101.17
360 Videos Filming	\$2,768.50
Coupon Book - printing & TA advertising	\$4,141.33
Total Expenses	<b>\$10,512.26</b>

<b>BALANCE (as of October 31, 2017)</b>	<b>\$27,586.33</b>
---	--------------------

**AD SALES PAID**

N/A	\$0.00
	<b>\$0.00</b>

**NOTES:**

**ANTICIPATED EXPENSES / REVENUE - November 2017**

OPENING BALANCE	\$27,586.33
-----------------	-------------

**REVENUE**

360 Video Project Reimbursement (now all paid)	\$250.00
Breakfast with the Mayor - Event Coordination	\$690.00
Coupon Books	\$20.00
White Squirrel Merch	\$26.00
Total Revenue	\$986.00

**EXPENSES**

BIA Manager (September + October)	\$6,107.58
Payroll Deductions	\$1,087.01
Rent (November)	\$1,130.00
Hydro (sign)	\$82.30
Phone / Internet <del>(June)</del> (Sept).	\$96.84
360 Video Promotion	\$227.00
Christmas Festival Printing	\$653.57
Christmas Festival - Design + Ad	\$98.76
Promo Videos - Filming & Editing	\$3,277.00
Total Expenses	\$12,760.06

<b>BALANCE (as of November 30, 2017)</b>	<b>\$15,812.27</b>
--	--------------------

**AD SALES PAID**

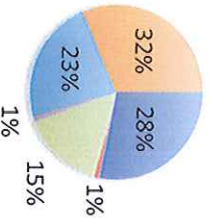
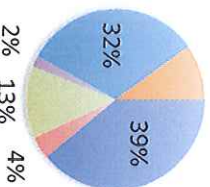
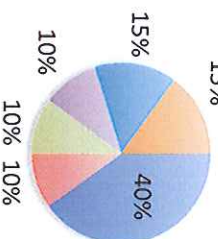
N/A	\$0.00
	<b>\$0.00</b>

**NOTES:**

**BIA MANAGER REPORT**

Month: October 2017

Monthly – Full Time Hours	Hours Worked	Vacation Time Used	Banked Hours	Notes
21 days x 8h per day = 168 hours needed (1 stat holiday)	192 hours worked	1 week vacation (40 hours) [+ 5 sick days used in total]	Accumulated = 19.5 hours Owed = 24.5 hours Remaining = 44 hours	

**BIA Manager Hours -  
September 2017****BIA Manager Hours  
(Year to Date)****BIA Manager Hours -  
Annual Target**

ADMINISTRATION	BEAUTIFICATION	ECONOMIC DEVELOPMENT	MARKETING	DIGITAL BILLBOARD
21.5 Manager Hours	0.0 h Manager Hours	23.5 Manager Hours	55.0 Manager Hours	0.0 Manager Hours
<b>Member Comm (4.5 hours)</b> <ul style="list-style-type: none"> <li>Conversations with members, etc.</li> </ul>	<b>Flowers (0 hours)</b> <ul style="list-style-type: none"> <li>Other - Meetings, Partnerships, etc. (0.0 hours) <ul style="list-style-type: none"> <li>Banners</li> </ul> </li> </ul>	<b>Welcome Centre (5.5 hours)</b> <ul style="list-style-type: none"> <li>Visitors in October = approximately 50 visitors</li> </ul>	<b>Marketing Planning (0.0 hours)</b> <ul style="list-style-type: none"> <li>Website meeting, etc.</li> <li>Advertising for 2018</li> </ul>	<b>Ad Updates (0.0 hours)</b> <ul style="list-style-type: none"> <li>Troubleshooting, etc.</li> </ul>
<b>Financials (3.5 hours)</b> <ul style="list-style-type: none"> <li>Paying bills, deposits, etc.</li> </ul>		<b>Farmers' Market Board (0.0 hours)</b>		<b>MEMBER EVENTS</b>
<b>Other - Meetings, Reports, etc. (13.5 hours)</b> <ul style="list-style-type: none"> <li>Update meetings with Fred</li> <li>Minutes, emails, calls, etc.</li> <li>Placement support</li> <li>Community Grant Application / RED Review</li> </ul>		<b>Other (16.0 hours)</b> <ul style="list-style-type: none"> <li>Meeting with Dan re: Ec Dev Items</li> <li>Workforce Development discussions</li> <li>BAS</li> </ul>	<b>Events / Activities (48.0 hours)</b> <ul style="list-style-type: none"> <li>Coupon Book</li> <li>360 / Promo Videos</li> <li>Moonlight Madness</li> <li>Christmas Festival</li> </ul>	<b>Awards Gala (92.0 hours)</b>
			<b>Social Media (7.0 hours)</b> <ul style="list-style-type: none"> <li>Facebook: 2,306 likes (up 168 likes in October)</li> <li>Twitter: 998 followers (11 new); 389 following; 9,560 tweets (up 240 tweets)</li> <li>Instagram: 597 followers (up 71), 145 following, 276 posts</li> </ul>	<b>Breakfast (0 hours)</b>
				<b>Other (0 hours)</b>

# MINUTES

## BOARD OF DIRECTORS

Thursday, October 26, 2017

Ausable Bayfield Conservation Authority Boardroom  
Morrison Dam Conservation Area

## HEARING

Pursuant to Ontario Regulation 147/06

(Development, Interference with Wetlands and Alteration to Shorelines and Watercourses)

### DIRECTORS PRESENT

Ray Chartrand, Doug Cook, Dave Frayne, Wayne Hall, Bob Harvey, George Irvin, Brian Ropp, Mike Tam

### DIRECTORS ABSENT

Burkhard Metzger, Brian Ropp

### STAFF PRESENT

Bev Brown, Geoff Cade, Brian Horner, Daniel King, Judith Parker, Tracey McPherson, Meghan Tydd-Hrynyk

### OTHER PRESENT

Mike & Nancy Avery, Mr. Birko, Lyle Zavitz, David Van Vliet & Beth Burrows, Larry McCann  
Chad Schwartzentruber, Kris Bedard - C & K Shoreing  
Sue Haskett - BSRA  
Rod Dale - Beach of Pines Association  
Bob Montgomery - CKNX Radio

### CALL TO ORDER

Vice Chair George Irvin declared a conflict of interest due to prior knowledge of the *Applications for Permission* being presented for deliberation at the Hearing. He asked that a Chair be appointed and excused himself from the proceedings.

### **MOTION #BD 88/17**

**Moved by Dave Frayne**  
**Seconded by Doug Cook**

**“RESOLVED, THAT past Chair Mike Tam be appointed as Chair for the Hearing pursuant to Ontario Regulation 147/06.”**

**Carried.**

Mike Tam assumed the Chair and called the Hearing pursuant to Ontario Regulation 147/06 to order at 10:03 a.m. for consideration of Applications for Permission #2017-73; 2017-74; 2017-75; 2017-76, 2017-77, 2017-78. The Chair welcomed those attending and introductions were made. Chad Schwartzentruber and Kris Bedard of C & K Shoring are contractors for the applicants Mike & Nancy Avery (72385 Bluewater Hwy; Mr Birko representing Lynne Kittle, Karen Porter & Sue Birko (72377 Bluewater Hwy); Lyle Zavitz (72369 Bluewater Hwy); David Van Vliet & Beth Burrows (72367 Bluewater Hwy); Larry Ratz (72343 Bluewater Hwy). The procedures for conducting the Hearing were stated and Chair Tam asked Geoff Cade, Supervisor of Water & Planning to provide details on the applications.

Mr. Cade advised that the six subject properties are located in the Municipality of Bluewater along the lakeshore south of Sararas Road. The proposed work is to construct a continuous steel seawall as shore protection. Erosion rates of the subject properties range from 0.26 to 0.22 metres per year. Immediately south, the neighbours range from 0.17 to 0.03 metres per year. The concern is whether the structure will shift the erosion to the southerly properties making it worsen. The applications were submitted with limited design plans and information such as the location of the seawall in relation to the toe of the bank. A coastal engineer's assessment regarding impacts from the proposed seawall was also requested. ABCA has regulatory responsibility under Ontario Regulation 147/06 to ensure that development will not affect the control of erosion on adjacent shoreline properties. Staff corresponded with the contractor asking a number of questions before reviewing and approving the applications. The requested information was not provided, so staff are unable to approve the applications.

The Chair asked David Van Vliet to present on behalf of the applicants. Mr. Van Vliet provided photos of the ongoing shoreline erosion of the properties. At one site, the toe of the bluff has eroded 30 to 40 feet since spring 2016. Over time, four of the six subject cottages have been moved back from the top of bank. The landowners are very concerned with the rate of erosion on their unprotected shoreline, but understand it is a natural process. In an effort to protect their properties, the six applicants decided on a sheet pile seawall to be installed by C & K Shoring. Consultation has been ongoing with the ABCA for the past six months. Due to the current rate of erosion they feel it is impossible to submit valid design drawings for installation of the seawall. The coastal engineering consultant they contacted would not complete a coastal assessment in support of their seawall as proposed. They are therefore appealing to the Board to approve the shoreline protection application.

#### COMMITTEE OF THE WHOLE

**MOTION #BD 89 /17**

**Moved by Dave Frayne  
Seconded by Doug Cook**

**“RESOLVED, THAT the Board of Directors go into Committee of the Whole at 11:16 a.m. to discuss the information presented in the Hearing with Brian Horner and Judith Parker remaining in attendance.”**

**Carried.**



**MOTION #BD 90/17**

**Moved by Wayne Hall  
Seconded by Dave Frayne**

**“RESOLVED, THAT Committee of the Whole rise and report at 11:37 a.m. ”**

**Carried.**

Those in attendance at the Hearing were invited back into the boardroom and the Chair asked the Board for a decision.

**MOTION #BD 91/17**

**Moved by Doug Cook  
Seconded by Bob Harvey**

**“RESOLVED, THAT the Board of Directors proceed with approving Applications for Permission #2017-73; #2017-74; #2017-75; #2017-76; #2017-77; and #2017-78 pursuant to Ontario Regulation 147/06 Development, Interference with Wetlands and Alterations to Shorelines and Watercourses, subject to the applicants submitting all information for the proposed seawall, as required by Ausable Bayfield Conservation Authority staff, with the exception of a coastal engineer’s assessment.”**

**Carried.**

**ADJOURNMENT**

The Hearing was adjourned at 11:39 a.m. and the applicants left the Hearing. The Board moved into the regular Board of Directors meeting.

**BOARD OF DIRECTORS MEETING**

**DIRECTORS PRESENT**

Ray Chartrand, Doug Cook, Dave Frayne, Wayne Hall, Bob Harvey, George Irvin, Mike Tam

**DIRECTORS ABSENT**

Burkhard Metzger, Brian Ropp

**STAFF PRESENT**

Bev Brown, Geoff Cade, Brian Horner, Daniel King, Kate Monk, Judith Parker, Meghan Tydd-Hrynyk

**OTHER PRESENT**

Sue Haskett, BSRA  
Adam Skillen, Skillen Investment Management

**CALL TO ORDER**

Vice-Chair George Irvin assumed the chair for the Board of Directors meeting and called it to order at 11:40 a.m. Due to the time, he asked if the Board would consider deferring some agenda items.

ADOPTION OF AGENDA**MOTION #BD 92/17****Moved by Bob Harvey  
Seconded by Doug Cook**

**“RESOLVED, THAT agenda items - Proposed 2018 Budget Revisions and the Profit & Loss Statement to September 30, 2017 be deferred until the next Board of Directors meeting on November 16, 2017.”**

**Carried.****MOTION #BD 93/17****Moved by Mike Tam  
Seconded by Ray Chartrand**

**“RESOLVED, THAT the agenda for the October 26, 2017 Ausable Bayfield Conservation Authority Board of Directors meeting be approved as amended.”**

**Carried.**DISCLOSURE OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest at this meeting or from the previous meeting.

DISCLOSURE OF INTENTION TO RECORD PROCEEDINGS

None

ADOPTION OF MINUTES**MOTION #BD 94/17****Moved by Ray Chartrand  
Seconded by Doug Cook**

**“RESOLVED, THAT the minutes of the Board of Directors meeting held on September 14, 2017 and October 12, 2017 and the motions therein be approved as circulated.”**

**Carried.**PRESENTATION

Adam Skillen, Skillen Investment Management presented an update on the performance of the investment portfolio and reviewed the investment policy statement criteria which currently is weighted 35 percent equities (which includes 10% common shares) and 65 percent bonds. There were no changes to the portfolio recommended at this time.

## PROGRAM REPORTS

### 1. (a) Development Review

Meghan Tydd-Hyrnyk, Planning and Regulations Officer, presented the Development Review report pursuant to Ontario Regulation 147/06 Development, Interference with Wetlands and Alterations to Shorelines and Watercourses. Through the application process, proposed developments within regulated areas are protected from flooding and erosion hazards. Staff granted permission for 9 *Applications for Permission* and 9 *Minor Works Permits*.

### 1. (b) Violation/Appeals Update

Geoff Cade, Supervisor of Water & Planning reported there has been no resolution to the violation in the Municipality Lambton Shores.

**MOTION #BD 95/17**

**Moved by Dave Frayne**

**Seconded by Ray Chartrand**

**“RESOLVED, THAT the Board of Directors affirm the approval of applications as presented in Program Report # 1 - Development Review.”**

**Carried.**

### 2. Habitat Stewardship Program Funding

Kate Monk, Stewardship, Lands and Education Manager presented the stewardship projects eligible for Habitat Stewardship Program funding.

**MOTION #BD 96/17**

**Moved by Doug Cook**

**Seconded by Wayne Hall**

**“RESOLVED, THAT the Board of Directors affirm the approval of applications #AB-2428 and AB-2426 for Habitat Stewardship Funding as presented.”**

**Carried.**

## GENERAL MANAGER’S REPORT

Brian Horner provided a written report with a brief update on the progress of various projects, staff training and development, upcoming meetings or events and general activities over the previous month.

## COMMITTEE REPORTS

**MOTION #BD 97/17**

**Moved by Mike Tam**

**Seconded by Doug Cook**

**“RESOLVED, THAT the minutes of the Arkona Museum & Information Centre Management Committee meeting on October 2, 2017, the Ausable Bayfield Conservation Foundation meeting on October 12, 2017, and the Clinton CA Management Committee meeting on October 3, 2017 and the motions therein be approved as presented.”**

**Carried.**

**CORRESPONDENCE**

- a) Reference: Thank you  
File: A.5.1  
Brief: Thank you from the Strathroy Flying Farmers’ float fly group for use of the Parkhill CA boat launch area. A donation was enclosed.

**NEW BUSINESS**

None

**COMMITTEE OF THE WHOLE**

**MOTION #BD 98/17**

**Moved by Mike Tam  
Seconded by Wayne Hall**

**“RESOLVED, THAT the Board of Directors go into Committee of the Whole at 12:35 p.m. to discuss property matters with Kate Monk, Brian Horner and Judith Parker remaining in attendance.”**

**Carried.**

**MOTION #BD 99/17**

**Moved by Ray Chartrand  
Seconded by Doug Cook**

**“RESOLVED, THAT Committee of the Whole rise and report at 12:45 p.m.”**

**Carried.**

**MOTION #BD 100/17**

**Moved by Ray Chartrand  
Seconded by Bob Harvey**

**“RESOLVED, THAT the Ausable Bayfield Conservation Authority enter into the Temporary Limited Interest Offer agreement with the Ontario Ministry of Transportation for use of Clinton Conservation Area during the bridge replacement on Highway #4 for the term of 2018-2020 with an option to extend.”**

**Carried.**

**MOTION #BD 101/17**

**Moved by Mike Tam  
Seconded by Dave Frayne**

**“RESOLVED, THAT to further the objectives of the Ausable Bayfield Conservation Authority, the long term lease between the Ausable Bayfield Conservation Authority and the Great Canadian Hideaway be renewed and submitted to the Ministry of Natural Resources and Forestry, Province of Ontario for approval.”**

**Carried.**

**MOTION #BD 102/17**

**Moved by Doug Cook**

**Seconded by Wayne Hall**

**“RESOLVED, THAT Ausable Bayfield Conservation Authority enter into a lease agreement for gas and oil storage/exploration with ELS and Company Inc. on the McGregor Tract in the Municipality of North Middlesex.”**

**Carried.**

**ADJOURNMENT**

The meeting was adjourned at 12:47 p.m.

---

George Irvin  
Vice-Chair

---

Judith Parker  
Corporate Services Coordinator

*Copies of Program Reports are available upon request.  
Contact Judith Parker, Corporate Services Coordinator.*

# General Manager's Report

## November 16, 2017

Prepared for the Board of Directors  
by Brian Horner

### Introduction

I am pleased to provide the Board of Directors with a brief update on ABCA projects, programs, new partnerships, funding opportunities and activities over the past couple of months. This report also includes information about Conservation Ontario and some of its activities on behalf of Ontario's 36 conservation authorities. If you have any questions please call me. *Note:* This is not an inclusive list – only some highlights.

### Conservation Ontario

Conservation Ontario is the network of 36 Conservation Authorities, local watershed management agencies that deliver services and programs that protect and manage water and other natural resources in partnership with the government, landowners and other organizations. Conservation Authorities promote an integrated watershed approach balancing human, environmental and economic need. Conservation Authorities are organized on a watershed basis.

1. On October 17, 2017 Conservation Ontario made a presentation to the Standing Committee on Social Policy in regards to comments and suggested amendments to the *Conservation Authorities Act* contained in Schedule 4 of Bill 139. Conservation Ontario supports the leadership demonstrated by the Province in addressing the need to modernize the *Conservation Authorities Act* and encourages the Government to move forward with the passage of this bill. Debate continues and it is expected that 3<sup>rd</sup> reading will happen later this year and the “Bill” will be passed before the end of the year.

### Projects, Programs and Studies

1. Conservation Education staff delivered school programs at Rock Glen CA and Morrison Dam CA on 12 different dates over the past month, as well as providing an environmental leadership workshop on Oct 6 and 16 to gifted students in grades 7-10 from the Avon Maitland District School Board.
2. Mari Veliz helped organize a Lake Huron Summit from October 25 – 26. She highlighted the works being undertaken by community organizations (including ABCA) around the lake and also provided an overview about the importance of ecosystem evaluation.
3. Staff continue to work with the Municipality of Bluewater, Pioneer Park Association and the Huron County Health Unit on water quality for the Main Bayfield Beach.
4. Staff have been contacting GLASI participants in the Gully Creek subwatershed to complete the costs benefit survey as well as the submitting BMP project claims. Both of these submissions need to be finalized by December 15 of this year.
5. Ross Wilson coordinated an event with University of Guelph researchers and Huron County Soil and Crop Improvement farmers on October 18 to demonstrate soil health methods.
6. Staff are still receiving applications for the Huron Clean Water Cover Crop Incentive Program. We have over 2,400 acres registered in the program for this year. Farmers can receive \$10 per acre, to a maximum of \$1,000 per year.
7. Phragmites spraying has been completed for 2017. Tony Drinkwalter and Jeff NanNiekirk sprayed at several private landowner sites as well as roadsides that are owned by the County of Huron.

### **Training and Development**

1. Rachael Scholten attended the final retreat for the Young Conservation Professional Leadership Program from October 18-20<sup>th</sup> in Beaver Valley. Graduation for the program will be held at the Latornell Conservation Symposium on Tuesday, November 21 at the Nottawasaga Inn and Conference Centre in Alliston.
2. Staff participated in a Parkhill Dam gate operation training session on October 6.

### **Meetings and Special Events**

- 1 Tim Cumming met with a consulting firm representative, studying Engagement Best Management Practices by Conservation Authorities. This information will be provided with recommendations to the Ministry of Natural Resources and Forestry as part of the work around the *Conservation Authorities Act* update.
- 2 Friends of the South Huron Trail met at the ABCA Administration Centre on Friday, November 3.
- 3 A Source Protection Committee (SPC) meeting is scheduled to be held, Wednesday November 22, 2017 at the White Carnation Hall in Holmesville.
- 4 Drinking Water Source Protection staff hosted MOECC members from the Source Protection Program Branch on October 24. The information session was Part 1 of a program update for the Branch. The Second Part which focuses on funding will be done at a later date.
- 5 On Saturday, October 28 the Conservation Education staff hosted the annual Owl Prowl. The event was a success as approximately 200 people attended the two sessions to see a presentation with live owls. During the night hike, the Eastern Screech Owls cooperated with their attendance as well.
- 6 Healthy Watersheds staff were invited to attend a Great Lakes Restoration Conference in Buffalo, New York on October 17. The conference was hosted by a coalition of different environmental non-governmental organizations to highlight the work being done to improve the Great Lakes.
- 7 Rachael Scholten attended a workshop presentation at Black Creek Pioneer Village in Toronto on October 26 hosted by Conservation Ontario. The presentation discussed the new Environmental Connections program and possible opportunities for stewardship staff to make use of this online platform to share information, research and projects.
- 8 Davin Heinbuck attended the Land Drainage Engineers' Committee meeting as a Conservation Ontario representative. He also attended the Drainage Engineers' Conference in Guelph in October.



## **South Huron Police Services Board**

South Huron Municipal Office – Verity Room  
Tuesday, October 10, 2017 – 4:05 pm

### **Members Present**

Chair	Jim Dietrich
Vice Chair	Mark Hartman
Member	Maureen Cole

### **Others**

O.P.P.	Inspector Jason Younan
	Acting Staff Sgt. Wendy Burrow
Recording Secretary	G. Scharback, Clerk

### **1. Call to Order & Welcome**

Chair Dietrich called the meeting to order at 4:05 p.m.

### **2. Conflict of Interest and General Nature Thereof**

None.

### **3. Changes/Additions to the Agenda**

The agenda was amended to add the following item under New Business:  
Invitation to Mr. D. Sprague, Police Services Advisor – Board Training Session

### **4. Approval of the Agenda**

**Motion:** 39/10/17  
**Moved:** M. Hartman  
**Seconded:** J. Dietrich

**That the agenda be approved as amended.**

**Disposition:** Carried

### **5. Approval of the Minutes**

Clarification was included regarding the O.P.P. follow up with concerned citizens.

**Motion:** 40/09/17  
**Moved:** M. Hartman  
**Seconded:** J. Dietrich



**That the minutes of September 12, 2017 meeting be approved as amended.**

**Disposition: Carried**

**6. Business arising from the Minutes**

None.

**7. O.P.P. Report**

Acting Staff Sgt. Burrow reviewed the O.P.P. monthly report. She noted violent crime statistics are down 20% from this time last year, property crime is up 6%, largely due to mischiefs. An increase in fraud is partially attributed to the Canada Revenue fraudulent calls to citizens.

Member Cole arrived at this time, 4:13 p.m.

Clearance rates were reviewed. There has been over 500 criminal record checks completed this year. Media releases were also reviewed. It was noted that the media release regarding unfounded sexual assaults clarified that how cases are tracked had added to the numbers. Cases will be reclassified to record statistics more effectively. There is a dedicated member working with victim response and community partnership to ensure victims have the support they need.

**Motion: 41/10/17**  
**Moved: M. Hartman**  
**Seconded: M. Cole**

**That the O.P.P. Report be received as presented.**

**Disposition: Carried**

**8. Correspondence**

**O.P.P Annual Billing Statement**

There were no questions regarding the Annual Billing Statement. This document will also be provided to South Huron Council in the upcoming Council agenda.

**Motion: 42/10/17**  
**Moved: M. Cole**  
**Seconded: M. Hartman**

**That the O.P.P. Annual Billing Statement be received as presented.**

**Disposition: Carried**

Inspector Younan and Acting Staff Sgt. Burrow left the meeting at this time, 4:25 p.m.

**9. New Business****South Huron Police Services Board Procedure By-Law Review**

The Board discussed the procedural by-law. Member Cole raised concerns regarding the Delegation process set out in the by-law and the addition of a delegation to the August meeting. It was agreed to review the by-law in detail following the proposed training session for the Board by the Police Services Advisor as he will be providing examples from other boards for review and consideration.

Member Cole noted concerns about the O.P.P. 2017-2019 Strategic Plan not being provided to the Board, although it was provided to County Council, and concerns that the Board had no opportunity to provide input into the Strategic Plan. Staff will ensure that the Strategic Plan is provided for the next meeting package.

The Board discussed the information provided to South Huron Council from the Board, including draft or adopted minutes and O.P.P. reports to address Member Cole's concern that Council be informed about the Police Service Board information. She noted that Council does not wish to have the monthly O.P.P. reports provided in the Council package. The Board Chair advised that the Board will provide information in addition to the meeting minutes at any time Council wishes supplementary information. Member Maureen Cole will clarify with Council what information they wish to receive from the Board.

**Invitation to Mr. Duane Sprague, Police Services Advisor, to Provide Board Training**

Chair Dietrich will confirm a training date with Mr. Sprague and try to coordinate the next regular PSB meeting with the training session.

Maureen Cole advised the Board that there will be a Mental Health Awareness Forum on Tuesday, October 24, 2017 at the South Huron District Secondary School, beginning at 6:30 p.m. She invited the Board members to attend this event.

**10. Unfinished Business**

Chair Dietrich advised that the Grand Cove information session regarding frauds and scams will be provided by the O.P.P. on October 24, 2017 at 10:00 a.m. and invited all Board members to attend.

**11. Date of Next Meeting**

The next regular meeting of the Police Services Board will be held at the South Huron Municipal Office on Tuesday, November 14, 2017 at 3:00 pm, or at the call of the Chair, and shall include a training session, upon confirmation with Mr. Sprague, Police Services Advisor.

Maureen Cole will bring information from other boards to that session for the Board's consideration in amending the current Police Services Board procedural by-law.

**12. Adjournment**

**Motion:** 43/10/17  
**Moved:** M. Hartman  
**Seconded:** J. Dietrich

**That the Police Services Board hereby adjourns at 5:08 p.m.**

**Disposition:** Carried

---

Chair – J. Dietrich

---

Recording Secretary – G. Scharback



## PLANNING & DEVELOPMENT

57 Napier Street, Goderich, Ontario N7A 1W2 CANADA

**Phone:** 519.524.8394 Ext. 3 **Fax:** 519.524.5677 **Toll Free:** 1.888.524.8394 Ext. 3

**www.huroncounty.ca**

### Consent Application Report – File # B62/2017

Owner: Carol Miners	Date: November 9, 2017
Applicant: Justin Miners	
Property Address: 70080 Elimville Line	
Property Description: Lot 6, Concession 7, Usborne, Municipality of South Huron	

#### Recommendation:

That provisional consent be:

- √ granted with conditions (attached)
- deferred (for ...)
- denied (referred to the Committee of the Whole, for a decision)

#### Purpose:

- enlarge abutting lot
- create new lot
- √ surplus farm dwelling
- right-of-way / easement
- other:

Area Severed: 1.72 acres (0.7ha)	Official Plan Designation: Agriculture	Zoning: AG1
Area Retained: 98.28 acres (39.77 ha)	Official Plan Designation: Agriculture, Watercourse and Natural Environment	Zoning: AG1 and NE1

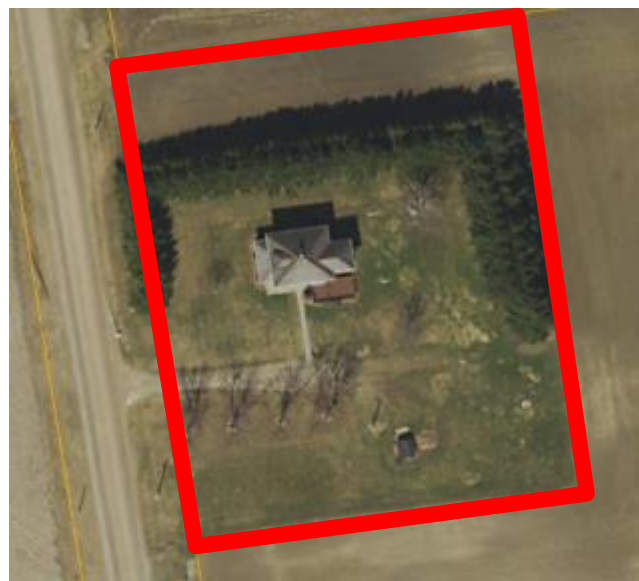
#### Review: This application:

- √ Is consistent with the Provincial Policy Statement (s. 3(5) Planning Act);
- √ Does not require a plan of subdivision for the proper and orderly development of the municipality (s. 53(1) Planning Act);
- √ Conforms with section 51(24) of the Planning Act;
- √ Conforms with the Huron County Official Plan;
- √ Conforms with the South Huron Official Plan;
- √ Complies with the municipal Zoning By-law (or will comply subject to a standard condition of rezoning or minor variance);
- n/a Has been recommended for approval by the local municipality; and
- √ Has no unresolved objections/concerns raised (to date) from agencies or the public.

**(Applications that do not meet all of the foregoing criteria will be referred to the Committee of the Whole for a decision)**

**Agency/Public Comments:**

	Not Received or N/A	No Concerns	Comments/Conditions
Conservation Authority (ABCA)		√	
Neighbours/Public	None Received		
Huron County Highways	N/A		
Huron County Health Unit		√	
South Huron Staff			See conditions.

**Figure 1: Aerial of Subject Property. Retained Parcel identified in Yellow. Severed Parcel identified in Red.****Figure 2: Aerial of Severed Parcel.**

**Figures 3 and 4: Photos of structures on land to be severed****Official Plan Policies**

The purpose of this application is to sever a dwelling made surplus as a result of farm consolidation.

The consent policies in Section 13.3.1.1 of the South Huron Official Plan speak directly to surplus residence severances in agricultural areas. These policies are consistent with those found in the Huron County Official Plan. Within this section, there are several criteria for the evaluation of this severance as follows:

<b>South Huron Surplus Residence Criteria</b>	<b>Subject Application Compliance with Criteria</b>
<i>House is surplus to a farm operator</i>	Yes, the retained lands are to be transferred to another farm operator who has proved the dwelling is surplus as they own other parcels with dwelling.
<i>House is at least 15 years old or replaces a house that was 15 years old.</i>	Yes, the dwelling was built in 1920 according to MPAC records.
<i>The residence is habitable and intended to be used as a residence.</i>	Yes.
<i>The area of farmland is kept to a minimum needed for residential purposes.</i>	Yes, the severed area includes the residence and related services.
<i>MDS requirements are met where barns on neighbouring farms are <math>\geq 100</math> Nutrient Units.</i>	The applicant provided MDS information for capable or current livestock operations in the surrounding area, those of which are below 100 Nutrient Units. Therefore this policy is met.
<i>There has been no previous separation of land for residential purposes as it existed on June 28, 1973.</i>	No, and therefore this policy is met.
<i>The retained lands are a minimum of 19 hectares unless merged with an abutting farm</i>	Yes, the proposed retained lands parcel is 39.77 hectares in size.

<i>property.</i>	
<i>Where residence is within 300m of an aggregate operation or deposit an assessment of potential impact may be required.</i>	Yes, the residence is not within 300m of an aggregate operation or deposit.

**Zoning By-law**

The subject land are currently zoned General Agriculture (AG1).

It is recommended that that as a condition of consent the retained land be rezoned to the appropriate zone (AG1 – Special Exception) to prohibit a new residence. It is recommended that the lands to be severed be rezoned to Agricultural Small Holding zone (AG4), allowing for an Agricultural Small Holding use with a limited number of Nutrient Units permitted on the site. Due to the size of the proposed severed parcel, the severed parcel will be limited to 1 (one) Nutrient Unit.

**Summary:**

It is recommended that this surplus dwelling severance application be **approved** because it meets the requirements of the Provincial Policy Statement, and the Huron County and South Huron Official Plans.

Sincerely,

'Original signed by'

Sarah Smith, B ES

November 9, 2017

Date

**Should Council choose to recommend this application for approval by the County of Huron, the conditions below are recommended. The application would be approved, on the condition that:**

**Expiry Period**

1. Conditions imposed must be met within one year of the date of notice of decision, as required by Section 53(41) of the Planning Act, RSO 1990, as amended. If conditions are not fulfilled as prescribed within one year, the application shall be deemed to be refused. Provided the conditions are fulfilled within one year, the application is valid for two years from the date of notice of decision.

**Municipal Requirements**

2. Any and all monies owed to the Municipality must be paid in full, which may include but are not limited to servicing connections, cash-in-lieu of park dedication, property maintenance, water and wastewater charges, garbage and recycling charges, property taxes, compliance with zoning by-law provisions for structures etc.
3. 911 addressing for the subject lands be dealt with to the satisfaction of the Municipality.
4. The sum of \$500.00 be paid to the Municipality as cash-in-lieu of parkland.

**Survey/Reference Plan or Registerable Description**

5. Provide to the satisfaction of the County and the Municipality:
  - a) a survey showing the lot lines of the severed parcel and the location of any buildings thereon, and
  - b) a reference plan based on the approved survey;

**Zoning**

6. Where a violation of any municipal zoning by-law is evident, the appropriate minor variance or rezoning be obtained to the satisfaction of the Municipality.
7. The severed land be rezoned to the appropriate zone (e.g., Small Agricultural Holding – Special Exception (AG4), to the satisfaction of the Municipality.
8. The retained land be rezoned to the appropriate zone (e.g., General Agriculture – Special Exception (AG1-Special) to prohibit a residence, to the satisfaction of the Municipality.

**Septic System Inspection**

9. A letter from a licensed contractor advising that the tank has been pumped and is functioning properly for the severed parcel of land be provided to the satisfaction of the Municipality of South Huron.

**Storm Water and Drainage**

10. Any tile drains crossing between the severed and retained parcel be cut and re-routed to the satisfaction of the Municipality of South Huron.

**Other**

11. The retained lands be registered in the name of Paul V. Dietrich Farms Ltd.





## PLANNING & DEVELOPMENT

57 Napier Street, Goderich, Ontario N7A 1W2 CANADA

**Phone:** 519.524.8394 Ext. 3 **Fax:** 519.524.5677 **Toll Free:** 1.888.524.8394 Ext. 3

**www.huroncounty.ca**

### Consent Application Report – File # B70/2017

Owner: Tim and Joanne Turnbull	Date: November 9, 2017
Applicant: Tim and Joanne Turnbull	
Property Address: 70606 B Line	
Property Description: Lot 2, Concession B, Pt Lot 17, Concession 19, Stephen Ward	

#### Recommendation:

That provisional consent be:

- √ granted with conditions (attached)
- deferred (for ...)
- denied (referred to the Committee of the Whole, for a decision)

#### Purpose:

- enlarge abutting lot
- create new lot
- √ surplus farm dwelling
- right-of-way / easement
- other:

Area Severed: 2.43 acres (0.98 ha)	Official Plan Designation: Agriculture	Zoning: AG1
Area Retained: 98.5 acres (39.86 ha)	Official Plan Designation: Agriculture and Watercourse	Zoning: AG1

#### Review: This application:

- √ Is consistent with the Provincial Policy Statement (s. 3(5) Planning Act);
- √ Does not require a plan of subdivision for the proper and orderly development of the municipality (s. 53(1) Planning Act);
- √ Conforms with section 51(24) of the Planning Act;
- √ Conforms with the Huron County Official Plan;
- √ Conforms with the South Huron Official Plan;
- √ Complies with the municipal Zoning By-law (or will comply subject to a standard condition of rezoning or minor variance);
- n/a Has been recommended for approval by the local municipality; and
- √ Has no unresolved objections/concerns raised (to date) from agencies or the public.

**(Applications that do not meet all of the foregoing criteria will be referred to the Committee of the Whole for a decision)**

**Agency/Public Comments:**

	Not Received or N/A	No Concerns	Comments/Conditions
Conservation Authority (ABCA)		√	
Neighbours/Public			One neighbor inquired about the relation of the consent to their property. After discussions they confirmed no concern with the consent.
Huron County Highways	√		
Huron County Health Unit			See conditions.
South Huron Staff			See conditions.

**Figure 1: Aerial of Subject Property. Retained Parcel identified in Yellow. Severed Parcel identified in Red. The applicant did provide confirmation that the retained parcel is considered one with lands abutting to the east.**



**Figure 2: Aerial of Severed Parcel.**



**Figures 3, 4 and 5: Photos of dwelling and accessory building on land to be severed**



**Official Plan Policies**

The purpose of this application is to sever a dwelling made surplus as a result of farm consolidation.

The consent policies in Section 13.3.1.1 of the South Huron Official Plan speak directly to surplus residence severances in agricultural areas. These policies are consistent with those found in the Huron County Official Plan. Within this section, there are several criteria for the evaluation of this severance as follows:

<b>South Huron Surplus Residence Criteria</b>	<b>Subject Application Compliance with Criteria</b>
<i>House is surplus to a farm operator</i>	Yes, the retained lands are to be transferred to another farm operator who has proved the dwelling is surplus as they own other parcels with dwelling.
<i>House is at least 15 years old or replaces a house that was 15 years old.</i>	Yes, dwelling was built in 1989 as noted on MPAC records.
<i>The residence is habitable and intended to be used as a residence.</i>	Yes.
<i>The area of farmland is kept to a minimum needed for residential purposes.</i>	Yes, the severed area includes the residence and related services, and an accessory building.
<i>MDS requirements are met where barns on neighbouring farms are <math>\geq 100</math> Nutrient Units.</i>	The applicant provided MDS information for capable or current livestock operations in the surrounding area, those of which are below 100 Nutrient Units. Therefore this policy is met.
<i>There has been no previous separation of land for residential purposes as it existed on June 28, 1973.</i>	No, and therefore this policy is met.
<i>The retained lands are a minimum of 19 hectares unless merged with an abutting farm property.</i>	Yes, the proposed retained lands parcel is 39.86 hectares in size.
<i>Where residence is within 300m of an aggregate operation or deposit an assessment of potential impact may be required.</i>	Yes, the residence is not within 300m of an aggregate operation or deposit.

**Zoning By-law**

The subject lands are currently zoned General Agriculture (AG1).

It is recommended that that as a condition of consent the retained land be rezoned to the appropriate zone (AG1 – Special Exception) to prohibit a new residence. It is recommended that the lands to be severed be rezoned to Agricultural Small Holding zone (AG4), allowing for an Agricultural Small Holding use with a limited number of Nutrient Units permitted on the site. Due to the size of the proposed severed parcel, the severed parcel will be limited to 2 (two) Nutrient Units.

**Summary:**

It is recommended that this surplus dwelling severance application be **approved** because it meets the requirements of the Provincial Policy Statement, and the Huron County and South Huron Official Plans.

Sincerely,

'Original signed by'  
Sarah Smith, B ES

November 9, 2017  
Date

**Should Council choose to recommend this application for approval by the County of Huron, the conditions below are recommended. The application would be approved, on the condition that:**

**Expiry Period**

1. Conditions imposed must be met within one year of the date of notice of decision, as required by Section 53(41) of the Planning Act, RSO 1990, as amended. If conditions are not fulfilled as prescribed within one year, the application shall be deemed to be refused. Provided the conditions are fulfilled within one year, the application is valid for two years from the date of notice of decision.

**Municipal Requirements**

2. Any and all monies owed to the Municipality must be paid in full, which may include but are not limited to servicing connections, cash-in-lieu of park dedication, property maintenance, water and wastewater charges, garbage and recycling charges, property taxes, compliance with zoning by-law provisions for structures etc.
3. 911 addressing for the subject lands be dealt with to the satisfaction of the Municipality.
4. The sum of \$500.00 be paid to the Municipality as cash-in-lieu of parkland.

**Survey/Reference Plan or Registerable Description**

5. Provide to the satisfaction of the County and the Municipality:
  - a) a survey showing the lot lines of the severed parcel and the location of any buildings thereon, and
  - b) a reference plan based on the approved survey;

**Zoning**

6. Where a violation of any municipal zoning by-law is evident, the appropriate minor variance or rezoning be obtained to the satisfaction of the Municipality.
7. The severed land be rezoned to the appropriate zone (e.g., Small Agricultural Holding – Special Exception (AG4), to the satisfaction of the Municipality.
8. The retained land be rezoned to the appropriate zone (e.g., General Agriculture – Special Exception (AG1-Special) to prohibit a residence, to the satisfaction of the Municipality.

**Septic System Inspection**

9. A letter from a licensed contractor advising that the tank has been pumped and is functioning properly for the severed parcel of land be provided to the satisfaction of the Municipality of South Huron and Huron County Health Unit.

**Storm Water and Drainage**

10. Any tile drains crossing between the severed and retained parcel be cut and re-routed to the satisfaction of the Municipality of South Huron.

**Other**

11. The retained lands be registered in the name of Ducharme Farms Ltd.
12. If there is a private well on the property, it shall be decommissioned or the property owner shall confirm that it is not interconnected with municipal water service to the satisfaction of the Municipality.



## Staff Report

---

**Report To:** Dan Best, Chief Administrative Officer  
**From:** **Don Giberson, Environmental Services Director**  
**Date:** November 20 2017  
**Report:** ESD.17.32  
**Subject:** Engineering services for William Street Sewage Pumping Station

---

### Recommendations:

**That** South Huron Council receive the report from D. Giberson, ESD Director RE: Engineering services for William Street Sewage Pumping Station AND;

**That** South Huron Council amend the engineering services contract with Stantec Consulting Ltd to add the amount of \$54,251 plus HST for professional services related to design/approval/tender preparation phase of the William Street Sewage Pumping Station project.

### Purpose:

The purpose of this report is to obtain Council approval to amend the Stantec Consulting Ltd Engineering Services contract to include professional services related to the final design phase of this project.

### Background and Analysis:

On May 4, 2015 Council awarded a professional services contract to Stantec Consulting Ltd for engineering services related to the preliminary engineering for the William Street Sewage Pumping Station. All three Engineering Services proposals that were received in 2015, included preliminary engineering and future final design/approval/tendering services. Stantec submitted the lowest cost proposal for preliminary engineering and

future final design/approval/tendering services. Preliminary engineering was awarded to Stantec, with the intention of awarding the balance of the work in the future, plus an inflationary price increase, subject to a successful grant application and future capital budget approval.

The Municipality was successful in securing an CWWF grant in June 2017.

The preliminary phase (30% design) has been completed and it is now time to move forward with completion of the final design phase of the project and prepare the project for tendering. Accordingly, additional professional services are required from the original design engineer for final design/approval/tender preparation services.

### **Operational Considerations:**

There were no alternatives considered.

### **South Huron's Strategic Plan:**

Section 6.2.2 of the Municipality of South Huron 2015- 2019 Strategic Plan identifies key objectives that are reflective of the collective perspectives of the strategic planning process.

The recommendations and actions outlined in this report are reflective of the following strategic objectives:

Administrative Efficiency and Fiscal Responsibility

Increased Communications and Municipal Leadership

Transparent, Accountable and Collaborative Governance

Dedicated Economic Development Effort

### **Financial Impact:**

The 2017 capital budget for the William Street Sewage Pumping Station Upgrades includes a total of \$243,545 plus HST for engineering services.

Continuing with the original engineer maximizes the efficiency of engineering services. The original RFP provided for competitive pricing for future phases of this project, therefore reducing the overall project costs. This approach



reduces liability and improves accountability by insuring the final design work is carried out by the same engineer who performed the preliminary design works.

**Legal Impact:**

There are no legal implications for the Corporation resulting from the proposed recommendation.

**Staffing Impact:**

There are no staffing implications for the Corporation resulting from the proposed recommendation.

**Policies/Legislation:**

1. Approved 2017 Capital Budget
2. South Huron Asset Management Plan

**Consultation:**

Manager of Financial Services/Treasurer  
Water/Sewer Foreman

**Related Documents:**

None

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Don Giberson', is enclosed within a faint rectangular box.

---

**Don Giberson, Environmental Services Director**



## Staff Report

---

**Report To:** Dan Best, Chief Administrative Officer  
**From:** **Jo-Anne Fields, Community Services Manager**  
**Date:** November 20 2017  
**Report:** CSD.17.14  
**Subject:** Provision of Brick Work Restoration at the Olde Town Hall Quotation Results – SH-17-RS-04

---

### Recommendations:

**That** South Huron Council receives the report from Jo-Anne Fields, Community Services Manager re: Provision of Brick Work Restoration at the Olde Town Hall Quotation Results – SH-17-RS-04;

**And that** South Huron Council authorizes that repair/brick re-pointing at the Olde Town hall be carried forward to the 2018 fiscal year for completion and that the balance of the 2017 budget allowances for the project be carried over to the 2018 fiscal year.

### Purpose:

To report on the results of the quotation for this project.

### Background and Analysis:

As a component of the preventative maintenance program, brick work restoration will ensure optimum life expectancy of the Olde Town Hall structure. The scope of this project identified areas of the facility that the masonry and mortar required inspection, cleaning, repairing and repointing.

The Request for Quotation closed on September 11, 2017.

A Request for Quotation was published on the Municipal website and advertised in the Hub. Staff also contacted contractors in the field to provide quotes to complete the repairs/brick re-pointing at the Municipal Office building. It should be noted thaty no bids were received.

Staff request that this be a carry forward project and believe that advertising early spring will result in a better response.

### **Operational Considerations:**

There were no alternative operational considerations examined.

### **South Huron's Strategic Plan:**

#### **6.1.1.1 Strategic Vision Goals**

- Ensuring the condition of municipal infrastructure is maintained and planned for

### **Financial Impact:**

This project was approved in the 2017 General Administration operating budget in the amount of \$20,000 including HST.

### **Legal Impact:**

There are no legal implications for the Corporation resulting from the proposed recommendation.

### **Staffing Impact:**

There are no staffing implications for the Corporation resulting from the proposed recommendation.

### **Policies/Legislation:**

No policies, by-laws and or legislation associated with this report.

### **Consultation:**

Chief Administrative Officer  
Financial Services Manager/Treasurer

**Related Documents:**

2017 Budget

Respectfully submitted,

---

**Jo-Anne Fields, Community Services Manager**



## Staff Report

---

**Report To:** Dan Best, Chief Administrative Officer  
**From:** **Jo-Anne Fields, Community Services Manager**  
**Date:** November 20 2017  
**Report:** CSD.17.15  
**Subject:** Results of Request for Tender for Stephen Arena Controller SH-17-RS-05

---

### Recommendations:

**That** South Huron Council receives the report from Jo-Anne Fields, Community Services Manager re: Results of Request for Tender for the Stephen Arena Controller SH-17-RS-05;

**And that** Council accepts the tender from the low bidder Black & McDonald and authorize award of a contract for the supply, delivery and installation of a seasonal energy controller for the Stephen Arena in the amount of \$21,978.50 (including HST).

### Purpose:

To notify council of the tender results and to recommend award of the contract to low bidder.

### Background and Analysis:

This computerized controller, identified in the 2013 Energy Audit Report, ensures maximum energy efficiency from compressors and all ice making equipment at the Stephen Arena.

This unit has a 3 – 4 year payback of the initial investment. Savings will be realized through reduced hydro consumption.

Two (2) tenders were received and opened by Deputy Mayor Frayne, Sandy Becker and Jo-Anne Fields. The two tenders received were complete and accurate. The following are the results of the request for tender.

<b>Contractor</b>	<b>Price (Excluding HST)</b>	<b>HST</b>	<b>Total Cost (Including HST)</b>
Black & McDonald	\$19,450.00	2,528.50	\$21,978.50
Cimco Refrigeration	\$23,869.00	3,102.97	\$26,971.97

This item was approved in the 2017 capital budget.

### **Operational Considerations:**

Presently staff manually set the ice temperature. The computerized controller accesses the ice demands and programs the temperature accordingly. The unit will turn compressors on as required to capture maximum energy efficiency while providing optimum ice quality for user groups.

### **South Huron's Strategic Plan:**

#### 7.2.1 Strategic Objective: Improve Recreation and Community Wellbeing

- Key Priorities:
  - Improve and enhance the quality of recreation facilities

### **Financial Impact:**

This project was approved in the 2017 capital budget in the amount of \$28,000.00 including HST.

Contract Price (Prior to HST)	\$19,450.00
Non-Recoverable HST	342.32
<b>TOTAL</b>	<b>\$19,792.32</b>
2017 Capital Budget	\$28,000.00
Net Difference	\$8,207.68

The total cost of the contract including non-recoverable HST is within the amount approved in the 2017 Capital Budget.

**Legal Impact:**

There are no legal implications for the Corporation resulting from the proposed recommendation.

**Staffing Impact:**

There are no staffing implications for the Corporation resulting from the proposed recommendation.

**Policies/Legislation:**

No policies, by-laws and or legislation associated with this report.

**Consultation:**

Chief Administrative Officer  
Financial Services Manager/Treasurer

**Related Documents:**

2017 Budget

Respectfully submitted,

---

**Jo-Anne Fields, Community Services Manager**



## Staff Report

---

<b>Report To:</b>	Dan Best, Chief Administrative Officer
<b>From:</b>	<b>Genevieve Scharback, Corporate Services Manager/Clerk</b>
<b>Date:</b>	November 20 2017
<b>Report:</b>	19-2017
<b>Subject:</b>	2017 Complaint Summary

---

### Recommendations:

**That South Huron Council receives the report from G. Scharback, Corporate Services Manager/Clerk for information purposes.**

### Purpose:

This complaint report provides Council with information regarding the type of complaints received in 2017 and their status.

### Background and Analysis:

Procedures for managing customer general complaints, request for service and by-law enforcement are currently in place. Please find attached summary of 2017 complaints.

### Operational Considerations:

No operational considerations have been identified for this report.

### South Huron's Strategic Plan:

Section 6.2.2 of the Municipality of South Huron 2015- 2019 Strategic Plan identifies transparent, accountable and collaborative governance as a strategic objective.



**Financial Impact:**

There are no financial implications association with this report.

**Legal Impact:**

No legal implications have been identified for this report.

**Staffing Impact:**

No staffing impact has been identified for this report.

**Policies/Legislation:**

Complaint Policy – By-law 22-2016

**Consultation:**

Municipal Enforcement Staff

**Related Documents:**

2017 Complaint and By-law Summary, copy attached.

Respectfully submitted,

---

**Genevieve Scharback, Corporate Services Manager/Clerk**

## 2017 By-Law Infraction, Request for Service and Complaints Summary

<b>By-Law Enforcement</b>	<b>Infraction Reported</b>	<b>Resolved/ Investigated</b>	<b>In Progress</b>	<b>Notes</b>
Dogs	6	6		
Licensing	1	1		
Burning	1	1		
Noise	2	1	1	
Parking	4	4		Informal resolution through education, warnings - pending by-law review
Property Standards	16	11	4	1 outside municipal jurisdiction
Zoning	1	1		
	<b>31</b>	<b>25</b>	<b>5</b>	

**Note:**

6 property standards were addressed through mediation, 5 through formal orders.

<b>Request for Service</b>	<b>Infraction Reported/ Request</b>	<b>Resolved/ Investigated</b>	<b>In Progress</b>
Waste management	2	2	
Sidewalks	6	6	
Roads	6	6	
Facilities	5	5	
Cemetery	1	1	
Street Lights	4	4	
Construction	1	1	
Drains/Dams	2	2	
	<b>27</b>	<b>27</b>	<b>0</b>

<b>Complaint Log</b>	<b>Infraction Reported</b>	<b>Resolved/ Investigated</b>	<b>In Progress</b>
Billing	2	2	
Landfill	1	1	
Road signs	1	1	
Cats	10		
	<b>14</b>	<b>4</b>	

provided information, SPCA contact  
info for sick/injured cats.



## Staff Report

---

**Report To:** Dan Best, Chief Administrative Officer

**From:** **Genevieve Scharback, Corporate Services Manager/Clerk**

**Date:** November 20 2017

**Report:** 20-2017

**Subject:** Animal Control - Cats

---

### Recommendations:

**That South Huron Council receives the report from G. Scharback. Corporate Services Manager/Clerk re Animal Control – Cats; and**

**That Council provides direction regarding the regulation and control of cats.**

### Purpose:

To provide Council with information on regulating cats in South Huron and respectfully request direction regarding this matter.

### Background and Analysis:

Council directed a review of the animal by-laws as well as further information regarding the control of feral cats.

The municipal office has received ten (10) complaints concerning roaming, stray and feral cats this year, up to the date of this report. All complaints regarding sick or injured cats were referred to the SPCA. Most of the complaints noted that a neighbour had been regularly feeding stray cats or that the cat was known to be a neighbour's pet. Two of the complaints involved residents that adopted stray cat(s), then decided they did not want them anymore.

South Huron does not have a by-law regulating cats at this time. A survey of Huron County and adjoining Southwest Ontario municipalities was completed by staff. Animal Control – Cats report to Council in 2016 noted that there were no Huron County municipalities that regulated cats but two of the nine regulated the number of pets in a household. The current survey resulted in no change to cat regulation but four municipalities now regulate the total number of pets in a household.

The Town of Saugeen Shores, a similarly sized municipality, does have cats included in their Animal Control By-law. Pound fees average \$180.00 per cat. This includes boarding and aftercare fees but does not include costs for their animal control contract and administration of the program. These costs are billed to the owner when/if the cat is picked up. Only one cat per year has ever been reclaimed, with all other costs paid by the ratepayers.

The City of Stratford licenses cats annually. They have a contract with the Humane Society that covers all of the city's animal control. For 2017 the contract is \$101,850.00.

Staff contacted the Huron County Animal Centre in Goderich and were advised that they are a cat adoption centre only and do not offer any services regarding feral or stray cats. Staff was advised to contact the provincial office for further information on feral support programs. Monica Seto at the Ontario SPCA provided staff information on existing feral cat programs, most located in the greater Toronto area. These programs support communities to trap, neuter and release feral cats (TNR). The Ontario SPCA does not trap or neuter but supplies traps to caretakers for no charge. More information on this program and training sessions can be found at <http://ontariospca.ca/what-we-do/animal-welfare-services/feral-cats>.

Municipalities such as the City of Mississauga and the Town of Collingwood have adopted by-laws that prohibit the intentional feeding of wildlife. These by-laws specifically include both feral or wild animals on private or public property. There are exemptions for organizations that have a mandate to care for feral or stray animals.

In an effort to curb the number of homeless cats some municipalities such as the City of Windsor and the Municipality of Leamington have allocated funding to provide spay/neuter vouchers to residents.

Four local veterinary clinics were contacted and the lowest cost per cat for spaying is \$187 (more if the cat is pregnant), for neutering \$135 and for vaccinations \$20 per cat. These numbers do not include HST.

**Options to Regulate and Control Cats**

Following the review of municipal practice in the regulation and control of cats, staff has considered a range of options including the following:

- Status quo – no change to regulate or control cats but continue an education and public awareness program;
- Amend the Animal Control by-law to the permitted number of cats per household and add a fine for feeding wild animals, the definition of which would include feral cats and continue education program;
- Consider a voucher program pilot project to assist residents in sterilizing cats and continue education program.

**Operational Considerations:**

Extensive cat control programs will require agreements with pound and veterinary service providers detailing duties and costs related to cats.

**South Huron's Strategic Plan:**

Section 6.2.2 of the Municipality of South Huron 2015-2019 Strategic Plan identifies transparent, accountable and collaborative governance as a strategic objective.

**Financial Impact:**

Canine control costs a minimum of \$125.00 per call. This amount includes minimum By-Law Enforcement Officer and dog catcher expenses. It does not include their time if follow-up is required, possible pound fees, administration costs such as staff time processing the complaint and administering the dog tag program, or any legal expenses arising from Part 1 Provincial Offences under the Animal Control by-Law.

The cost is expected to rise with cat control; however the cost of administration and enforcement will depend on the extent of enforcement deemed appropriate by Council.

**Legal Impact:**

N/A

**Staffing Impact:**

Significant staff time may be required to implement a cat licensing and control program, as well as contracted services to trap cats.

**Policies/Legislation:**

N/A

**Consultation:**

Huron County Clerks, City of Stratford, Town of Saugeen Shores  
Manager, Shelter Health & Wellness OSPCA, Huron County Animal Centre  
Goderich, South Huron Veterinary Clinic.

**Related Documents:**

Website Education & Awareness Information Pages, copy attached.

Respectfully submitted,

---

**Genevieve Scharback, Corporate Services Manager/Clerk**



## ANIMAL CONTROL & LICENSING

[HOME](#) > [ANIMAL CONTROL & LICENSING](#) >

Animal Control ensures a safe and healthy environment for both residents and animals in our municipality.

South Huron enforces the following animal control by-laws:

- Dog Control By-Law, click here [28-2014](#) , Short Word Offences-Part I Provincial Offences Act and set fines, click [here](#).
- Domestic Birds, Animals and Exotic Animals By-Law, click here [29-2014](#)

### Dogs

All dogs in South Huron **must** be licenced each year and **must** wear their dog tag at all times. All Dog Owners must keep their dogs on a leash and abide by "poop and scoop" regulations.

### Who do I report lost or found dogs to?

If your dog roams from home, call the local vets to see whether a dog has been dropped off

- South Huron Veterinary Clinic, Zurich: 519-236-4301
- Exeter Animal Hospital, Exeter: 519-235-2662
- Thames Road Vet Clinic, Exeter: 519-235-001
- Kirkton Vet Clinic, Kirkton: 519-229-8911

What else can I do?

- Check with your neighbours to see if they have seen your dog
- Call the municipal office to see if your dog has been reported and send photo and information to post on municipal facebook and twitter
- Post on your own facebook and other social media forums
- If your dog is micro-chipped, verify your contact information with the microchip company
- Post flyers in your neighbourhood

### Cats

Cat owners have a responsibility to keep their cat on their property, using a leash or harness if necessary. Owners are responsible to vaccinate and neuter or spay their cat to prevent attracting stray cats to the area. [Follow the link for some tips](#) for being a Responsible Cat Ownership and Information on Feral and Stray Cats.

### Who do I Call for:

- **Sick or injured wildlife:** Ministry of Natural Resources and Forestry – Southern Region Phone: 519-826-4955
- **Animal Cruelty:** Ontario SPCA Huron County Animal Centre: 519-440-0250
- **Dead animal on municipal streets or municipal property:** South Huron Municipal Office: 519-235-0310 ex. 230
- **Dog Control** offences ex. barking dogs: South Huron Municipal Office: Phone: 519-235-0310 ex. 227

### Wildlife Concerns



imagine the **POSSIBLE**  
COMMUNITY AND RECREATION PROJECTS

### CONNECT WITH US ONLINE



### SUBSCRIBE TO NEWS UPDATES

Enter your email address:

Subscribe

### QUICK LINKS

- [2018 Budget](#)
- [2017 Budget](#)
- [2018 Municipal Election](#)
- [Age-Friendly Community Plan](#)
- [Building Services](#)
- [Canada 150](#)
- [Council Agenda & Minutes](#)
- [Committees of Council](#)
- [Community Services Guide](#)
- [Corporate Strategic Plan / Workplans](#)
- [Employment Opportunities](#)
- [Events Calendar](#)
- [Grand Bend Sewage Treatment Facility & Pumping Station #2](#)
- [Grant Requests](#)
- [Make a Complaint](#)
- [Planning Services](#)
- [Property Taxes](#)
- [Public Meetings](#)
- [Recreation](#)
- [Tenders and Proposals](#)
- [Utility Billing](#)
- [Vision-Mission-Values Statement](#)
- [Wind Energy](#)
- [Winter Maintenance](#)

### FORMS

Our most requested forms:

- [Pre-Auth Payment Form - Taxes](#)

Our Municipal Animal Control Officer does not provide a service to deal with, or remove, nuisance or injured wildlife on private property. Calling Police about non-emergency wildlife issues can take them away from dealing with other important emergencies.

[Information on Rabies in Ontario](#) - follow this link for information on when and how to report a potential rabies exposure.

- [Pre-Auth Payment Form - Utility](#)
- [Marriage Licence Application](#)
- [Building Permit Application](#)
- [Accessible Customer Service Feedback](#)
- [Municipal Complaint Form](#)
- [Request for Service Form](#)
- [By-Law Infraction Form](#)
- [Complaint Procedure Info Package](#)
- [Access to Municipal Records](#)

Tweets by @SouthHuron

South Huron Retweeted



**Huron County EcDev**  
@HuronCountyED

Great news @SouthHuron! Huron County Road 83 west of Exeter is set to reopen today![huroncounty.ca/news/ausable-b...](http://huroncounty.ca/news/ausable-b...)



**Ausable Bridge Replacem...**  
Dashwood Road (Huron Co...  
[huroncounty.ca](http://huroncounty.ca)

Embed

View on Twitter





## RESPONSIBLE PET OWNERSHIP

[HOME](#) > [RESPONSIBLE PET OWNERSHIP](#) >

### RESPONSIBLE CAT OWNERSHIP

Responsible cat ownership is an important part of maintaining a happy, healthy cat and avoiding cat-related disputes with your neighbours.

**Vaccinate** - Vaccinations are important protection against possibly fatal diseases in your cat such as: distemper, viral rhinotracheitis, pneumonitis, feline leukemia and rabies. By protecting your cat you are also preventing the spread of disease to other pets and even humans.

**Spay/Neuter** - Every year, thousands of unwanted cats and kittens are brought to animal shelters. Cats that are not spayed or neutered can escape outdoors and contribute to over-population of unwanted animals. Spaying or neutering your cat is the best way to be sure your cat is not adding to the over-population problem. Females as young as five months old can have kittens.

**Prevent Roaming At Large** - The average life span of an indoor cat is 12 to 15 years compared to two to five years for an outdoor cat. This drastic difference is due to the dangers cats face outdoors such as traffic, unfriendly animals, poisons, diseases, frostbite, dehydration and abuse from humans. Despite popular belief, cats don't need to go outdoors to be happy. [Follow this link for outside risks to unsupervised cats.](#)

Keep your cat or kitten in a manner that does not negatively impact your neighbour's in any of the following ways:

- Offensive odours
- Noise that may disturb others
- Straying or roaming
- Accumulation of feces

#### Contain Garbage

It takes everyone's help to control animals at large. Keeping your garbage in a container with a tight lid on it helps to keep unwanted animals from spreading garbage.

### FERAL AND STRAY CATS

Feral and Stray cats are the wild offspring of domestic cats that are primarily the result of pet owners' abandonment, failure to confine or failure to spay or neuter their animals allowing them to breed uncontrolled. Feral and stray cats are cats that are not owned by anyone and live in the neighbourhood on their own.

- link for [more information on feral and stray cats.](#)
- link on how to [deter feral and stray cats from your property.](#)

A - Z MUNICIPAL SERVICES

A Z



imagine the **POSSIBLE**

COMMUNITY AND RECREATION PROJECTS

#### CONNECT WITH US ONLINE



#### SUBSCRIBE TO NEWS UPDATES

Enter your email address:

Subscribe

#### QUICK LINKS

- [2018 Budget](#)
- [2017 Budget](#)
- [2018 Municipal Election](#)
- [Age-Friendly Community Plan](#)
- [Building Services](#)
- [Canada 150](#)
- [Council Agenda & Minutes](#)
- [Committees of Council](#)
- [Community Services Guide](#)
- [Corporate Strategic Plan / Workplans](#)
- [Employment Opportunities](#)
- [Events Calendar](#)
- [Grand Bend Sewage Treatment Facility & Pumping Station #2](#)
- [Grant Requests](#)
- [Make a Complaint](#)
- [Planning Services](#)
- [Property Taxes](#)
- [Public Meetings](#)
- [Recreation](#)
- [Tenders and Proposals](#)
- [Utility Billing](#)
- [Vision-Mission-Values Statement](#)
- [Wind Energy](#)
- [Winter Maintenance](#)

#### FORMS

Our most requested forms:

- [Pre-Auth Payment Form - Taxes](#)

# General information on feral and stray cats

## Is there a difference between feral and stray cats?

Feral, stray, and pet cats are all members of the same species; they are all domestic cats; however stray cats and feral cats are also different from each other in a very important way—in their relationship to and interactions with people.

Pet and stray cats are socialized to people. Feral cats are not socialized to people. While they are socialized to their colony members and bonded to each other, they do not have that same relationship with people.

## What is a feral cat colony?

Feral cats tend to live in colonies, or groups. Often, as many as three or four generations of a family will live together. A colony is a population of feral cats. The term is used primarily when a noticeable population of feral cats live together in a specific location and use a common food source.

These feral cat colonies can be found in either rural or urban type areas and are prolific breeders, they are elusive and do not trust humans. One female cat can have up to three litters per year, with up to five kittens per litter which in turn can start breeding in six months.

## What to do with feral cats

People should not try to care for feral cats as they are conditioned to look after themselves.

- Avoid feeding stray and feral cats. Feeding healthy cats that haven't been spayed or neutered can result in larger litters that increase the feral and stray cat population.
- Do not bring stray and feral cats into the shelter unless they are sick, injured, or aggressive cats that could pose a danger to the public.

## Can feral cats be domesticated?

Feral kittens can make good house cats if removed from the colony early enough and socialized with humans. Older feral cats can sometimes adapt but they generally resist domestication and are reluctant to trust humans.

## Why should we be concerned about feral and stray cats?

Concerns about feral and stray cats include:

- A growing population.
- Feral and stray cats hunt and scavenge for food in areas shared by foxes and skunks, the two most prolific carriers of rabies.
- Often inhumane conditions for feral and stray cats.
- Homeowners that do not want feral or stray cats in their neighbourhood (noise from yowling, fighting and spraying).

## How to deter feral and stray cats from your property

There are several easy environmentally safe solutions that will help to keep cats out of your gardens, flower beds, and away from your house:

- **Wash outside doors or walls.** Get rid of the cat urine spray or the cats will return to refresh the scent. Vinegar, baking soda or cornstarch are good options. Avoid bleach.
- **Clean up.** Clutter provides homes to rodents which will attract stray cats to your property.
- **Make digging difficult.** Cats love soft soil to dig for a litter spot, so make it unattractive. Before you plant, line flower beds with chicken wire the vegetation will grow through the wire and will prevent cats from digging.
- **Use mulch that's uncomfortable.** Prickly cuttings from holly, rose clippings, pine cones, or other uncomfortable material helps to deter cats. It's also environmentally friendly.
- **Avoid attractive plants.** Cats love mint, and may be attracted to some types of honeysuckle. Instead, plant vegetation like rue, lavender, pennyroyal, Coleus canina, and lemon thyme throughout the garden.
- **Use scents that are repulsive to cats.** Cats have a strong sense of smell; you can make your own natural cat repellent. Rub a sliced onion around fence posts or deck chairs. Place used coffee grounds in your flower beds or garden that will keep most critters out.
- **Tip for keeping cats off of cars.** Office supply stores carry floor mats/chair mats designed for carpets that have a textured underside with little rubber nubs. Place these mats upside down on the hood, trunk, or roof of your car. Cats don't like the spiky feel of these mats and will avoid walking or resting on their surface.
- **Avoid feeding stray or feral cats.**
- **Keep garbage in a secured container** to ensure that it does not provide a food source for feral cats.



## Staff Report

---

**Report To:** Dan Best, Chief Administrative Officer

**From:** **Megan Goss, Human Resources Coordinator,  
Assistant to CAO**

**Date:** November 20 2017

**Report:** HR 03.17

**Subject:** Bill 148, Fair Workplaces, Better Jobs Act, 2017

---

### Recommendations:

**That** South Huron Council receive the report of Megan Goss, Human Resources Coordinator and Assistant to the CAO regarding Bill 148, Fair Workplaces, Better Jobs Act, 2017 for information.

### Purpose:

To provide information to South Huron Council regarding Bill 148, Fair Workplaces, Better Jobs Act, 2017 and possible financial, and operational impacts to the Municipality of South Huron.

### Background and Analysis:

On June 1<sup>st</sup>, 2017 Bill 148, Fair Workplaces, Better Jobs Act, 2017 (Bill 148) was given its first reading in the Ontario Legislative Assembly. On September 11<sup>th</sup>, 2017 it was given second reading and on October 18<sup>th</sup> was referred to the Standing Committee on Finance and Economic Affairs for further consideration.

Bill 148 is as a result of a study initiated in 2015 by the Minister of Labour called the Changing Workplaces Review. The review was meant to consider broader issues affecting the workplace and assess how the current labour and employment law framework addresses these issues. The review focused mainly on the Employment Standards Act, 2000, Labour Relations Act, 1995 and Occupational Health and Safety Act.

The proposed amendments that Bill 148 would bring forward that would impact the Municipality of South Huron include:

1. *Minimum Wage*- Bill 148 seeks to increase minimum wage from \$11.60 per hour to \$14.00 per hour effective January 1, 2018 and then an increase to \$15.00 per hour on January 1, 2019. Minimum wage increases would also impact student wages and liquor server wages.
2. *Scheduling*-
  - a. *Shift/work location*-changes to employee rights regarding shift and work location change requests.
  - b. *Call-in/on call*- Employers would be required to pay employees (including managers and supervisors) a minimum of three hours of regular wages per every 24 hour period when they are on-call, regardless of whether or not they work or how many times they are called in during that period. This will exclude fire services, utilities and winter maintenance staff.
  - c. The Bill proposes changes to minimum call in pay, pay in lieu of notice for the cancellation of a shift and entrenches employees' right to refuse a request to be on call.
3. *Personal Emergency Leave*- proposed changes to medical documentation and the requirement to provide two (2) paid personal emergency leave days, and eight (8) unpaid personal emergency leave days per year as opposed to the current stat which is ten (10) unpaid days.
4. *Domestic or Sexual Violence Leave*- Would be a new unpaid leave entitlement, available if an employee or the employee's child (under 18) experiences domestic or sexual violence or the threat of domestic or sexual violence.
5. *Pregnancy and Parental Leave*- In the case of employees who have miscarriages or still-births, an increase in available pregnancy leave from six (6) weeks to 12 weeks. In addition, parental leave would increase by 26 weeks.
6. *Family Medical Leave*- currently, employees are entitled to an eight (8) week unpaid leave of absence. This would increase to 27 weeks, where the family member has a serious medical condition with a significant risk of death occurring within a 52 week period.
7. *Child Death Leave and Crime-Related Child Disappearance Leave*- The proposed change is to create two separate leaves with entitlements for child death leave (regardless of whether the element of crime is present or not) and for crime-related child disappearance leave. Each leave will be subject to a maximum of 104 weeks.

8. *Paid Vacation*- An increase to three (3) weeks or 6% of regular wages excluding vacation pay where an employee has been employed with the same institution for five years or more.
9. *Public Holidays*- Bill 148 proposes changes to both the calculation and qualification for statutory holidays, as well as required documentation.
10. *Equal Pay for Equal Work*- Currently, employers are required to pay males and females the same wages when they perform the same work. Bill 148 would expand this protection to all employees regardless of classification.
11. *Overtime Pay*- Bill 148 would require employers to assess the type of work performed during the overtime, and apply the corresponding wage rate to the type of work.
12. *Employee/Contractor Status*- the *ESA*'s minimum standards only apply to "employees", and do not apply to "contractors". The Bill would create a reverse onus so that employers will have to prove that a "contractor" is not actually an "employee" under the *Employment Standards Act* and therefore not covered by *ESA*.
13. *Self Help Requirement*- Bill 148 would remove the "self-help" requirement and allow employees to make complaints to the Ministry of Labour without first trying to speak with the employer.
14. *Record Keeping*- Bill 148 seeks to increase employer record keeping obligations regarding, works schedules and changes made, when employees worked, their rate of pay and the amount of vacation pay earned.
15. *Penalties and Remedies*- Bill 148 would allow employment standards officers the ability to impose penalties by selecting a penalty within a pre-determined range which could apply to both corporations and individuals. In addition, Bill 148 allows the Ministry of Labour to publish the violating employers' information.

The Association of Municipalities Ontario (AMO) released a letter to all members on October 31, 2017 requesting municipalities to connect with their MPP's regarding there estimated financial impact for Bill 148. AMO is advocating for the following key amendments.

- An exemption for municipal and local board employees who are required to be on call to provide statutory public safety services. This needs to include supervisory and managerial staff as well.
- An exemption for volunteer firefighters for matching pay to full-time firefighters.
- Specific reference that Bill 148 requirements do not override other statutory obligations that municipal governments are required to provide public safety.

Similarly to AMO the Ontario Association of Fire Chiefs (O AFC) are also advocating to the Minister of Labour for an exemption for volunteer fire fighters among other amendments.

On November 15<sup>th</sup>, the Minister of Municipal Affairs and the Minister of Labour issued a joint letter advising municipalities that their fire, utilities and winter maintenance services would be exempt from the 3 hour on-call rule and 96 hour on call rule.

### **Operational Considerations:**

Generally the Municipality of South Huron is situated well to address many of these proposed changes from an operational stand point based on the current proposals. Many proposed changes would simply require an update to the Personnel Policy or a new policy within the Personnel Policy to be developed to become compliant. In other cases, the Municipality is already meeting or exceeding the proposed minimum requirements. However, a fulsome assessment of the operational impacts are difficult to determine at this time as the Bill is still in committee and still lacking in some of its definitions.

### **South Huron's Strategic Plan:**

Section 6.2.1 of the Municipality of South Huron 2015- 2019 Strategic Plan identifies key priorities and strategic directions. The following elements are impacted by the proposed legislative changes outlined in this report:

- ✓ Keep taxes and user fees affordable to maintain existing population and encourage new growth
- ✓ Administrative Efficiency and Fiscal Responsibility

### **Financial Impact:**

A fulsome assessment of the financial impacts are difficult to determine at this time as the Bill is still in committee and still lacking in some of its definitions.

### **Legal Impact:**

Currently there is no legal impact as this proposed legislation has not passed. However, should Bill 148 pass in its current form the Municipality would need to alter policies and procedures to become compliant.

**Staffing Impact:**

Currently, there is no staffing impact as this proposed legislation has not passed. However, should Bill 148 pass staff time would have to be dedicated to making the policy and procedure updates to bring the Municipality into compliance, implement and provide staff training on the changes.

**Policies/Legislation:**

Municipality of South Huron Personnel Policy  
[Employment Standards Act, 2000](#)

**Consultation:**

- [AMO- Call to Action Letter](#)
- [Ontario Association of Fire Chiefs- Bill 148](#)
- [Association of Municipalities Ontario Bill 148- \*Fair Workplaces, Better Jobs Act, 2017\* Submission to the Standing Committee on Finance and Economic Affairs, July 19<sup>th</sup>, 2017](#)
- [The Changing Workplaces Review-Summary Report](#)
- [The Changing Workplaces Review- Final Report](#)

**Related Documents:**

Respectfully submitted,

---

Choose an item.



**Ministry of  
Municipal Affairs**

Office of the Minister

777 Bay Street, 17<sup>th</sup> Floor  
 Toronto ON M5G 2E5  
 Tel. 416-585-7000  
 Fax 416-585-6470

**Ministère des  
Affaires municipales**

Bureau du ministre

777, rue Bay, 17<sup>e</sup> étage  
 Toronto ON M5G 2E5  
 Tél. 416-585-7000  
 Téléc. 416-585-6470

**Ministry of Labour**

Office of the Minister

400 University Avenue  
 14<sup>th</sup> Floor  
 Toronto ON M7A 1T7

**Ministère du Travail**

Bureau du ministre

400, avenue University  
 14<sup>e</sup> étage  
 Toronto ON M7A 1T7

**NOV 14 2017**

17-75368

Dear Heads of Council:

As you are aware, our government has introduced reforms through the Fair Workplaces, Better Jobs Act (Bill 148), that if passed, will enhance fairness and improve the lives of Ontario's working families.

Our government values and respects the partnership we have with municipalities, and appreciate hearing your concerns and feedback on this legislation. The submission from AMO, and input from municipal leaders, has helped us find common ground toward addressing your concerns.

As a result, we have brought forward amendments that, if approved, will ultimately make the Fair Workplaces, Better Jobs Act (Bill 148) stronger for the people of Ontario and the municipalities where they live.

We're proposing that Bill 148 be amended at Standing Committee to add exemptions to the on-call pay and the 96 hours' notice scheduling rules in Bill 148. Specifically, an employer would not be required to provide on-call pay to an employee who was on call, and not required to work, if the reason for the on-call shift was to ensure the continued delivery of essential public services, such as fire, utility and snow removal services. Similarly, an employee's right to refuse an employer's request to work or be on call would not apply if the reason for the request is to ensure the continued delivery of essential public services.

The Fair Workplaces, Better Jobs Act (Bill 148) is currently going through the legislative process. Should the Fair Workplaces, Better Jobs Act be adopted by the legislature, it is our intention to bring forward a regulation that, if approved, would exempt firefighters from the equal pay for equal work provisions with respect to employment status. It is our intention to make this regulation before the relevant section of the Act comes into force. This would provide clarity that volunteer firefighters will not be entitled the same pay as full-time firefighters.

We appreciate the support from Ontario's 444 municipalities and recognize that you have a strong record when it comes to improving your employees' lives through better working conditions, more predictable income, and access to needed personal time.

-2-

Ultimately Bill 148 will help ensure our workplaces are fairer for all Ontarians, and we look forward to your continued partnership in ensuring fairness and decency for all Ontario workers and in all Ontario workplaces.

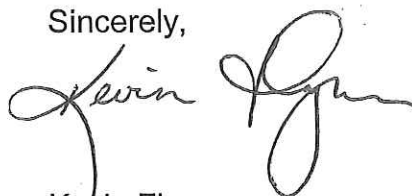
Together we are building a stronger and fairer Ontario.

Sincerely,



Bill Mauro  
Minister of Municipal Affairs

Sincerely,



Kevin Flynn  
Minister of Labour

# MUNICIPALITY OF SOUTH HURON

Final Report to Council  
Community Hub/Recreation Centre  
Where do we go from here?

November 20, 2017

## Table of Contents

<b>TABLE OF CONTENTS .....</b>	<b>1</b>
<b>INTRODUCTION AND PURPOSE .....</b>	<b>2</b>
<b>PROJECT SCOPE .....</b>	<b>2</b>
<b>CONCEPT DESIGN .....</b>	<b>3</b>
SITE DEVELOPMENT.....	3
FITTINGS, FURNISHINGS AND EQUIPMENT .....	4
SOFT COST ALLOWANCE .....	4
CONTINGENCIES .....	4
OTHER ASSUMPTIONS .....	4
SINGLE PAD ARENA COMMUNITY HUB/REC CENTRE CAPITAL ESTIMATE .....	5
<b>COMMUNITY ENGAGEMENT RESULTS.....</b>	<b>7</b>
<b>WHERE DO WE GO FROM HERE? .....</b>	<b>8</b>
OPTION 1 – DO NOT MOVE PROJECT FORWARD WITH THE PROJECT .....	8
OPTION 1 DRAFT RECOMMENDATIONS FOR CONSIDERATION .....	8
OPTION 2 – MOVE FORWARD WITH THE PROJECT.....	8
OPTION 2 DRAFT RECOMMENDATIONS FOR CONSIDERATION .....	11
<b>TABLE OF APPENDICES .....</b>	<b>13</b>

## **INTRODUCTION AND PURPOSE**

This report is subsequent to the previous *Options Paper*, *A Path Forward* and *A Path Forward 2.0* documents. This document will focus on the actions approved by Council from the August 9, 2017 Committee of the Whole meeting.

As a result, the focus of this document will be on the Community Hub/Recreation Centre design concept as a project, feedback from the Public meeting(s) and should Council choose to move forward with a project, present a framework for Council's consideration.

## **PROJECT SCOPE**

The framework as approved by Council was to examine the viability of moving forward with a preliminary concept design of the Community Hub/Recreation Centre with a single ice pad and the potential to add a second ice pad.

A Committee of the Whole meeting was held on August 9, 2017 that provided a draft preliminary concept design of the above framework. At the meeting, it was reinforced that this was a draft preliminary design and that it did not take into account the challenges of the existing site (grading).

During the meeting, there were key themes that emerged from the discussion that provided the framework for moving forward in the meeting:

- The importance of public consultation. It was identified that the public consultation would be a validation exercise of work conducted to date and the proposal;
- The importance of recreation projects as economic and community drivers;
- Potential for ongoing partnerships with public agencies and community groups;
- Alignment with the Strategic plan;
- Being cognizant of the ability to pay; balancing affordability and long term benefits;
- Maximizing energy efficiencies;
- Importance of age-friendly strategies and youth-friendly strategies.

As a result, the following framework was passed at the meeting and approved at the Council meeting of August 21, 2017 specific to the Community Hub/Recreation Centre project:

- That the Community Hub/Recreation Centre as a key priority project.
- That public engagement to present a draft preliminary concept design for discussion purposes be presented.
- That for the Community Hub/Recreation Centre, that the Design Build Construction Process is adopted.
- That Terms of Reference for a Project Steering Committee and Fundraising Committee be drafted.
- That an application be made to the Federation of Canadian Municipalities (FCM) for a feasibility study to explore energy efficiencies with including net zero options be made.

## **CONCEPT DESIGN**

Based on the framework adopted by Council, a draft preliminary concept design consisting of community/hub/recreation centre with a single pad and the option of an additional ice pad as part of a future phase was authorized to be presented to the public for feedback and validation.

The following identifies preliminary estimates of the order of magnitude capital costs for new facility construction, at a level comparable to contemporary facilities including the provision of an NHL size ice surface and up-to-date public and user amenities.

The order of magnitude total project capital costs for each option are based on current per square foot costs for comparable municipal facilities and include consideration of project costs associated with site development, fittings, furnishings and equipment, fees associated with design, management, legal, etc., and a contingency allowance as follows:

### **Site development**

Site development includes landscaping of the grounds, construction of parking lots, and the provision of servicing (i.e. utilities).

The allowance for site development is 10% of the cost of facility construction (i.e. the building).

### **Fittings, furnishings and equipment**

Fittings, furnishings and equipment include all the interior fitting, furnishings and equipment in the building such as office furniture, workshop equipment, snack bar fixtures, and electronics.

The allowance for these items is 5% of the total cost for the building and site development.

### **Soft cost allowance**

Soft costs include professional fees incurred associated with the design of the building, management of the construction process, legal services, etc.

The allowance for soft costs is 10% of the total cost for the building and site development.

### **Contingencies**

A contingency allows for any increase in the capital cost of a facility due to unforeseen circumstances.

The allowance for contingencies is 8%.

### **Other Assumptions**

The following assumptions have been included in the development of the cost estimates:

- The new facility will include energy conservation measures such as high efficiency rink lighting and heat recovery system for the ice plant.
- Individual seats rather than bench seating will be provided.
- The facility will be fully compliant with ODA requirements.
- Generally, the facility will reflect an open design concept with visual access in all areas to ensure public safety and to foster a sense of belonging among users and visitors.
- The main entrance will be a public entry only; a separate "delivery/supplier" entrance will be provided.
- Water fountains will be provided throughout the facility.
- Interior finishes will be specified to ensure suitability for levels of use and associated cleaning and maintenance standards.
- Exterior site development will include provision for a drop-off zone for parents with young children, school bus access and parking, and the provision of an outdoor shaded children's play area.
- It should be noted that the cost estimates do not include provision for LEED designation. The LEED Green Building Rating System is a voluntary building rating system based on existing proven

technology. It evaluates environmental performance from a whole building perspective over a building's life cycle, providing a definitive standard for what constitutes a "green building". The LEED program offers 4 levels of certification. These are Certified, Silver, Gold and Platinum. Certification at any of these levels requires the collection of a certain number of credits available from a prescribed list of 78 available credits. The strategies implemented to obtain these credits each reduce the operating costs and the burden of buildings on the environment. Examples of strategies that receive LEED credits are site selection to encourage use of public transit, landscaping which requires no irrigation, a high-performance building envelope, use of day lighting to minimize electric lighting, use of recycled wood, solar thermal hot water for a radiant heating system, a vegetated green roof and radiant in-floor heating system. Sustainable design requires the creative re evaluation of materials and processes for increased performance and longevity.

Including these LEED initiatives in the building design will increase the capital cost of facility development; Silver Certification typically adds in the order of 5% to estimated costs of facility construction. The payback period on most of the initiatives is generally considered to be relatively short through the reduction in operating expenses and this is typically defined as part of the LEED design process.

### **Single Pad Arena Community Hub/Rec Centre Capital Estimate**

The size of the proposed single indoor ice pad facility comprising the first phase of proposed arena facility development is estimated to be in the order of 40,475 square feet (gross). The cost to develop the single indoor ice pad facility, based on the concept described and a total gross floor area of 40,475 square feet, is projected to be in the order of \$11,059,389. The cost estimate is comprised of the following cost allocations:



**Community Hub/Recreation Centre Final Report**  
**Where do we go from here?**

**Page 6**

Cost Items		Costing Benchmark	Capital Cost Estimate
A	Building	40,475 s.f.@ \$200 s.f.	\$8,095,000
B	Site development allowance (Landscape, Parking, Services)	10%of A	\$809,500
C	Fittings, furnishings, equipment allowance	5%of A+B	\$445,225
D	Soft cost allowance (Design	10%of A+B	\$890,450
E	Contingencies (Design 5%, Construction 3%)	8%allowance (of A+B+C+D)	\$819,214
<b>Total Cost Estimate*</b>			<b>\$11,059,389</b>

\*It should be noted that this number has been determined at a very high level and starting point only and should by no means be looked at as a final costing as there are a number of factors that could impact this figure that are beyond the scope of work conducted to date.

For illustrative purposes, if a second ice pad was incorporated into the project, the following outlines the potential costs:

Items		Costing Benchmark	Capital Cost Estimate
A	Building	75,890 s.f.@ \$200	\$15,178,000
B	Site development allowance	10%of A	\$1,517,800
C	Fittings, furnishings, equipment	5%of A+B	\$834,790
D	Soft cost allowance (Design	10%of A+B	\$1,669,580
E	Contingencies (Design 5%, Construction 3%)	8%allowance (of A+B+C+D)	\$1,415,774
<b>Total Cost Estimate*</b>			<b>\$19,112,294</b>

\*It should be noted that this number has been determined at a very high level and starting point only and should by no means be looked at as a final costing as there are a number of factors that could impact this figure that are beyond the scope of work conducted to date.

## COMMUNITY ENGAGEMENT RESULTS

For the proposed Recreational projects, a total of four engagement sessions were conducted including one session specific to the Pool project. The following Table outlines the schedule and registered attendance:

Date	Location	Topic	Registered Attendance
September 13, 2017	Exeter	Outdoor Pool	29
October 4, 2017	Exeter	Community Hub/Recreation Centre	53
October 23, 2017	Kirkton	Both Projects	0
October 25, 2017	Grand Bend	Both Projects	38

The discussion of the Outdoor Pool at the September 13, 2017 resulted in the following themes:

- Concern on the impact of taxation;
- Cannot afford the project;
- Desire for an Indoor Pool to be considered;
- We don't need to do a project of this magnitude;
- What does future programming look like;
- Where is the business case;
- What is the Hub and what does it include;
- We need to have amenities for all ages;
- Location;
- What are the operational costs;

Feedback including meeting notes and comments are included as Appendix A of this report.

It should be noted that Council received a delegation from a resident of the Community at the October 2, 2017 Council meeting regarding the inclusion of an indoor pool within the proposed Community Hub Recreation Centre and presented a petition reflective of that position. Within the comments of the position presented, concerns about investing into the existing outdoor pool were consistent with the above observations.

## **WHERE DO WE GO FROM HERE?**

At this time, Council needs to determine the next steps on the Community Hub/Recreation Centre project. There are essentially two paths to move forward with.

### **Option 1 – Do Not Move Project Forward With the Project**

Should Council choose this option, there are a number of action items that will need addressed as follows:

The Project Steering Committee cannot proceed. The report on the agenda of November 20, 2017 will just need to be received.

Determine what investment (if any) will be conducted on the South Huron Recreation Centre and determine if the work will be conducted in 2018 or be deferred to future years. Attached please find the Structural Review conducted by BM Ross in July 2012 (Appendix B) for information purposes.

The Ministry of Agriculture Food and Rural Affairs be contacted and advised that the Municipality will not be moving forward with the Rural Economic Development (RED) grant related to the Community Hub/Recreation Centre project and funding returned.

### **Option 1 Draft Recommendations for Consideration**

**That** the Municipality of South Huron will not be proceeding with the Community Hub/Recreation Centre project; and

**That** The Ministry of Agriculture Food and Rural Affairs be contacted and advised that the Municipality will not be moving forward with the Rural Economic Development (RED) grant related to the Community Hub/Recreation Centre project

### **Option 2 – Move Forward With the Project**

Should Council choose to move forward with the project there are a number of actions items that need to be addressed:

Council needs to formally commit to moving forward with the Community Hub/Recreation project. There are current resolutions that have not been formally adopted by Council and could be incorporated or amended as Council sees fit:

**Motion**                      **#CW14-2017**  
**Moved:**                      **D. Frayne**  
**Seconded:**                      **W. DeLuca**

**That South Huron Committee of the Whole recommends to Council that Council approves the retrofit and upgrade option for the Recreation Centre set out in the Options Paper provided by the CAO at the February 13, 2017 Committee of the Whole meeting, up to \$1 million; and that Council commits to construct a new Recreation Centre in South Huron in the next five years, which includes a community hub.**

**T. Oke requested a recorded vote.**

<b><u>Committee Member</u></b>	<b><u>Yes</u></b>	<b><u>No</u></b>
<b>M. Vaughan</b>	<b>X</b>	
<b>W. DeLuca</b>	<b>X</b>	
<b>D. Frayne</b>	<b>X</b>	
<b>T. Oke</b>	<b>X</b>	
<b>C. Hebert</b>	<b>X</b>	
<b>M. Cole</b>	<b>X</b>	

**Disposition:**                      **Carried**

**Motion:**                      **#CW17-2017**  
**Moved:**                      **D. Frayne**  
**Seconded:**                      **W. DeLuca**

**That South Huron Committee of the Whole hereby recommends to Council that the South Huron Recreation Centre project be funded as follows;**  
**2016 wind turbine revenues of \$203,600.00;**  
**2017 wind turbine revenues of \$290,000.00;**  
**Kraft Hockeyville Reserve of \$25,000.00; and**

**That the balance of up to \$481,400 be self-financed from the Working Fund Reserve; and**

**That the Working Fund Reserve be paid back from the 2018 and 2019 wind turbine revenue.**

**Disposition:**                      **Carried**

Council needs to commits to a financial commitment toward the Community Hub project to assist the Project Steering Committee and future Fundraising

Committee. Council must take into consideration the financial realities for the Corporation of the Municipality of South Huron and an overall Taxpayers capacity to pay. As Council is aware, the following Table outlines the current investment that has been debt financed by the Municipality:

<b>Municipality of South Huron</b>			
<b>Long Term Debt Summary</b>			
<b>"Unaudited"</b>			
	<b>Loan Date</b>	<b>Maturity Date</b>	<b>Balance December 31/17</b>
Exeter Water	Jan 1998	Dec 2017	\$ -
Exeter Water/Sewer	June 2004	June 2024	\$ 310,639
Huron Park Water/Sewer	Dec 2006	Dec 2046	\$ 6,112,686
Oakwood Sewer	July 2007	July 2047	\$ 600,934
Crediton/Centralia Sewer	Aug 2008	Aug 2028	\$ 3,101,393
Exeter Hensall Pipeline	Dec 2009	Dec 2034	\$ 8,705,518
SHRC Refrigeration Plant	Dec 2013	Dec 2033	\$ 757,481
GBSTF & PS2	Dec 2017	Dec 2037	\$ 2,451,402
<b>Balance Long Term Debt</b>			<b>\$ 22,040,053</b>
<i>Long Term Debt summary does not include Tile Drain Loans</i>			

Our net debt charges at this time not including the Grand Bend Sewage Treatment Facility is \$1,975,952. In addition, there have been no decisions on how to finance the Outdoor Pool project which may have further implications.

The maximum debt payment allowable for the Corporation is 25% of our own sourced revenues. As a result, our 2016 maximum debt repayment is \$4,379,010 (maximum annual principal and interest payments). This figure is not constant and is subject to fluctuation of interest rates.

As a result, we have an estimated annual repayment limit is \$2,403,058 (2016 available principal and interest payments).

The following Table outlines the net debt financing cost and implications per \$100,000 of assessment and on an average household

<b>Net Debt Financing Cost</b>	<b>5,000,000.00</b>	<b>7,500,000.00</b>	<b>10,000,000.00</b>	<b>12,500,000.00</b>	<b>15,000,000.00</b>
<i>Annual Debt Payments</i>	306,671.81	460,007.71	613,343.62	766,679.52	920,015.42
<b>Annual Repayment Limit (2016)</b>	<b>2,403,058.00</b>				
% of the ARL	12.76%	19.14%	25.52%	31.90%	38.29%
<b>Tax Levy Implications</b>					
Tax Bill Impact per \$100,000 of Assessment	23.79	35.68	47.58	59.47	71.37
Impact per \$230,800	54.90	82.36	109.81	137.26	164.71

It would not be recommended to maximize the utilization of debt financing for recreational projects given the level of existing debt and timelines until final principal and interest payments are realized. As a result, Council should establish a maximum level of debt carriage that would be considered. For example, based on current circumstances, Council may wish to utilize up to 20% of the estimated annual repayment limit.

As previously identified, it is anticipated that \$5,000,000 will be required to fundraise from the Community. The debt financed amount and the fundraised money would be utilized to leverage upper levels of government for funding.

Council previously received a report from dmA Planning and Management Services regarding an Indoor Aquatic Facility Review in April 2013 (Appendix C). In Section 5 of the document, there are conclusions and next steps that are relevant to the our current position with this project which is a Community Hub/Recreation Centre to incorporate two ice pads and an indoor pool as part of any future feasibility study (Resolution #457-2017 passed on November 6, 2017).

The following are the steps that Council should incorporate:

Authorize moving forward with a Feasibility Study for the project as outlined above and incorporate all energy efficiency applications that may lead to a maximum energy efficiencies with a goal of a net zero design. It is estimated that the cost for such a Study could range up to an estimated \$100,000 and take approximately 6 months to prepare. This item will need to be discussed as part of the 2018 budget discussion on November 28, 2017.

If the Municipality is incorporating an indoor pool as a possibility, the YMCA should be asked to commit as a potential partner and broadly outline conditions of their involvement in the project.

### **Option 2 Draft Recommendations for Consideration**

**That** the Municipality of South Huron Council commits to the construction of a Community Hub/Recreation Centre within the next five years; and

**That** the Municipality of South Huron commits an amount of XXXX to be debt financed for the project; and

**That** Council authorizes the CAO to proceed with the development of a Request for Proposal (RFP) for the provision of a Feasibility Study related to the Community Hub/ Recreation Centre project; and Municipality of South

Huron will be proceeding with the Community Hub/Recreation Centre project; and

**That** Council authorizes the CAO to initiate discussions with the YMCA to determine their level of interest and commitment for the Community Hub/Recreation project and follow up with a report to Council.

## **TABLE OF APPENDICES**

Appendix A - Feedback including Meeting Notes from Public Meetings

Appendix B – Structural Review for SHRC dated July 11, 2012

Appendix C – dmA Final Report Dated April 1, 2013





**THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON**  
 322 Main Street South, PO Box 759, Exeter, ON N0M 1S6  
**PHONE: 519-235-0310 • FAX: 519-235-3304 • TOLL FREE: 1-877-204-0747**  
**WEBSITE: [www.southhuron.ca](http://www.southhuron.ca)**

## **Community Hub/Recreation Centre Feedback**

The following feedback has been compiled from social media, written submission, email and the public engagement sessions on October 4 and October 25, 2017.

- Would like to see a facility that could better accommodate pickle ball and other similar activities (gym).
- Suggestion to have the YMCA come to council to present some options.
- Need to have a central location in our municipality that offers services for all ages. If we can't keep our people then we will not retain our businesses.
- Recommended to check out St. Marys audited statements to be released in mid-October. Should look around other facilities to learn what they did correctly and their mistakes.
- St. Marys pool operates in the red, as most do. Feels we could do the same.
- Concerned about putting 2.5 million into an 8 week pool with no alternatives presented.
- Most families want a quality of life and a facility the whole family can use. Rather than putting the facility in Exeter could it be in a more central location for everyone's enjoyment. (like New Hamburg)
- When looking at other centres many with Hubs have a larger population. Can this be a referendum? (place the question on the ballot) There is a large population in their area that does not draw on many services.
- We need to have more information in our conceptual design. What services will be included? The more services included the busier the facility will be.
- Full operation of the facility should be done by the Municipality.
- Do not want to see any double dipping. (having to pay for a facility in South Huron and Lambton)
- Would like to see exercise facilities for all demographics
- Would like to see a year round ice surface or a surface that could be used all year around for other activities.
- Meeting rooms and a Café.
- St. Thomas has a new facility with a walking track that was comfortable and free during the day
- Would like to see a gym.

- The current discussion about the scope of recreation facilities in Exeter fits well with the thoughts I was trying to express in my earlier note concerning South Huron being a high tax area. I fear we will be heading even more in that direction if council accepts the high end options put forward regarding a swimming pool and recreation center/arena. The consequence is that the outlandish taxes that result (paid by everyone not just those in Exeter) will discourage the reasonable objectives of more business investment and immigration into South Huron. In my view these ends will be better accomplished if you flaunted a slogan that says "South Huron – the lowest taxes in Huron County." But that cannot be achieved if you proceed with unreasonable spending. Unfortunately I was not able to attend any of the community meetings held to obtain public feedback on the projects, but I have read several notes and the long story in the Lakeshore Advance about the meeting held in Grand Bend. In all of this I am sensing the high end of the projects has the support of the CAO and the Mayor. I hope not.
- Good morning: I thought I would pass my thoughts on in writing on last night's meeting on the "hub" proposal. 1 - Do you really think proposing this idea now is fair to those who are being hit with the water/sewage costs? As Dan Best said last night on another issue 'there is only so much money to go around', well the same goes for those on limited incomes. How much more nickel and diming are we going to have to put up with. I did take exception when the man at the back who said he has to pay 8k in taxes and Dan replies that he pays more than that. Really - that is the answer? Well for those who are retired and on a limited income that was uncalled for. If you keep raising taxes to support Exeter's grandiose ideas you are going to loose your seniors tax base as they will not be able to afford it and no longer want to live here. 2 - I agree with most people in the room last night that this hub being built in Exeter will be of no use to those living anywhere else especially in the Cove area. We are paying out our money to help those in Exeter and Exeter alone. Speaking from experience, those in the Cove (600 people remember) have access to many of the ideas proposed for your hub here in the Cove. I would point out that the majority of people here choose not to use those things offered so why do you think they will opt to drive to Exeter to use them especially in winter. 3 - Dan mentioned that we needed growth. I get that whole concept but remember that people like us chose to move here from larger areas to enjoy the "quiet life". If I wanted to live in an area that was booming like the cities then I would have stayed where I was. So if you start to make the area grow too much with all these amenities being built in Exeter you will lose those people who came here to retire in a quiet safe community. To quote Dan's words when someone mentioned having to pay for our own roads, services (or lack of) here in the Cove - "you chose to live there" (again really? that is how we speak to taxpayers?), yes I chose to live in a quiet safe affordable community as opposed to pay for a nearby towns grandiose ideas. To keep adding to our taxes will no longer make this an affordable community. 4 - The indoor pool

while maybe good for Exeter, will not be utilized by those outside your town. Do you really think that people in the Cove will drive all the way down to Exeter to use YOUR pool in the winter time? If they wanted an indoor pool they could drive across the highway and use the one at Oakwood for minimal cost (or up the road). I can tell you that during the summer our saltwater pool in the Cove is used minimally so I can't see people going all the way to Exeter to use one, can you? So what you are again saying is let's get the seniors of the Cove to help pay for something they won't use. We will instead choose to support a local business and use that pool instead.

5- I think Council and Dan Best need to meet with CAPREIT and perhaps the Homeowners Association to understand what the cove is about. Council may know but Dan clearly does not. For Dan to say we do not pay property tax is absurd. Our homes each have their own property assessment and CAPREIT pays our taxes for us through our monthly fees. Our monthly fees are divided into two parts, fees and taxes. Each year we are individually given a tax receipt so how much taxes were paid by us for our homes and a receipt for the land lease and fees associated with it. Has Dan ever toured the Cove and asked how it works. I would be glad to arrange this if you wish. Maybe then he and others will realized we are not a trailer park as mentioned at a previous meeting. 6 - We chose to move to the Cove because of the affordability, sense of community and access to the Beach and the main strip. We did not care about all these amenities that were mentioned last night. Perhaps you should consider market this as a reason to move to your area. Building a hub will not do it for you. Remember, for each dollar we have to fork out for things like this it is one dollar less that is going to promote private businesses as there is only so much money to go around. 7 - As a point of interest I would like to point out something I noticed last night. For those that opposed the ideas, the voices were quickly cut off and Dan moved to the next person before they finished speaking. Yet, I notice that those who agreed with various things they were allowed to go on. Just pointing this out as an observation. To paraphrase my thoughts, when we decided to move from the city to the Grand Bend area (we looked at 3 communities in Ontario) we should have been told about all these extras we were going to have dumped on us. Had we known, we would have chosen to move elsewhere. This community is becoming more costly and we are now going to examine if it is worth it or should we move elsewhere. I would remind you all that seniors are on a limited income and while many are not as fortunate as us, this is creating a hardship for those with limited funds. A further reminder is that the Canadian Government sees this and gave those on Old Age Pension a raise next year of 25 cents a month. Thanks for listening, I needed to get it off my chest as I preferred to just listen to others last night.

- I have just become aware of the proposed upgrade to outdoor pool in Exeter and the build of a new recreational facility/community hub. I understand that if the proposals were to be accepted that all South Huron would be

expected to pay for the above. I live in Grand Cove, Grand Bend a retirement community. I'm wondering where on earth we are expected to find the money to finance these proposals that we would never use anyway. We have just been stung for thousands of dollars to pay for work done with Huron Water. ENOUGH IS ENOUGH don't you think?

- I guess I don't really have a problem with the pool option being included in the plans as an option but I really don't think that in the big picture this should be included in an initial build. While not always easy there are likely capital grants out there that could pay for capital structures. For sure if you added solar panels to the roof! My big concern is with the annual operations which we all know, and as mentioned last night, would be at a deficit. Has a feasibility study looked at the difference in an operations deficit for an indoor pool compared to our existing outdoor pool deficit? No grants for operation deficits!
- As a former educator in our community having an indoor would allow the Grade 3 students to learn the "Swim to Survive Program" (as outlined by the Province) in our community, rather than by bussing to outside the community. An indoor pool would allow students to go swimming and learn as a class. When I took my class to the previous indoor pool a student had never had the opportunity to swim in a pool and then took lessons for the summer. Awesome to be able to do activities within our community. An indoor pool could be used by Physical Education classes from Elementary and Secondary schools during the school year. Indoor pool could be used by seniors after hip and knee surgeries.
- A follow up on last night's, Oct 4/17 meeting at SH Rec Center as mentioned and encouraged. My impression is that the increase in property tax to accommodate an indoor pool is doable if companies in Exeter and area are willing to donate! Many have donated good amounts to Jessica's House but 2018 is another year in which many businesses budget a sum for a charitable project. There are people in Exeter, whom I know, who now drive to London twice a week to swim and also those who frequent the St Marys pool. Perhaps a second ice surface can wait till later, especially if kids' hockey is on the decrease! We heard last night that pools typically run a deficit therefore we may have to live with that. It seems to me that many favor an indoor pool rather than spending money on fixing the present outdoor one at considerable cost. In short these are my thoughts and impressions. Thank you for a comprehensive presentation.
- Totally unjustified, and unnecessary!!! The people paying for this are mostly retired with no kids to use this facility, and we will not pay for this like you made us pay for your damn sewer upgrades.
- I asked the council to consider the financial burden on all its tax payers before going ahead with wishes or wants of some.

**From:** Keith Kincaid [mailto:[keithkincaid@gmail.com](mailto:keithkincaid@gmail.com)]

**Sent:** Monday, October 02, 2017 2:03 PM

**To:** Dan Best <[cao@southhuron.ca](mailto:cao@southhuron.ca)>

**Cc:** Mayor Cole <[m.cole@southhuron.ca](mailto:m.cole@southhuron.ca)>; Councillor Vaughan <[m.vaughan@southhuron.ca](mailto:m.vaughan@southhuron.ca)>

**Subject:** South Huron & the Future

Hi Dan:

I recently did a comparison of the real estate taxes I pay on my two residential properties – one in Kingsmere in South Huron and the other in the Leaside part of Toronto. The result gives rise in my mind to questions about the municipal makeup of South Huron and all of Huron County. From a taxpayer point of view is the present the most efficient?

My Kingsmere property has an assessed value of \$518,000 and currently pays an annual tax of \$6,418. My Toronto home is assessed at \$1,140,000 and is taxed at a total of \$7,542. This tax is only about 17 per cent higher than what I pay in South Huron, despite the value of the Toronto property being 120 per cent higher.

As a further comparison, I asked what I would pay if the South Huron residence had the same assessed value as the Toronto place, i.e. \$1,140,000. The answer was \$14,170. Yikes!

I am not in any way saying South Huron council or staff are inefficient – in fact the percentage tax increases over the past three years have been quite reasonable, but I feel the above comparison raises valid questions about South Huron as a municipality in its present size.

After the amalgamation forced on us by Queen's Park in 2001, did South Huron come out of it with the right boundaries and size – its 10,000 population being 17 per cent of the total county. I notice that taxes are lower in adjoining Bluewater (slightly smaller in size) and in adjoining Lambton Shores (slightly larger in size). Why is that?

Are you aware of any plans to review the current municipal boundaries? Perhaps to dissolve all of them into one municipality of Huron County? After all, the total population is only 60,000. Or to amalgamate South Huron and Bluewater which are side by side and have much in common? Would that lead to cost savings and thus lower taxes?

Dan, thanks for reading this far. I am most interested in where you think all of this is leading South Huron. Or are we forever locked into the present?

Regards

Keith

Cc: Mayor Cole, Councillor Vaughan

**From:** Keith Kincaid [<mailto:keithkincaid@gmail.com>]

**Sent:** Monday, November 06, 2017 11:01 AM

**To:** Dan Best <[cao@southhuron.ca](mailto:cao@southhuron.ca)>

**Cc:** Mayor Cole <[m.cole@southhuron.ca](mailto:m.cole@southhuron.ca)>; Councillor Vaughan <[m.vaughan@southhuron.ca](mailto:m.vaughan@southhuron.ca)>

**Subject:** Re: South Huron & the Future

Hello All:

The current discussion about the scope of recreation facilities in Exeter fits well with the thoughts I was trying to express in my earlier note concerning South Huron being a high tax area.

I fear we will be heading even more in that direction if council accepts the high end options put forward regarding a swimming pool and recreation centre/arena. The consequence is that the outlandish taxes that result (paid by everyone not just those in Exeter) will discourage the reasonable objectives of more business investment and immigration into South Huron.

In my view these ends will be better accomplished if you flaunted a slogan that says "South Huron – the lowest taxes in Huron County." But that can not be achieved if you proceed with unreasonable spending.

Unfortunately I was not able to attend any of the community meetings held to obtain public feedback on the projects, but I have read several notes and the long story in the Lakeshore Advance about the meeting held in Grand Bend. In all of this I am sensing the high end of the projects has the support of the CAO and the Mayor. I hope not.

Respectively submitted

Keith Kincaid

Kingsmere

Subject: Last nights hub meeting

Date: 26 Oct 2017 08:41

From: Heidi's House <[brodienmandy419@hay.net](mailto:brodienmandy419@hay.net)>

To: <[m.cole@southhuron.ca](mailto:m.cole@southhuron.ca)>, <[m.vaughan@southhuron.ca](mailto:m.vaughan@southhuron.ca)>, <[t.tomes@southhuron.ca](mailto:t.tomes@southhuron.ca)>

Cc: <[d.frayne@southhuron.ca](mailto:d.frayne@southhuron.ca)>, <[w.deluca@southhuron.ca](mailto:w.deluca@southhuron.ca)>, <[c.hebert@southhuron.ca](mailto:c.hebert@southhuron.ca)>, <[t.oke@southhuron.ca](mailto:t.oke@southhuron.ca)>

Good morning: I thought I would pass my thoughts on in writing on last nights meeting on the "hub" proposal.

1 - do you really think proposing this idea now is fair to those who are being hit with the water/sewage costs. As Dan Best said last night on another issue 'there is only so much money to go around', well the same goes for those on limited incomes. How much more nickel and diming are we going to have to put up with. I did take exception when the man at the back who said he has to pay 8k in taxes and Dan replies that he pays more than that. Really - that is the answer? Well for those who are retired and on a limited income that was uncalled for. If you keep raising taxes to support Exeters grandious ideas you are going to loose your seniors tax base as they will not be able to afford it and no longer want to live here.

2 - I agree with most people in the room last night that this hub being built in Exeter will be of no use to those living anywhere else especially in the Cove area. We are paying out our money to help those in Exeter and Exeter alone. Speaking from experience, those in the Cove (600 people remember) have access to many of the ideas proposed for your hub here in the Cove. I would point out that the majority of people here choose not to use those things offered so why do you think they will opt to drive to Exeter to use them especially in winter.

3 - Dan mentioned that we needed growth. I get that whole concept but remember that people like us chose to move here from larger areas to enjoy the "quiet life". If I wanted to live in an area that was booming like the cities then I would have stayed where I was. So if you start to make the area grow too much with all these amenities being built in Exeter you will lose those people who came here to retire in a quiet safe community. To quote Dan's words when someone mentioned having to pay for our own roads, services (or lack of) here in the Cove - "you chose to live there" (again really? that is how we speak to taxpayers?), yes I chose to live in a quiet safe affordable community as opposed to pay for a near by towns grandiose ideas. To keep adding to our taxes will no longer make this an affordable community.

4 - The indoor pool while maybe good for Exeter, will not be utilized by those outside your town. Do you really think that people in the Cove will drive all the way down to Exeter to use YOUR pool in the winter time. If they wanted an indoor pool they could drive across the highway and use the one at Oakwood for minimal cost( or up the road). I can tell you that during the summer our saltwater pool in the Cove is used minimally so I cant see people going all the way to Exeter to use one, can you? So what you are again saying is lets get the seniors of the Cove to help pay for something they wont use. We will instead choose to support a local business and use that pool instead.

5- I think Council and Dan Best need to meet with CAPREIT and perhaps the Homeowners Association to understand what The cove is about. Council may know but Dan clearly does not. For Dan to say we do not pay property tax is absurd. Our homes each have their own property assessment and CAPREIT pays our taxes for us through our monthly fees. Our monthly fees are divided into two parts, fees and taxes. Each year we are individually given a tax receipt so how much taxes were paid by us for our homes and a receipt for the land lease and fees associated with it. Has Dan ever toured the Cove and asked how it works. I would be glad to arrange this if you wish. Maybe then he and others will realized we are not a trailer park as mentioned at a previous meeting.

6 - We chose to move to the Cove because of the affordability, sense of community and access to the Beach and the main strip. We did not care about all these amenities that were mentioned last night. Perhaps you should consider market this as a reason to move to your area. Building a hub will not do it for you. Remember, for each dollar we have to fork out for things like this it is one dollar less that is going to promote private businesses as there is only so much money to go around.

7 - As a point of interest I would like to point out something I noticed last night. For those that opposed the ideas, the voices were quickly cut off and Dan moved to the next person before they finished speaking. Yet, I notice that those who agreed with various things they were allowed to go on. Just pointing this out as an observation.

To paraphrase my thoughts, when we decided to move from the city to the Grand Bend area(we looked at 3 communities in Ontario) we should have been told about all these extras we were going to have dumped on us. Had we known, we would have chosen to move elsewhere. This community is



becoming more costly and we are now going to examine if it is worth it or should we move elsewhere.

I would remind you all that seniors are on a limited income and while many are not as fortunate as us, this is creating a hardship for those with limited funds. A further reminder is that the Canadian Government sees this and gave those on Old Age Pension a raise next year of 25 cents a month.

Thanks for listening, I needed to get it off my chest as I preferred to just listen to others last night.

Mark Crawford-Smith  
Grand Cove.

On Oct 21, 2017, at 4:11 PM, C.Ann Clulee <[cclulee21@hay.net](mailto:cclulee21@hay.net)> wrote:

Sir,

I have just become aware of the proposed upgrade to outdoor pool in Exeter and the build of a new recreational facility/community hub. I understand that if the proposals were to be accepted that all South Huron would be expected to pay for the above.

I live in Grand Cove, Grand Bend a retirement community. I'm wondering where on earth we are expected to find the money to finance these proposals, that we would never use anyway. We have just been stung for thousands of dollars to pay for work done with Huron Water.

ENOUGH IS ENOUGH don't you think?

Catherine Clulee.

89 Dunes Drive, Grand Cove, Grand Bend, Ontario. N0M 1T0

Sent from [Mail](#) for Windows 10

**From:** Brian Horner [<mailto:bhorner@abca.on.ca>]  
**Sent:** October 5, 2017 11:13 AM  
**To:** Dan Best <[cao@southhuron.ca](mailto:cao@southhuron.ca)>  
**Subject:** Last night

Hi Dan

Good presentation and meeting last night. Obviously there has been lots of discussion prior to last night.

**Question:**

I'm sure it already has been discussed but what about the possibility of building on/right beside the existing arena in Exeter? This has been done in Dorchester and St. Mary's in the past few years. Things that would obviously have to be considered is available property for parking and moving of ball diamonds and ag building? (Costs to be considered but possibly this would offset any future pad need?) If built beside we would not need any additional hall. We just spent \$ on upgrading to the ice plant so that would be a plus! Not sure what other major repairs would be needed to the existing structure.

When you talk Hub are you looking at a sports Hub for the community?

When you mentioned 2021 as your deadline is that the end of the project? I believe that is the case and then my question would be what is the timeline for this plan to be approved? Maybe that was on the front chart that I missed. Sorry came in late and didn't get to them all.

**Comments**

I guess I don't really have a problem with the pool option being included in the plans as an option but I really don't think that in the big picture this should be included in an initial build. While not always easy there are likely capital grants out there that could pay for capital structures. For sure if you added solar panels to the roof! My big concern is with the annual operations which we all know, and as mentioned last night, would be at a deficit. Has a feasibility study looked at the difference in an operations deficit for an indoor pool compared to our existing outdoor pool deficit. No grants for operation deficits!

We both know that you won't be able to please everyone but in my opinion you are going about it the right way in going out to the public!

Brian Horner

**From:** Ann DeVries [[mailto:ann\\_devries@hotmail.com](mailto:ann_devries@hotmail.com)]  
**Sent:** October-04-17 9:01 PM  
**To:** Megan Goss <[mgoss@southhuron.ca](mailto:mgoss@southhuron.ca)>  
**Subject:** Questions from Oct. 4, 2017 meeting

Hi Dan

Thanks to providing the vision and answering questions that could be addressed.

As a rate payer who attended the meeting in 2014 I found it sad that we are starting again and yet pleased that a new vision can be made to improve our community.

1. What is going to happen to the existing building and what would be the time frame for it to be destroyed?
2. What is the cost of running the outdoor pool for 2 months and what is the balance at the end of the 2 months?
3. As a former educator in our community having an indoor would allow the Grade 3 students to learn the "Swim to Survive Program" (as outlined by the Province )in our community, rather than by bussing to outside the community.
4. An indoor pool would allow students to go swimming and learn as a class. When I took my class to the previous indoor pool a student had never had the opportunity to swim in a pool and then took lessons for the summer. Awesome to be able to do activities within our community.
5. An indoor pool could be used by Physical Education classes from Elementary and Secondary schools during the school year.
6. Indoor pool could be used by seniors after hip and knee surgeries.

Looking forward to seeing more costing and numbers on the site for more background to make good decisions.

Sincerely

Ann DeVries

Sent from [Mail](#) for Windows 10

**Date:**Oct. 5/17  
**From:**Ena de Haan  
**To:**Dan Best

A follow up on last night's ,Oct 4/17 meeting at SH Rec Center as mentioned and encouraged.

My impression is that the increase in property tax to accommodate an indoor pool is doable if companies in Exeter and area are willing to donate!

Many have donated good amounts to Jessica's House but 2018 is another year in which many businesses budget a sum for a charitable project.

There are people in Exeter , whom I know ,who now drive to London twice a week to swim and also those who frequent the StMarys pool.

Perhaps a second ice surface can wait till later, especially if kids' hockey is on the decrease!

We heard last night that pools typically run a deficit therefore we may have to live with that. It seems to me that

many favor an indoor pool rather than spending money on fixing the present outdoor one at considerable cost.

In short these are my thoughts and impressions. Thank you for a comprehensive presentation.

Ena de Haan, Exeter citizen.



THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON  
 322 Main Street South, PO Box 759, Exeter, ON N0M 1S6  
 PHONE: 519-235-0310 • FAX: 519-235-3304 • TOLL FREE: 1-877-204-0747  
 WEBSITE: www.southhuron.ca



## Recreation Centre/Community Hub Comments / Questions Card

imagine the **POSSIBLE**  
 COMMUNITY AND RECREATION PROJECTS

Name: Ray Webb  
 Address: 70699 BLACKBUSH LINE  
R. R #2 DASHWOOD

Please feel free to use this comments card to provide feedback or ask questions.

All feedback will be collected and provided to Council. Questions will be answered and posted on our website. Thank you for your time and your feedback!

Questions:

Previous Council turned down the Arena  
project saying 10,000 Population could not afford.  
What makes you think you can build a Arena for  
30 plus Million and a indoor pool for 15 million  
with the same population? Is there is that kind  
of money in Exeter. Call the Arena Exeter's and  
the Pool Exeter pool. Do not tax Stephen Twp or  
Urborn Twp for the projects

Feedback:

---

---

---

---

---

---

---



THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON  
 322 Main Street South, PO Box 759, Exeter, ON N0M 1S6  
 PHONE: 519-235-0310 • FAX: 519-235-3304 • TOLL FREE: 1-877-204-0747  
 WEBSITE: www.southhuron.ca



## Recreation Centre/Community Hub Comments / Questions Card

imagine the **POSSIBLE**  
 COMMUNITY AND RECREATION PROJECTS

Name: DOUG BAIN

Address: 345 WILDCOODS LANE, GRAND BEND

Please feel free to use this comments card to provide feedback or ask questions.

All feedback will be collected and provided to Council. Questions will be answered and posted on our website. Thank you for your time and your feedback!

Questions:

---

---

---

---

---

---

---

---

Feedback:

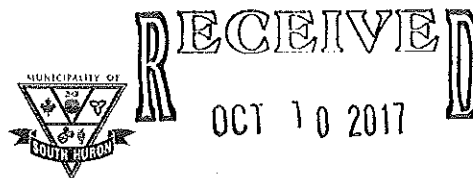
I LIVE IN GRAND COVE IN GRAND BEND. THE POPULATION  
OF THE "COVE" IS ABOUT 900 PERSONS, MOST ARE ELDERLY.  
I BELIEVE FEWER THAN 10% WOULD MAKE USE OF AN  
ICE HOCKEY / PLEASURE SKATING AREA.  
PERHAPS AN ENLARGED PICKLEBALL COURT?

---

---



THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON  
 322 Main Street South, PO Box 759, Exeter, ON N0M 1S6  
 PHONE: 519-235-0310 • FAX: 519-235-3304 • TOLL FREE: 1-877-204-0747  
 WEBSITE: www.southhuron.ca



# Recreation Centre/Community Hub Comments / Questions Card

imagine the **POSSIBLE**  
 COMMUNITY AND RECREATION PROJECTS

Name: Bill Weiss / Deb Ferguson  
 Address: 35 Snider Exeter.

Please feel free to use this comments card to provide feedback or ask questions.

All feedback will be collected and provided to Council. Questions will be answered and posted on our website. Thank you for your time and your feedback!

Questions:

[Handwritten mark]

---



---



---



---



---



---



---

Feedback:

Being over 60 we now use the  
arena only as spectators. Our  
interests lean towards a place to  
play pickleball with 5-6 courts,  
an exercise room, a walking track  
and an indoor pool.

Thanks.  
Bill + Deb.





THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON  
 322 Main Street South, PO Box 759, Exeter, ON N0M 1S6  
 PHONE: 519-235-0310 • FAX: 519-235-3304 • TOLL FREE: 1-877-204-0747  
 WEBSITE: www.southhuron.ca



RECEIVED  
 OCT 18 2017

# Recreation Centre/Community Hub Comments / Questions Card

imagine the **POSSIBLE**  
 COMMUNITY AND RECREATION PROJECTS

Name: Ray Webb  
 Address: 70699 Blackbush Line

Please feel free to use this comments card to provide feedback or ask questions.

All feedback will be collected and provided to Council. Questions will be answered and posted on our website. Thank you for your time and your feedback!

Questions:

To CAO Dan Best: We have gone to two meetings in regards to Arena and Hub. CAO is trying to push down peoples, and Causals throats, his prices went from 11 million to 30 million plus track. Additional lands over sizing Arena. From one to two pads. Lose of ball field. ~~Now~~ mention of operating cost 500,000 a year plus heating for walking track.

Feedback:

I don't think the smart business people in Exeter want to throw money in his dream like this. Stephen Twp and Usborn people are not in favor of this. We think you should fix the old Arena. Previous Counsel turned down project they said population of 10,000 could not afford it.

CAO'S come and go bills are here for ever.



THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON  
 322 Main Street South, PO Box 759, Exeter, ON N0M 1S6  
 PHONE: 519-235-0310 • FAX: 519-235-3304 • TOLL FREE: 1-877-204-0747  
 WEBSITE: www.southhuron.ca

RECEIVED  
 OCT 18 2017



## Recreation Centre/Community Hub Comments / Questions Card

imagine the **POSSIBLE**  
 COMMUNITY AND RECREATION PROJECTS

Name: Barbara J. Webb  
 Address: RR2 DASHWOOD ONT N0M 1N0

Please feel free to use this comments card to provide feedback or ask questions.

All feedback will be collected and provided to Council. Questions will be answered and posted on our website. Thank you for your time and your feedback!

Questions:

You did not mention what it would cost the  
people who own farmland, The Farms are  
assessed a lot higher than a house in South Huron  
So we would be paying a lot more Tax for the next  
25 yrs on Our land. The person who had 400  
names got that from online petition that could  
be people from outside of South Huron  
Did you know the big end of the Tax base comes  
 Feedback: From Oakwood, Grand Coves, Maple Grove and  
Kingsmere and all Farm Land ~~East~~ West of  
Exeter, DASHWOOD and Crediton  
We can not afford an Arena in South Huron  
Or an indoor pool  
It should be put to a Vote in the  
next election



THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON  
 322 Main Street South, PO Box 759, Exeter, ON N0M 1S6  
 PHONE: 519-235-0310 • FAX: 519-235-3304 • TOLL FREE: 1-877-204-0747  
 WEBSITE: www.southhuron.ca



# Recreation Centre/Community Hub Comments / Questions Card

imagine the **POSSIBLE**  
 COMMUNITY AND RECREATION PROJECTS

Name: Kevin Dickins

Address: 9 Abbey Lane. Exeter

Please feel free to use this comments card to provide feedback or ask questions.

All feedback will be collected and provided to Council. Questions will be answered and posted on our website. Thank you for your time and your feedback!

Questions:

The Arena in an indoor may not be a reality and  
that's ok! But can you please conceptualize it?

Let us find out what the TRUE cost would be, include it  
in your Feasibility study. Is there a risk in finding out  
the cost of the POSSIBLE?

Feedback:

Thanks Dan for conducting a great engagement  
and to administration for their work.

I'm concerned by the likelihood of the 2016 council decision  
being reconsidered. But I hope they are indeed listening



THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON  
322 Main Street South, P.O. Box 759, Exeter, ON N0M 1S6  
PHONE: 519-235-0310 • FAX: 519-235-3304 • TOLL FREE: 1-877-204-0747  
WEBSITE: www.southhuron.ca



## Recreation Centre/Community Hub Comments / Questions Card

imagine the **POSSIBLE**  
COMMUNITY AND RECREATION PROJECTS

Name: Frank R Palen  
Address: 199 VICTORIA AVE E CREDITON ONTARIO  
N0M 1M0

Please feel free to use this comments card to provide feedback or ask questions.

All feedback will be collected and provided to Council. Questions will be answered and posted on our website. Thank you for your time and your feedback!

Questions:

WHAT WOULD BE THE EXACT COST PER  
HOUSEHOLD IN TAXES each year?

This figure should include a deduction  
to the cost for fundraising, grants & other income

Feedback:

Let's print the facts in the paper. This  
would help the taxpayers make knowledgeable  
decisions with the right information



**BMROSS**  
engineering better communities

RECEIVED  
JUL 16 2012  
Page 130

B. M. ROSS AND ASSOCIATES LIMITED  
Engineers and Planners  
62 North Street, Goderich, ON N7A 2T4  
p. (519) 524-2641 • f. (519) 524-4403  
www.bmross.net

File No. 92079

July 11, 2012

Dave Atthill  
Manager Facility Services  
Municipality of South Huron  
322 Main St. S., Box 759  
Exeter ON N0M 1S6

**RE: Structural Review of the South Huron Recreation Centre**

At your request we completed a visual review of the structure of the Recreation Centre in Exeter on June 26, 2012. We are not qualified to review mechanical or electrical components.

It is assumed that the building was designed for live loads prescribed by the codes at that time. For this reason, the present review does not include any analysis of structural elements. The inspection was aimed at identifying areas of deterioration as compared to the probable as-constructed state.

**Arena Structure**

The arena is a steel rigid frame building with tapered columns and beams. The columns are connected to the beams with bolted moment connections. The three sections of beam are connected together with bolted connections also. Steel purlins span between the rigid frames at close spacing. Review of the arena roof structure was assisted by use of a hydraulic, portable lift. As reported in 2007, the view was obstructed by low-E fabric over the entire rink surface and puck netting at each end of the rink. It was still possible to pull back the fabric in some places and view the purlin-to-girder connection but the overall condition of the purlins was not available to be observed. Hands-on inspection of the purlins and top flanges of the beams was not achievable for most of the roof structure. Despite this, we were satisfied that the roof is in good condition.

We understand that the steel structure was painted in 2003. There are some minor paint failures and localized rusting on the top flange and at many of the bolts that connect the top flanges together. However, this deterioration is superficial and is not significant to the structure at this time.

## **Exterior Masonry Walls**

The exterior walls consist of concrete masonry blocks. The building is clad in steel siding. As such, it was not possible to review the outside face of the masonry block. From the inside of the building, there is evidence that water has penetrated the concrete block. This is most evident at the east exterior wall at Mechanical Room #2 and Dressing Rooms #3 and #4 and the north end wall of the arena. This leakage is unlikely a result of wall penetration as the steel siding will act as a rain screen. From the roof top, we did not observe any seal, or lap, that would prevent water on the roof from getting behind the steel flashing and leaking into the walls. As outlined in 2007, the symptom of this problem is damaged paint (we note that the dressing rooms have been recently painted) but the concrete block may be weakened by the water leaching.

We noted some stepped cracking in the east wall of a small lean-to addition on the east side of the building. This cracking is common in masonry block walls and could be re-pointed.

## **Community Centre (Hall)**

The roof structure above the community centre consists of engineered steel roof trusses supporting metal decking. The structure is hidden behind a drop ceiling. Panels were removed at five locations to access the steel trusses. We did not observe any signs of deterioration of the steel trusses. We did note some damage to the metal decking at about the centre of the roof. We suspect that the damage has existed since the building was constructed.

As requested, we reviewed the building plans stored at our office to determine if there was a provision for a separation wall to divide the hall. From review of the plans and the roof it appears that the raised flashing located approximately above the middle of the room hides an expansion joint and is not intended for structural support. However, during our review we noticed that there is one location where the truss spacing decreases to 600 mm (2') from the 2130 mm (7') spacing for the remainder of the room. Depending on the loading above from mechanical units, etc., this might be an option for location for a divider wall. In the past, we have designed reinforcements for steel roof trusses to carry additional weight. As such, it may be possible to divide the building at a number of locations to suit your needs.

## **Foyer**

The roof structure above the foyer consists of engineered steel roof trusses supporting metal decking. The structure is hidden behind a drop ceiling. Panels were removed at four locations to access the steel trusses. We did not observe any signs of deterioration of the steel trusses.

## **Roof**

We understand that a modified bitumen roof system was installed over the arena in 2000. We reviewed the roof as part of the overall structure review. We did not observe any punctures or damage to the roofing material. However, as noted above there does not appear to be any system in place for preventing water from penetrating behind the flashing along the east wall. We recommend that you review this with a qualified roofing contractor. It is our opinion that a drip ledge and eavestrough could be installed to reduce the amount of water that is able to leak behind the walls.

The roofing system over the foyer/hall consists of built-up roofing covered with gravel. We assume it is the original system. We recommend that the Municipality start to budget for new roofing material to be installed in 6 to 10 years. A qualified roofing contractor should be consulted prior to budgeting.

### **Ancillary Rooms**

In 2007 we noted that the blocks behind the water softener units in Mechanical Room #1 were in poor condition and this year we note that they have been parged.

As noted in 2007, there still exists a wide vertical crack in the north wall of Mechanical Room # 2.

We reviewed the space under the stands for the arena. The concrete appears to be in good condition.

We noted some paint peeling in the ceiling of the hallway outside of the dressing rooms. It is our opinion that the peeling is a painting issue and not a moisture issue. The metal decking in the exposed locations appears to be in fair condition.

### **Support Structure for the Air Conditioner Unit**

We understand that the columns supporting the air conditioner unit were re-faced since the original columns were deteriorating. With the re-facing the columns appear to be substantial for the loads that they are required to carry. However, we noted vertical cracks in two of the four columns. We suspect the cracks are a reflection of cracking in the original interior column, and are likely the result of corrosion of the reinforcing steel. It is likely that the columns will have to be replaced in 6 to 10 years.

### **Recommendations**

We did not observe any structural deficiencies that require repair within the next five years. It is recommended that the building be reviewed again in 2017.

There are some maintenance recommendations for the continuation of the structural strength of the building components:

- Try to arrest the leakage from the roof to the east exterior wall
- Re-point the wide crack in the northeast wall corner of Mechanical Room #2
- Re-point the cracking in the masonry wall of the small lean-to building along the east side of the structure.
- If the netting and Low-E fabric covering has to come down for any reason in the future, the top flanges and bolts of the beams over the ice surface should be reviewed.

### Service life of the Structural Components

We understand that the Municipality is considering a substantial renovation to the recreation centre and you wish for us to provide a service life for the structural components. Considering that the building has been in service for about 37 years, we are of the opinion that you should expect 25 to 30 more years of service from the structural components. In that time you should anticipate the following repairs to maximize the service life structural elements:

- Re-paint the structural steel framing over the ice surface
- Replace bolts in the top flange connections
- Replace the roofing membrane over the ice surface
- Replace the roofing system over the community centre (likely twice)

As discussed, it is difficult to establish the condition of the concrete masonry blocks in the locations where they have been penetrated with moisture. It would be prudent to cut out a few blocks to review their condition.

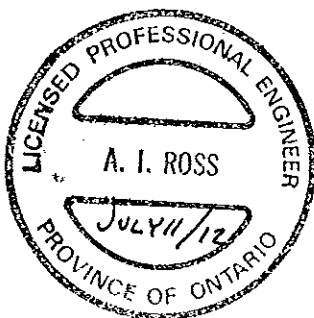
As outlined above, we did not review any electrical or mechanical components. We could assist you in hiring specialists in these fields if you require.

Please call if you have any questions. As part of our quality control, this report was reviewed by Andrew Ross, P. Eng. Mr. Ross has extensive experience with building structures, and has inspected numerous arenas including the Exeter Arena in 2007.



Yours very truly,

B. M. ROSS AND ASSOCIATES LIMITED

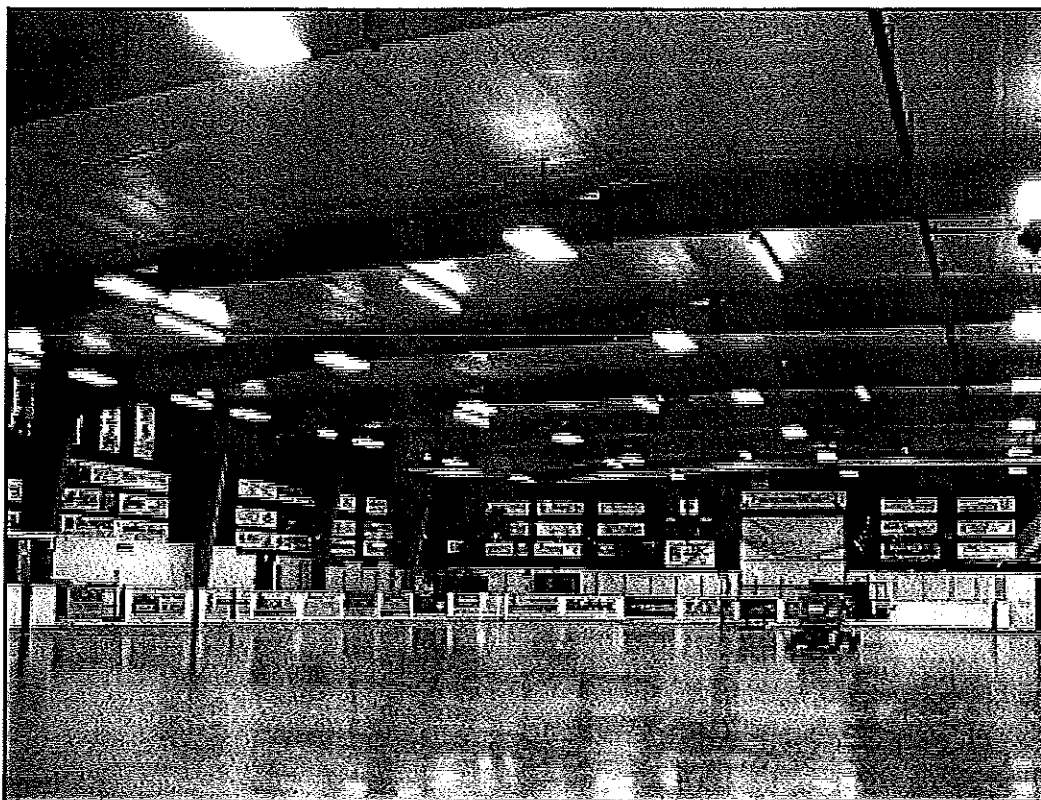


Per *Ryan Munn*  
Ryan Munn, P. Eng.

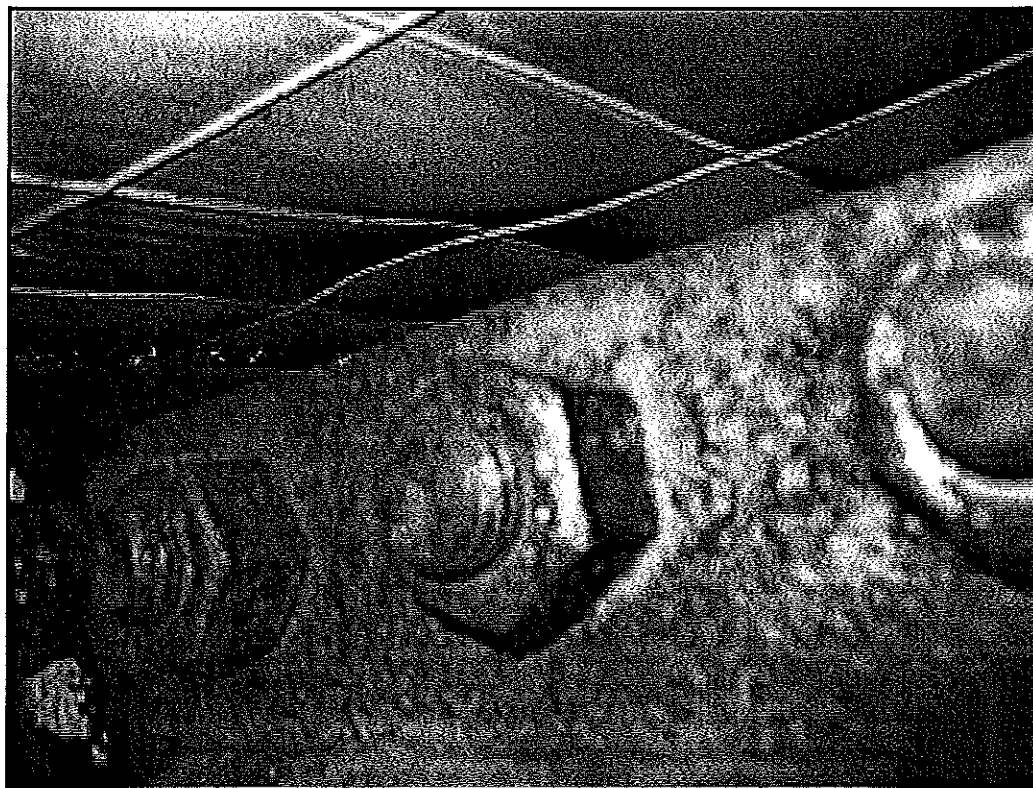
Per *A. I. Ross*  
A. I. Ross, P. Eng.

RM:hv

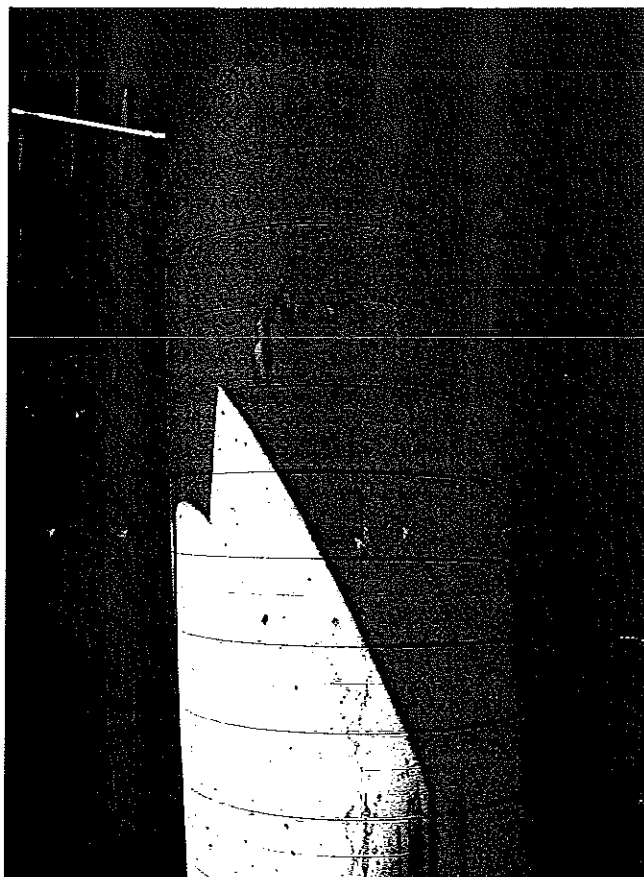




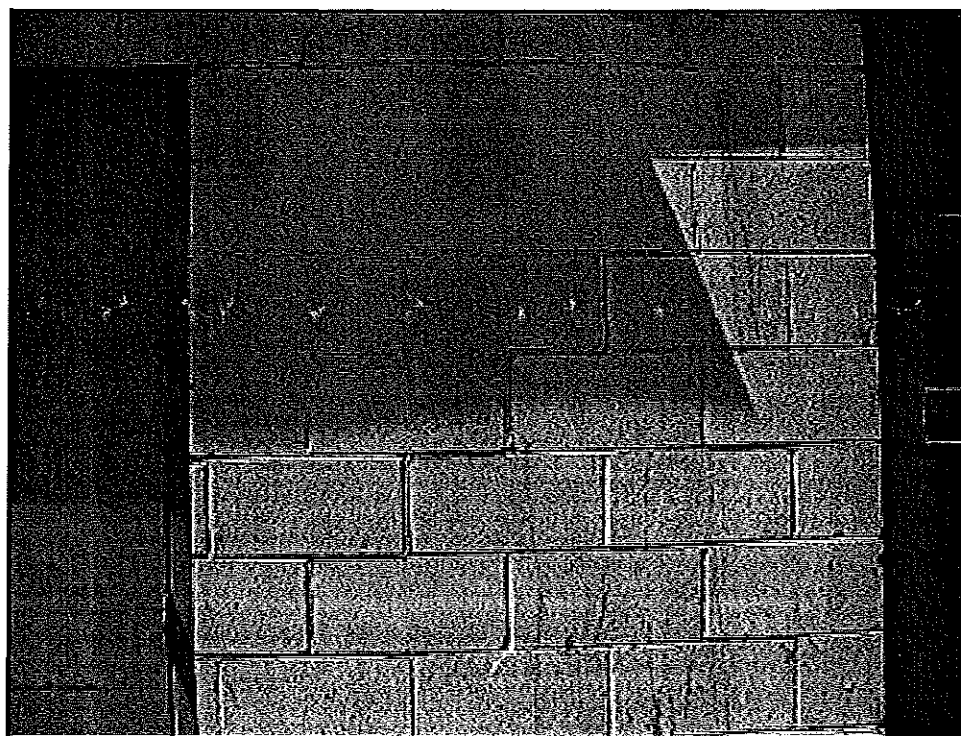
Arena Facing North



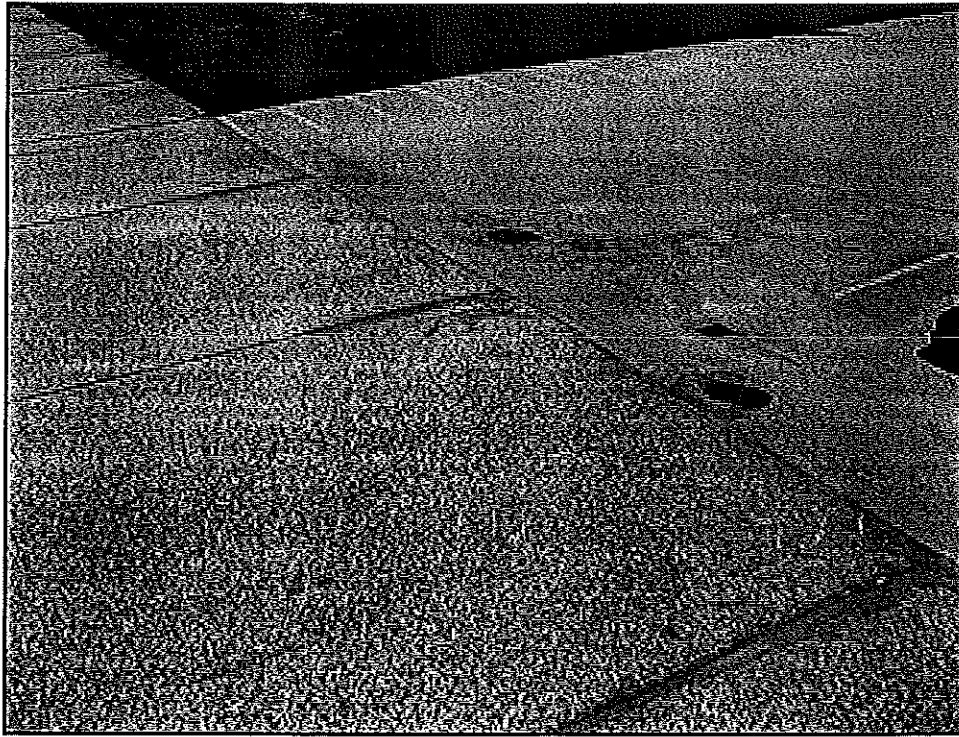
Bolts at Top of Beam



Column Below Air Conditioning Unit



Step Cracking  
Small Lean-To Building



East Side of Arena Roof

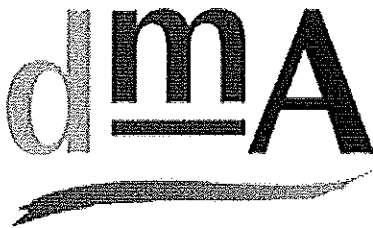
# Municipality of South Huron

---

## Indoor Aquatic Facility Review

*Final Report*

*April 1, 2013*



Prepared by:

dmA Planning & Management Services  
21 Gaspereau Ave  
Wolfville NS. B4P 2C5



Planning & Management Services

April 5, 2013

Mr. Roy Hardy  
CAO  
Municipality of South Huron  
PO Box 759  
322 Main St. S  
Exeter, ON N0M 1S2

Dear Mr. Hardy

**Re: Municipality of South Huron – Indoor Aquatic Facility Review**

Please find attached our final report for the above noted study.

The report provides an overview of a number of considerations affecting the feasibility of an indoor aquatic facility in South Huron. We have described the benefits of indoor aquatic facilities as well as the considerable capital and operating costs associated with their provision. We have also commented on issues associated with a possible partnership with the YMCA. The purpose of the report was not to provide recommendations or detailed cost estimates. This could only be done with a full feasibility study. However, we hope that the information in our report will contribute to an informed and constructive discussion among all interested parties with respect to the possible provision of an indoor aquatic facility in South Huron.

It has been a pleasure working with you on this assignment. If we can be of further assistance, please do not hesitate to contact us.

Thank you.

A handwritten signature in black ink, appearing to read 'Jim Morgenstern', with a long, sweeping horizontal line extending from the end of the signature.

Jim Morgenstern, MCIP  
Principal

## Table of Contents

1.0	Introduction.....	1
1.1	Study Purpose .....	1
1.2	Study Process and Limitations.....	1
2.0	Overview:Indoor Aquatic Facilities – Design Issues, Community Benefits and Levels of Provision..	3
2.1	Contemporary Aquatic Facilities .....	3
2.2	Community Benefits – Recreational, Health and Economic.....	
	Benefits of Aquatic Activities and Sports .....	4
	Economic Stimulus .....	5
2.3	Indoor Aquatic Facilities – Levels of Provision.....	5
2.4	YMCA Memberships.....	6
3.0	Space Programs, Capital and Operating Costs .....	8
3.1	Typical Space Programs - Basic Aquatic Facilities .....	8
3.2	Financial Considerations – Capital and Operating Costs.....	10
	Capital Costs .....	10
	Operating Costs.....	12
3.3	Municipal – YMCA Partnerships for Aquatic Facilities .....	15
	Possible Benefits of YMCA Involvement.....	15
	YMCA - Municipal Operating Agreements .....	17
	Municipal Financial Contributions – YMCA Partnerships.....	18
4.0	Aquatic Facility Feasibility Studies.....	22
5.0	Conclusion and Possible Next Steps .....	25
	Conclusion.....	25
	Possible Next Steps.....	25

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

## **1.0 Introduction**

### **1.1 Study Purpose**

In 2012 the Municipality of South Huron, acting on recommendations in their 2009 Community Services Master Plan, initiated a design and construction project to renovate an existing outdoor pool. During the consultation process for the study, the issue of an indoor aquatic facility emerged. A local community group assembled information and undertook a community survey with the intent of positioning an indoor aquatic facility as a possible recreation development for South Huron.

dmA was retained to prepare a report and make a public presentation to address the possible implications of an indoor pool in South Huron. The overall objective was to ensure that accurate, defensible information was available to contribute to a constructive community dialogue surrounding this issue.

This was not a feasibility study for an indoor pool. While readily available background information was reviewed, the purpose of the assignment was not to undertake the research and local data gathering that would be required to prepare a feasibility study for an indoor pool. Instead, the identification of possible implications was based on comparable facilities in other Ontario communities as well as dmA's experience with indoor pool developments in Ontario and elsewhere.

The following issues were identified for presentation to the community:

- General overview of the benefits associated with indoor aquatic facilities – a brief discussion of the recreational, social, economic, and health impacts of indoor aquatic facilities and the trends/best practices in design.
- Current situation – supply of indoor aquatic facilities in small markets
- YMCA – Municipal partnerships for the development of aquatic facilities
- Typical capital costs for a facility designed for a smaller market
- Typical net operating costs
- Feasibility Study requirements – what would be required to confirm the potential market and the capital and operating costs for a facility in South Huron; including requirements if the Y was to be involved as a partner.

### **1.2 Study Process and Limitations**

As noted above, this was not a feasibility study for an indoor pool. We contacted municipal pool operators in Hanover and St. Mary's Ontario to assemble information on the use and cost of indoor pools in their communities. We also contacted municipal and/or YMCA personnel in Goderich, Wasaga Beach, Quinte West and Clarence Rockland, all of which are smaller communities where indoor aquatic facilities are owned by the municipality and operated by the YMCA.

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

While there was some new information gathered for this assignment, the majority of the information is from dmA data bases. In some cases this information is dated but still relevant for the purposes of this assignment. It should also be noted that information collected from municipal and YMCA staff for this assignment was based on telephone interviews and/or emails. The scope of the study did not involve the detailed review or analysis of actual budget documents, operating agreements or other material to verify the consultant's understanding and interpretation of the information provided in the telephone interviews or emails. This more detailed level of analysis would be required if a feasibility study for an indoor aquatic facility was prepared for South Huron.



## 2.0 Overview – Indoor Aquatic Facilities – Design Issues, Community Benefits and Levels of Provision

### 2.1 Contemporary Aquatic Facilities

The design and programming of indoor aquatic facilities has changed considerably in the past 20-30 years. Traditional indoor pools built in the 70s and 80s were characterized by a single rectangular tank; few if any recreational features; limited deck space, natural lighting or interior landscaping; and modest amenities for the user. This changed dramatically and contemporary aquatic facilities have a wide range of design features to make them much more appealing to users and significantly expand their programming potential.

Aquatic facilities that are most popular today include a variety of aquatic components and opportunities (e.g., rectangular tank - 4 to 8 lanes; therapeutic pool; leisure components such as slide, lazy river, water-play features; and teaching components - zero depth entry, teaching steps, sufficient depth for all instructional levels). Such facilities are more versatile and used by a wider range of the population than more traditional lane facilities. Facilities that also combine other opportunities for conditioning and dry-land training (gyms, fitness centres), and a variety of other recreation features within the same building (meeting rooms, multi-purpose spaces) provide opportunities for cross programming and increase convenience for the users.

Contemporary facilities will combine the training and competitive features of the traditional 25 m rectangular tank with both leisure and therapeutic pools.

- **Leisure Pools:** In the 1980's communities began to build free form pools referred to as leisure pools. These pools often had shallower water, fewer (if any) lanes, and larger decks to accommodate recreational use. They often incorporated fun-oriented apparatus such as slides, Tarzan ropes, ball hoops and nets, etc. Many leisure pools incorporated zero-depth entry through either a walkway access to a waist-deep pool area or a beach-like entry at one end

Leisure pools are attractive for recreational swimming, support activities such as aquafit programs that required fairly shallow (waist-deep) water, and are ideal for early level instructional programs. They are less desirable for higher level instruction, do not always support lane swimming, and are not very appropriate for competitive use.

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

- **Therapeutic Pools:** Therapeutic pools have enhanced accessibility for those who cannot walk into the water regardless of how deep the initial entry point and the water is warmer (approximately 30-32 degrees Celsius). These pools accommodate therapeutic use by older adults and people with disabilities, as well as parent and tot users and very young swimmers. They are also used for true therapy programs for people with arthritis, fibromyalgia, initial post cardiac care etc.
- **Hybrid Pools:** Today most communities would build hybrid pools to accommodate the best features of traditional, leisure and therapeutic pools. Ideally, these facilities have two tanks so temperatures can be maintained at different levels providing opportunities to maintain a lower temperature in the pool designed to support lane/fitness swim, higher level lessons, and competitive activities; while a higher temperature in a separate tank supports therapeutic activities, aquafit, instruction for young children, and recreational activities. Where the pool is a single tank it is more likely to include 4 to 8, 25 metre lanes to accommodate fitness, competition, and higher level instruction along with a leisure “pod” with zero-depth entry and recreational/fun components.

## 2.2 Community Benefits – Recreational, Health and Economic

### Benefits of Aquatic Activities and Sports

Research<sup>1</sup> continues to emphasize the benefits associated with participation in aquatic activities. Health Canada considers swimming to be one of the key physical skills, and a complete physical activity that engages all muscle groups and assists in the development of strong bodies, good posture, endurance, and flexibility<sup>2</sup>. In addition to these notable health benefits, participation in swimming<sup>3</sup>:

- Is a fundamental movement skill that builds overall motor skills, and assists participants in mastering the fundamentals of agility, balance, coordination, speed, and rhythmic movement;
- Has a low risk of injury due to minimal stress on bones and joints;
- Improves circulation and respiration, has a stress-reducing effect on the mind and body, and assists in managing weight;
- Encourages participation in lifetime aquatic activities;
- Is an essential life skill; and
- Is an activity that individuals and families alike can enjoy.

---

<sup>1</sup> Canadian Red Cross Swim News Overview. Source: [www.redcross.ca](http://www.redcross.ca) (updated March 1, 2011).

<sup>2</sup> Canadian Red Cross Swim News Overview. Source: [www.redcross.ca](http://www.redcross.ca) (updated March 1, 2011).

<sup>3</sup> Canadian Red Cross Swim News Overview. Source: [www.redcross.ca](http://www.redcross.ca) (updated March 1, 2011).

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

### Economic Stimulus

Communities that are attractive to residents are also appealing to business. Many of today's businesses require a highly educated workforce that typically seeks a particular lifestyle along with job security. That lifestyle involves good schools, a safe living environment and, second only to education for families, good recreation and library services. Modern high quality recreation facilities also contribute to local economic prosperity by encouraging residents and visitors to spend in the community, rather than in other communities with more appealing facilities/programs. The potential to attract young people and households with children to a community will be influenced by the recreation and leisure services available.

### 2.3 Indoor Aquatic Facilities – Levels of Provision

Given the popularity of aquatics and the benefits associated with indoor pools, they will be a significant asset to any community. An indoor pool is perhaps one of the most desirable major recreation facilities that a community can provide. However, it is also one of the most expensive. (Financial implications are discussed further below). Because of the cost, it is very difficult for communities with small populations and a more limited tax base to support these facilities.

Figure 2.1 indicates levels of provision for indoor aquatic facilities by population of the community.

**Figure 2.1**

#### Communities with Indoor Pools by Population

Population	% with Indoor Pools
100-200,000	100%
50-100,000	100%
10-50,000	50%
10,000 & less	18%

#### Level of Provision

All Municipalities – 1:35,775

Municipalities with Pools – 1:23,650

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

The information in Figure 2.1 is based on a survey conducted by dmA of Ontario municipalities in 2005<sup>4</sup>. The information is somewhat dated but undoubtedly indicative of the relationship of population to the provision of indoor pools. Overall levels of provision are shown for all municipalities responding to the survey and those that had indoor pools. The 2005 study duplicated earlier studies undertaken by dmA and we saw a modest increase in levels of provision (i.e. a somewhat lower population per facility) in the period from 1999 to 2005. If this trend continued, we should expect a lower level of provision today – however, on average we should still expect a population in the order of 20,000 per aquatic facility in communities with pools.

## 2.4 YMCA Memberships

Figure 2.2 describes catchment area populations and membership data for selected YMCAs. This data was collected in 2009 by dmA for a study that focused primarily on Ys serving smaller markets (Wasaga Beach, Clarence Rockland and Goderich-Huron) and in situations where the municipality owned the facility and the Y operated it under an agreement (all but Brockville). The information was provided by YMCA staff; however, the catchment area population was often an estimate and there were some variations in the definitions of members. Where possible we updated the 2009 data with 2012 information (where available, 2012 information is in italics).

**Figure 2.2: YMCA Facilities: Membership and Estimated Catchment Area Population**

	Wasaga Beach	Clarence- Rockland	Goderich- Huron	Quinte West	Brockville
<b>Catchment Area Population</b>	<b>35,000</b>	<b>23,000</b> <i>30,000</i>	<b>21,000</b> <i>15,000</i>	<b>50,000</b> <i>50,000</i>	<b>46,000</b>
<b>Market Penetration</b>	<b>10%</b>	<b>13%</b> <i>10%</i>	<b>14%</b> <i>18%</i>	<b>11%</b> <i>12%</i>	<b>10%</b>
<b>Members</b>	<b>3,366</b>	<b>3,023</b> <i>2,921</i>	<b>2,943</b> <i>2,700</i>	<b>5,326</b> <i>6,076</i>	<b>4,368</b>

<sup>4</sup> A total of 101 municipalities responded to the survey. The intent was to capture facilities that were publicly accessible. All municipally owned and operated pools were included; pools operated by another authority were included if their policies provided for community access. Private facilities available to members only were excluded.

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

While catchment area populations are difficult to estimate and the information noted above should be understood as best guesses on the part of municipal and/or Y staff, the variations between the 2009 and 2012 estimates are interesting in the case of Goderich-Huron and Clarence Rockland. (In both cases, these are facilities that were in their early years of operation in 2009). In Goderich's case the catchment area population would appear to have become much more restricted (the population of Goderich is 7,500), yet the membership penetration within that area is very strong. In Clarence Rockland's case, they are attracting members from quite a distance away, particularly to the east and the south where there are not competing facilities. However, about 70% of the membership is from the former village of Rockland (where the facility is located) and over 85% from the municipality of Clarence Rockland, which encompasses the rural area directly adjacent to Rockland. (Clarence Rockland's population is 24,000; the catchment area population of 30,000 may be a low estimate. However, the difficulty of determining a catchment area population is apparent in this case. The Clarence Rockland facility is attracting members from the eastern areas of the City of Ottawa - Cumberland and Orleans - where there are municipal facilities which would be geographically closer to the user).

One final point that should be emphasized is that membership does not equate to use. Members would be heavy users of the facility and would typically be attracted to the fitness facilities. However, the Y will offer a wide range of programs that are open to non-members. In the case of Clarence Rockland, approximately two-thirds of program participants are non-members.

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

### **3.0 Space Programs, Capital and Operating Costs**

In this chapter we have provided information on the size and components of an indoor pool and the capital and operating costs.

We have provided a space program (Figure 3.1) and capital costs (Figure 3.2) for pools of two sizes – a basic 25 m six lane pool which would be typical of the aquatic facilities built in most communities and a smaller, 4 lane version that might be viewed as the minimum size for a municipal facility. In both cases these are generic facilities. There is considerable variation in the design and the features included with indoor pools. Those shown would be considered basic models because few specialized amenities (slides, food service, social/viewing space) or complementary recreation components (gyms, fitness) are included with these pools.

#### **3.1 Typical Space Programs - Basic Aquatic Facilities**

The net floor area of the 6 and 4 lane pool respectively are 19,940 and 14,400 square feet (Figure 3.1). These figures were increased by 25% and 20% respectively to account for non-assigned space (circulation; partitions, unassigned storage etc.) to arrive at gross areas of 24,925 and 17,280 sq. ft.

Both space programs are for contemporary pools with recreational and therapeutic features as discussed in Section Two of the report. These features are both smaller and more restricted in the 4 lane pool. A small multipurpose area is the only additional recreational amenity.

While the facilities as described here would be appropriate municipal aquatic facilities and provide a full range of programming for the community, they likely would not support a membership that would typically be associated with a YMCA facility. There is no fitness centre and most full service Ys would include a gym or additional multipurpose space. Additional space might also be allocated for membership services (e.g. more food service areas; more or larger change rooms to accommodate lockers and other services; etc.) This is a consideration if a partnership is pursued with the YMCA where the municipality hopes to have operating costs offset in whole or part by membership revenues. If a gym, fitness centre and other membership amenities were included, it might add 8-10,000 gross sq. ft. to the facilities.

Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013

**Figure 3.1 – Typical Space Program – Basic 4-6 Lane Pools**

Components	Typical Facility – 6 Lanes Net Floor Area (sf)	Minimum Facility – 4 Lanes Net Floor Area (sf)
<b>NATATORIUM</b>		
Training/lap pool	3,000	1,950.
Leisure area	1,300	1,000.
Therapeutic pool	350	200
Wading pool	100	na
Pool deck	3,000	2,200.
<b>Sub-Total</b>	<b>7,750</b>	<b>5,350</b>
<b>POOL SUPPORT FACILITIES</b>		
Family change room	1,500	1,200
Men's change room	1,000	1,000
Women's change room	1,000	1,000
Filter room; chemical and equipment storage; pool equipment storage	2,000	1,800
<b>Sub-total</b>	<b>5,500</b>	<b>5,000</b>
<b>AQUATIC ADMINISTRATION</b>		
Pool supervisor office	120	100
Dry storage, pool monitoring area, staff room/first aid	460	250
Staff change rooms and washroom	250	200.
<b>Sub-total</b>	<b>830</b>	<b>550</b>
<b>PROGRAM ROOMS</b>		
Multi-purpose room	2,000	1,500
MP room storage	200	200
Kitchen	300	
Kitchen storage	100	

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

<b>Components</b>	<b>Typical Facility – 6 Lanes Net Floor Area (sf)</b>	<b>Minimum Facility – 4 Lanes Net Floor Area (sf)</b>
<b>Sub-total</b>	<b>2,600</b>	<b>1,700</b>
<b>PUBLIC FACILITIES</b>		
Lobby/Reception	2,000	950
Vending alcove	50	50
Seating area	250	200
Women's washroom	150	100
Men's washroom	150	100
<b>Sub-total</b>	<b>2,600</b>	<b>1,400</b>
<b>GENERAL ADMINISTRATION</b>		
General office	200	150
Manager's office	120	na
Staff work room/storage/meeting room/lunch room	340	250
<b>Sub-total</b>	<b>660</b>	<b>400</b>
<b>Total NFA (75%/80%)</b>	<b>19,940</b>	<b>14,400</b>
<b>Total GFA (100%)</b>	<b>24,925</b>	<b>17,280</b>

### 3.2 Financial Considerations – Capital and Operating Costs

#### Capital Costs

The preliminary capital budget estimate (Figure 3.2) is intended to provide an indication of direct and indirect project costs for the facility. This is a general, order-of-magnitude cost estimate. Actual costs will depend upon the final execution of the design, quality of the finish, materials and construction market at time of tender.

Current construction costs are likely in the range of \$350-400 per sq. ft. We have used \$375 per sq. ft. for the budget calculation. An allowance of 10% is included for site development assuming an average suburban site supported by full municipal services. Extraordinary costs related to poor soil bearing capacity and complicated provisions such as storm water retention ponds, retaining walls, hydro sub-stations, etc. are excluded.



**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

Professional fees include architects, engineers (structural, mechanical, electrical and civil), landscape architects, interior designers and cost consultants. Should LEED design and certification be required for the building, LEED consulting fees are additional. Disbursements represent permits, inspections, signage, security systems, geo-technical investigation, topographical survey costs, etc. The client's legal cost, administration cost, HST and site acquisition cost, if applicable, are excluded. Escalation cost beyond 2013 is excluded. Based on these assumptions, capital costs in the range of \$9-13m are projected for a 4 and 6 lane pool respectively.

**Figure 3.2 – Capital Cost Estimate – Typical Aquatic Centres**

Components/Comments		Typical – 6 lane	Typical – 4 lane
Total Gross Floor Area		24,925	17,280
Base Construction Cost	At \$375 per sq. ft.	9,346,875	6,480,000
Site Development	10% of construction cost	934,690	648,000
Sub-Total		10,281,565	7,128,000
Contingencies	7% planning/design, 3% construction	1,028,155	712,800
<b>Total Hard Construction Cost</b>	Excluding GST/escalation	11,309,720	7,840,800
Professional Fees	8%	904,780	627,265
Disbursements	5%	565,485	392,040
<b>Total Soft Costs</b>		1,470,265	1,019,305
FF&E Allowance	Furniture, Fitment and Equipment	\$200,000	\$200,000
<b>TOTAL PROJECT COST</b>		<b>\$12,979,985</b>	<b>\$9,060,105</b>

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

These costs are based on the space programs noted in Figure 3.1. As noted, these space programs exclude facilities that would customarily be provided in a full service YMCA and consequently higher capital costs could be anticipated if a typical Y was developed. Assuming that 8,000 gross sq. ft. was added to accommodate Y facilities, this could increase capital costs by over \$3 million, even assuming a somewhat lower (\$275/sq. ft.) base construction cost for these facilities.

### Operating Costs

The following discussion is based on a municipally owned and operated pool. The financial implications of a possible YMCA partnership are discussed in Chapter 4.

Unlike generic space programs and capital costs, the net operating costs of an aquatic facility will vary widely based on the unique market characteristics of the community. The financial performance is also influenced by a wide range of other variables, including the programming focus of the facility; how much time is dedicated to organized users; fee and rental structures; and staff wage rates. The design of the facility and whether it is a stand-alone pool or part of a larger multipurpose complex will have a major impact on operating costs. Significant cost saving for utilities and to a lesser extent staffing can be realized in multipurpose facilities. The only way to accurately predict operating costs for a facility in South Huron is to undertake a full feasibility study, as discussed in Chapter 5 of the report.

For these reasons we have not provided a generic operating cost that might be considered typical for indoor pools. We have provided actual operating costs for two indoor pools in Figure 3.3. The pools selected both serve smaller markets and are both part of larger recreational complexes. They are located in Hanover and St. Mary's, Ontario. Neither facility receives operating cost support from neighbouring municipalities.

We have provided broad financial categories and attempted to make these comparable for both facilities. There are however differences in the items included in these categories in the two case studies. Administration generally covers costs associated with management and office staff, office supplies and equipment, marketing, insurance etc. Programming is directly associated with the pool and primary reflects staffing costs and benefits (aquatic supervisor, guards, instructors) as well as some expenditures for program supplies, etc. Operations include maintenance and operational staff as well as utilities (heat, hydro, water), chemicals, cleaning supplies, etc. Revenues include program fees (lessons, aquatic programs and public swims) and other revenues from rentals, sale of merchandise, etc.

Capital costs, including any costs associated with servicing debt, are not included in these budgets.

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

The scope of this investigation did not entail a detailed financial analysis of the case study pools. While staff was approached for points of clarification, no attempt was made to review expenditures or revenues on an item by item basis. An attempt was made to only include expenditures associated with the aquatic component of larger recreation complexes, but there are likely some shared costs and these may be over or under estimated in the budgets illustrated. These operating cost scenarios illustrate the order of magnitude costs associated with indoor aquatic facilities in these two communities for the purposes of this exercise. Additional investigation would be required to fully appreciate the details of expenditures and revenues and the implications for a possible pool in South Huron.

**Figure 3.3 – Operating Costs**

<b>Cost Item</b>	<b>St. Mary's</b>	<b>Hanover</b>
<b>EXPENSES</b>		
Administration	\$92,540 (est)	\$23,830.
Programming	\$250,610	\$498,690.
Operations	\$264,860	\$286,520
<b>Sub-Total</b>	<b>\$608,010</b>	<b>\$809,040</b>
<b>REVENUES</b>		
Programming	\$142,000	\$305,330
Other	\$27,500	\$38,930
<b>Sub-total</b>	<b>\$169,500</b>	<b>\$344,260</b>
<b>TOTAL NET OPERATING COST</b>	<b>\$438,510</b>	<b>\$464,780</b>

The St. Mary's facility is a 25 m, four lane pool with some leisure features. It opened in 2008 as part of the Pyramid Recreation Centre, which includes a double pad arena, large community hall and older adults centre. The population of St. Mary's is about 6,700 but there may be about 9,000 people within the Centre's catchment area. The aquatic facility had a net operating cost in 2012 of \$438,510. Revenues and expenses are as budgeted except operations which are actuals. All costs except administration were provided for the aquatic component only. Administration appears in the budget for the entire Pyramid Recreation Centre

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

and staff could not easily estimate what proportion would be attributed to the aquatic centre. In 2012 these were budgeted at \$277,620 and we arbitrarily assigned one-third of this to the indoor pool.

In Hanover, the aquatic facility is a 5 lane 25 m pool with a number of recreational features (slide, beach entry wading pool, whirlpool, spray umbrella). The pool opened in 1996 as an addition to the existing arena and community hall (which were replaced and updated in 2011). The facility serves a population of about 7,200 in Hanover, and as much as 35,000 within a 30 minute drive. Hanover residents represent about one-third of those in registered programs (non-residents pay an additional fee for programs but this is a very small proportion of actual costs). At about \$465,000, the net operating cost of the Hanover pool is similar to St. Mary's. St. Mary's appears to include more staff costs in administration than Hanover. Operational costs are similar. Programming costs at Hanover are double that at St. Mary's but so are programming revenues.

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

### **3.3 Municipal – YMCA Partnerships for Aquatic Facilities**

This chapter of the report provides an overview of partnerships between YMCAs and municipalities for the development and operation of indoor aquatic facilities. We have focused on partnerships with the YMCA, as opposed to other organizations, because these are by far the most common. In the past, boards of education, colleges and universities have occasionally entered into agreements with municipalities for the development and/or operation of indoor aquatic facilities. These types of partnerships are increasingly rare. As budgets have become more constrained, educational authorities have been forced to focus their resources on core educational activities and cost-sharing agreements for aquatic facilities are no longer a priority. There are other organizations similar to the YMCA, such as Boys and Girls Clubs, which sometimes operate indoor pools, but not nearly to the extent of the YMCA. Finally, in a few major centres, municipalities have entered into contracts with the private sector to manage indoor aquatic facilities. These however are not common and the public-private sector model is not often pursued for the operation of municipal indoor pools. We expect the only possible partner for the Municipality of South Huron for an indoor pool is the YMCA.

#### **Possible Benefits of YMCA Involvement**

YMCA - municipal partnerships for the operation of indoor aquatic facilities are increasingly common. Arrangements between municipalities and YMCAs might broadly be placed in two categories. In the first category, the YMCA owns and operates the facility but receives some municipal support. It has been customary in many (but not all) municipalities that hosted a YMCA for the municipality to provide some support. This might include exemptions from taxes or other municipal service fees; municipal services at no or low cost (e.g. snow clearance); support with marketing and publicity, etc. The municipality also might make a one-time contribution to a building fund, and in some cases this might be done to secure a community benefit that would not otherwise be offered (e.g. lower cost access for non-members for free swim periods). This is an older model defined by the fact that the Y is the owner and operator of the facility with full responsibility for all major, ongoing costs.

Today a more customary model, and one that is increasingly popular among YMCAs, involves the municipality as the owner of the facility and the YMCA as the operator. This is a much more involved partnership with both parties assuming significant and ongoing responsibilities for the facility. This is the only model that the YMCA might consider in a small community such as South Huron and is the focus of the following comments.

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

The possible benefits of the YMCA's involvement, relative to a municipally owned and operated indoor pool, include the following:

- The YMCA is fully qualified and has a good deal of experience locally and nationally with the operation of aquatic, fitness and multipurpose programming space. Particularly in situations where the municipality is not currently operating indoor pools, this is often seen as an advantage.
- In addition to its experience as a facility operator and programmer, the YMCA has been actively involved in many initiatives locally and nationally that contribute to wellness and healthy and active lifestyles. These initiatives can complement those of the municipality.
- The YMCA also brings to the community expertise and involvement in a broad range of non-recreational, socially focused programs (e.g., employment assistance, youth-at-risk, new Canadians, etc.). While not directly connected to the core facilities and programs at the Aquatic Centre, these are complementary services. In communities where other providers may not be offering these services, or may be limited in the scope of their programming, having the Y as a new partner can be a significant advantage.
- The YMCA may support capital costs (generally, this would only involve equipment and fund-raising efforts).

Two other arguments in favour of the YMCA's involvement should be noted. First, YMCA-municipal partnerships, and specifically formal agreements whereby the YMCA operates municipally owned facilities, are increasingly common in Canada and have proven to be very successful arrangements for many communities. This is, therefore, a proven model with a number of established precedents.

Second, it is an operating model that is preferred by some municipalities because it generally results in much lower costs than would be the case if the municipality was the operator. The factors that contribute to lower net operating costs vary somewhat among communities. In some cases, lower staff costs, greater reliance on volunteers and access to non-traditional revenue sources, such as donations, ongoing fund-raising, or revenue streams from associated activities, such as child care, can be factors that explain lower net operating costs.

However, a significant consideration is membership revenues. Very few municipal operations charge membership fees for access to aquatic programs or multipurpose programming. The YMCA model puts greater emphasis on membership revenues, which essentially assign a higher cost to the user than would typically be the case in a municipally operated facility. The YMCA has policies in place that ensure residents are not turned away because of financial hardship. However, YMCAs generally have no access to tax revenue and consequently operating costs that might be subsidized by the general tax payer in a

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

municipal facility must be generated by users at the YMCA. Lower annual municipal costs, primarily for aquatic facilities, have been a major attraction of YMCA-municipal partnerships in many communities.

#### **YMCA - Municipal Operating Agreements**

When YMCAs and municipalities develop facilities together, formal agreements need to be in place establishing each partner's responsibilities, financial obligations, and rights to receive services. The purpose of an operating agreement is to ensure, to the greatest extent possible, every operating eventuality is anticipated and a course of action is agreed to in advance so as not to jeopardize the success of the facility once it is operating. A good agreement covers a wide range of topics including many that will not be relevant until many years in the future (e.g., responsibilities for capital conservation). These formal agreements are significant to the ongoing success of the project because they provide direction on issues that are likely to emerge in the future and, therefore, avoid unanticipated demands that can threaten the viability of the partnership.

It should be emphasized that there is no standard model for these types of agreements. The agreement, therefore, must carefully reflect the specific needs and characteristics of the community, the proposed facility and the partners. The details emerge through negotiation and ultimately must be acceptable to both parties. Again, we would stress that there is no standard model and even core aspects of the agreement – such as the items covered and the amount and duration of municipal financial contribution – vary from one agreement to the next.

The following issues would be relevant to a partnership agreement with the YMCA for operation of a municipally owned indoor aquatic facility.

- Each party's contribution to capital and operating costs; limits to contributions; availability of ongoing municipal subsidy, access to reserves and grants from senior levels of government, ownership of surpluses, if any, etc.
- The ownership of the facility and long term responsibilities for capital conservation and facility and equipment renewal.
- The establishment of a governance board and the associated terms of reference, the reporting relationship to the owners and funders, etc.
- Programming model, including the types of programs offered and service priorities.
- Agreement on key policy positions that will affect the operation of the facility and its financial performance (e.g., facility allocation priorities, including the relative priority assigned to community

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

recreational uses, sport tourism, other community economic development activities, user fee and pricing policies, etc.). There may also be a need to reconcile conflicting positions in the existing policies of the partners.

- Marketing protocols concerning the name of the facility, signage, representation in ads, etc.
- Procedures for performance measurement and ongoing service evaluation.
- The financial and other arrangements that would govern a party when abandoning the partnership.
- Arrangements governing community access both for YMCA members and non-members.
- Market exclusions and restrictions – some agreements specify that one party cannot compete with another in a manner that would restrict revenues (e.g., the local municipality would not provide programs comparable to those offered by the YMCA if this jeopardized revenue streams necessary for the operation of the facility without municipal subsidy).
- The role of the YMCA and the other partners in fund-raising and the ownership of fund-raising revenues, both prior to construction and on an on-going basis.

While presumably everything is open to negotiation, the YMCA will generally not participate in a significant way to financing capital in these arrangements. The YMCA will participate in fundraising and may make a sizeable capital contribution to the purchase of equipment for the pool and a fitness facility. However, all capital costs, after fund-raising and grants from senior levels of government, would typically be a municipal responsibility. In addition, as the building's owner, the municipality would likely be expected to assume full responsibility for capital conservation costs, including the repair and replacement of all equipment and the maintenance of built infrastructure and major building components. In partnership agreements between municipalities and the YMCA, where the municipality is the owner, the YMCA generally does not contribute fully to capital conservation costs. However, the YMCA might contribute to some portion of capital conservation costs, reflecting the fact that YMCA members are contributing to the "wear and tear" of building components and the YMCA would typically represent these costs in their membership fee structures. However, as noted, these items vary significantly from one agreement to the next and are subject to negotiation between the owner and the YMCA.

#### **Municipal Financial Contributions – YMCA Partnerships**

We briefly investigated four examples of YMCA-municipal partnerships for recreation facilities to provide examples of municipal financial contributions. The information compiled was based on input from municipal staff, in some cases supplemented with input from YMCA staff. As the examples indicate, there is



**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

no common experience. While we have only investigated four cases for this report, we are confident based on our experience with these types of developments that a "typical" situation with respect to municipal financial contributions will not be found. In part this is because the municipal obligations specified in the partnership agreements are negotiated on a case by case basis and vary. However, more importantly, the nature of the facilities, services, and market vary and this results in very different financial scenarios. The likely financial scenario associated with a municipal -YMCA partnership in South Huron can only be determined with a detailed feasibility study and cost-sharing negotiations between the Y and the Municipality.

The four cases we explored are briefly cited below.

#### **Goderich, Ontario**

The Goderich-Huron YMCA has an agreement with the Town of Goderich for the operation of the Maitland Recreation Centre (MRC). The MRC includes a 25m indoor pool, a fitness centre, gymnasium and an arena. The facility is owned by the Town and operated by the Y. However, the agreement in Goderich address a much wider range of recreation services than the MRC. The Y essentially acts as the Town's recreation service provider and operates other major municipally owned indoor and outdoor recreation facilities as well as providing a wide range of programs, many of which occur outside of the MRC. This is a very unusual arrangement and consequently the financial analysis of interest to South Huron residents is not easily identified. The manner in which financial records are maintained makes it impossible to break-out the municipal costs specifically related to the aquatic facility at the MRC. Indeed, it is not even possible to separate the traditional Y facilities (pool, fitness, gym) from the arena in terms of municipal costs.

The total municipal contribution to the YMCA for the operation of recreational services in 2012 was in the order of \$580,000. This included both administrative costs and program costs. Again, it must be emphasized that these costs included support for recreational services unconnected with the indoor pool, fitness centre and gym. While staff were not able to estimate the proportion of the total municipal costs that might be attributed to the indoor pool, gym and fitness components of the MRC, these are major, and in the pool's case relatively costly, components of the Town's recreation infrastructure and we should expect them to account for a sizeable proportion of total municipal expenditures.

In addition to these operating costs, the Town is responsible for all capital costs, including capital conservation costs. The Town's capital costs in recent years have been in the order of \$70-80,000 annually. A decision was made to not contribute to a capital reserve until the debt on the MRC was eliminated. This happened recently and the plan is to contribute as much as \$200,000 annually to a capital

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

reserve going forward (however, this reserve fund would be available for all recreational assets, not just the MRC).

**Wasaga Beach, Ontario**

The Wasaga Beach Recplex is a municipally owned, YMCA operated facility that has been in operation for about 7 years. The facility includes a 4 lane 25 m pool, fitness centre and one half of a double gymnasium. This "YMCA" component is attached to a municipal recreation centre operated by the Town Recreation Department. The municipal component includes the other half of the double gym and a hall and senior's centre.

The Town is responsible for all capital costs, ongoing maintenance and repairs and capital conservation costs. Given the facility is only seven years old, capital costs to date have been limited. A reserve fund has been established for the Recplex to offset future expenditures as the facility ages. All costs are the Town's responsibility.

The initial operating agreement called for the Town to cover any operating deficits for the first five years while the Y established a membership base and a presence in the community. In year six and beyond, the Town assumed no ongoing responsibilities for operating costs. The Y's membership and other revenues were such that no subsidy was required after year one. The Y's revenues are sufficient to cover all operating costs, including staffing, utilities, cleaning, insurance and other administrative costs. Therefore, the operation of the Y components of the Recplex do not require an ongoing municipal subsidy. The Town does incur some ongoing operating costs (e.g. external grounds maintenance, insurance, etc.), however, these are also associated with the municipal components of the Recplex.

The very strong financial performance of the Wasaga Beach YMCA might be attributed to a number of factors. Certainly a key consideration is economies of scale. The Simcoe Muskoka YMCA operates a number of facilities with indoor pools and fitness centres and one expects some administrative overhead and the purchase of goods and services can be shared among these facilities. In addition, the Wasaga Beach YMCA is a very compact facility focused on core YMCA components in an efficient building configuration. Finally, the seasonal population may contribute to use and revenues in a way that is not customary in other facilities.

**Clarence Rockland, Ontario**

The Clarence Rockland facility is a 25 m indoor pool, fitness centre and multipurpose/gym area operated by the YMCA as part of a larger complex in a secondary school where there are other shared services (e.g. a joint public-school library).

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

The City is the owner of the facility and responsible for all capital costs, including capital conservation costs. Similar to the Wasaga Beach situation, the City agreed to cover any operating short-fall associated with the YMCA components of the facility for the first five years of operation. They are currently in the 4<sup>th</sup> year of this arrangement. After the fifth year of the agreement there will be no continuing contribution to program costs, but there may be an ongoing requirement for the City to contribute to administrative costs (this point is under discussion between the parties to the agreement). In the period 2009-2011, the City's annual contribution to the Y has averaged \$152,845. In addition, during this period the City has been responsible for an average annual payment of \$121,000 for utilities, insurance, maintenance, etc. (however, not all of these costs are associated with the pool and multipurpose space). The City's total contribution (excluding debt repayment) has therefore been about \$365,000. In addition, the school board makes a modest contribution to some shared service costs (such as external ground maintenance and snow removal) that in part could be attributed to these facilities.

#### **Quinte West, Ontario**

The Quinte West facility is a municipally owned 6 lane, 25 m indoor pool, fitness centre and multi-purpose program area. It was built as a self-contained building and is operated by the YMCA. It serves the Quinte West area, including the former municipalities of Trenton and Sidney Township. The total population served is in the order of 50,000. As with Clarence Rockland, an indoor pool was first investigated in Quinte West as a municipally owned and operated facility. The opportunity to partner with the YMCA was identified as the project was pursued and a successful partnership led to the opening of the Quinte West YMCA,

As noted, the facility is owned by the City of Quinte West and all capital costs are the municipality's responsibility. This includes capital conservation costs. The City receives no financial contributions from neighbouring municipalities. The Quinte West agreement was similar to Wasaga Beach and Clarence Rockland with the City agreeing to cover any operating deficits in the first five years of operation. However, as with Wasaga Beach, a strong membership was developed immediately and subsidy was only required in year one.

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

## **4.0 Aquatic Facility Feasibility Studies**

The feasibility of an indoor aquatic facility in South Huron and the possibility of a partnership with the YMCA can only be confirmed with a detailed feasibility study. A feasibility study would investigate in detail the following topics:

### **The Market for the Facility**

- Catchment area and total population that might be served by the facility
- Detailed demographic analysis of the catchment area and relationship to profile of aquatic participants
- Trends in aquatic participation
- Competing facilities within the general market area
- Access to the facility and impacts on potential use
- Cost considerations (fees, membership costs, etc.) and impact on potential use
- Other barriers affecting the use of the facility
- Potential community use (if a YMCA facility, potential membership by membership category)
- Potential organized use (e.g. swim teams, schools, etc.)

### **Facility Concept and Site Considerations**

- Description of the proposed facility suitable for predicting preliminary capital costs and preparing a programming plan
- Site and building considerations (e.g. stand-alone facility or part of a complex) suitable for predicting preliminary capital costs, preparing a programming plan and addressing staffing and utilities/operations for the purposes of an operating cost projection in a shared facility

### **Capital Costs and Funding**

- Preliminary capital cost estimate
- Funding sources

### **Business Plan**

- Preparation of a staffing model
- Identification of policies governing fees; facility allocation; and any other considerations affecting expenditures and revenues

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

- Programming plan – a detailed description of how the aquatic facility would be used; predicted programs (number and type) and number of participants; membership (if applicable), etc. in sufficient detail to predict revenues
- Identification of other revenue sources
- Detailed description of expenditures
- Identification of factors affecting ongoing expenditures and revenues
- Identification of net operating costs and budget in year one
- Assumptions concerning changes in revenues and expenditures to create a 5 year financial projection

### **Management and Implementation**

- Detailed implementation plan to proceed to design and development
- Negotiation of formal agreement with the YMCA if applicable (see discussion in Chapter 3).
- Implications for municipal management and operations (staffing; reporting relationships; governance; budgeting, etc.)

A statistically valid community survey is an essential component of a feasibility study. The survey must meet rigorous standards of reliability as it will be used to predict catchment areas; potential use; membership (if applicable) and barriers to participation. It is a critical component of the market assessment. In addition, the survey design must be appropriate for the purpose; which includes testing price sensitivity for membership purchases. The survey would be complemented by other research tools including focus groups to further define the market.

We note that the survey conducted in South Huron by the SH-Rally group does not meet these requirements. While the sample size was more than adequate to achieve a high level of statistical reliability, the approach to sampling was not. We understand that the survey was available to the community at large and could be accessed through a web-site and other means. The sample, therefore, was self-selected and there is no guarantee it was reflective of the community or representative of community opinions. The fact that the survey sample does not adequately reflect the community composition is apparent in comparing the age profiles of the community and the survey respondents. About 70% of the survey respondents were between the ages of 30-59 years; the comparable percentage for the community's population over the age of 15 is 45%. Even more striking is the under-representation of the elderly. Within the community those between the ages of 60-69 and over the age of 70 represent 16% and 19% of the population over the age of 15. The comparable figures for survey respondents are 6% and 4%. Not surprisingly, because the survey sample was self-selected, the majority of those electing to respond were in the age groups most likely to

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

have children and/or to be users of active recreation facilities. The survey therefore likely captured a disproportionate number of residents who were likely to use and financially support a new indoor pool.

In addition, other than asking respondents about their activity interests and support for facilities (where the highest levels of interest and support were reported for swimming and an indoor pool) the survey did not ask the types of questions necessary to define a catchment area, determine willingness to finance the facility, or test the likelihood one would purchase a membership. Consequently, even if the survey had been statistically valid, it does not provide the type of information necessary for a feasibility study. However, the survey and the response from 992 households indicate a very high level of interest and potential support for an indoor aquatic facility. The SH-Rally survey is therefore an interesting indicator of possible support but these findings would need to be confirmed with a statistically valid survey with questions specifically designed to investigate the feasibility of the proposed facility.

A feasibility study of this type would require a budget in the order of \$50-70,000 and 6 months to complete. A \$50,000 budget would be appropriate if the facility is seen as municipally owned and operated; \$70,000 would be required to investigate and make recommendations on the additional issues associated with a YMCA partnership.

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

## **5.0 Conclusion and Possible Next Steps**

### **Conclusion**

The purpose of this report was not to determine if an indoor aquatic facility is feasible in South Huron. That requires a detailed feasibility study as noted in Chapter 4. However, it is certainly possible to conclude that an indoor aquatic facility would deliver a wide range of benefits to the community and is an extremely desirable part of any municipality's recreation infrastructure. It is also possible to conclude that these are extremely expensive facilities to build and operate; prohibitively so in many communities with South Huron's population. Partnerships with other providers can improve the financial viability, particularly in small markets, but municipal taxpayers should still expect to contribute to the facility.

While financial projections in the absence of a feasibility study are speculative, it is possible to conclude that the minimum in terms of capital costs for a basic indoor aquatic facility will be in the range of \$9 -13 million (excluding land and other costs as noted earlier). These capital costs would be higher if the facility was to be operated by the YMCA and consequently required fitness and other facilities to support a membership.

Operating costs are much more difficult to estimate but based on the facilities in Hanover and St. Mary's a minimum annual expenditure in the area of \$450,000 should be contemplated. If the facility could be successfully operated using a YMCA membership model to offset most of the ongoing operating costs, the Municipality should still expect to contribute at least \$100,000 annually to a capital reserve in addition to any contribution that was required to cover an operating short-fall. While it is not possible to say with any certainty in the absence of a feasibility study, given the likely catchment area population in South Huron we should expect the need for an ongoing contribution to operating costs in addition to the Municipality's responsibilities for debt and capital conservation costs.

### **Possible Next Steps**

The objective of this report and presentation to the community was to contribute to a constructive dialogue among residents. The following are reasonable next steps for structuring that dialogue.

- Given the likely costs, the Municipality must decide if it will proceed with a feasibility study for an indoor pool or decide to continue with the outdoor pool project as originally planned.
- If the Municipality decides to pursue the indoor pool possibility, the YMCA must be asked to commit as a potential partner and broadly outline conditions of their involvement in the partnership. If the Municipality's willingness to further investigate the facility is dependent on the YMCA's involvement, this will determine if the process continues.

**Municipality of South Huron  
Indoor Aquatic Facility Review  
Final Report – April 2013**

- If the Municipality (with or without the YMCA) decides to pursue the project, a feasibility study with an accurate market survey is required; 6 months and \$50-70,000 in consulting costs would be required.
- Based on the feasibility study and the extent of the Municipality's financial commitment, the community's willingness to support the development should be confirmed.
- If the community supports the development and the Y wishes to partner, a formal partnership agreement with the YMCA would be prepared.
- Implementation (funding and financing arrangements, detailed design etc.) would follow the agreement.







## Staff Report

---

**Report To:** Dan Best, Chief Administrative Officer

**From:** **Megan Goss, Human Resources Coordinator,  
Assistant to CAO**

**Date:** November 20 2017

**Report:** HR 04.17

**Subject:** Public Members for the Community Hub/Recreation  
Centre Project Steering Committee

---

### Recommendations:

**That** South Huron Council accept the recommendation from the recruitment committee to appoint Brandon Babbage, Craig Ivatts, Peter Hrudka, Mike Ondrejicka, Ron Mayer, Dawn Rasenberg and Robert Oud as public members for the Community Hub/Recreation Centre Project Steering Committee.

### Purpose:

Council Approval

### Background and Analysis:

Following the Chief Administrative Officer's report South Huron Recreation Projects, A Path Forward 2.0 on August 9th, 2017 and the direction given at the August 21st, 2017 Council meeting:

A recruitment posting asking for interested applicants for public member positions on the Community Hub/Recreation Centre Project Steering Committee was posted on August 29th, 2017. The posting was disseminated through the website, our publication The Hub, and social media.

Applicants were asked to submit a letter of interest no later than 3:30 PM on September 29th, 2017. The posting was then extended to October 18<sup>th</sup>, 2017 at 3:30 PM to accommodate additional promotion at the public

engagement session. Following the same timelines and process a posting asking for interested applicants to apply for the Community Hub/Recreation Centre Fundraising Chair position.

No letters of interest were received for the Community Hub/Recreation Centre Fundraising Chair.

Eight letters of interest were received for the Community Hub/Recreation Centre Project Steering Committee. Interviews were conducted on November 13th, 2017 by Mayor Cole, Deputy Mayor Frayne and the Chief Administrative Officer with the support of the Human Resources Coordinator & Assistant to the CAO. Applicants were evaluated on their knowledge and/or background in recreation, construction and community services sector with emphasis on recreational priorities and community needs.

Following the interviews the committee determined that based on the applicants and evaluating criteria that Brandon Babbage, Craig Ivatts, Peter Hrudka, Mike Ondrejicka, Ron Mayer, Dawn Rasenberg and Robert Oud would be the best candidates to fill the public member positions. All applicants were willing to commit to the time-lines, showed commitment and interest in the future of this project and will bring a different perspective based on their lifestyle, professional back ground and community involvement. Each of these applicants represent different types of patrons, businesses, and many were previously part of differing user groups.

### **Operational Considerations:**

No other options were considered.

### **South Huron's Strategic Plan:**

Section 6.2.2 of the Municipality of South Huron 2015- 2019 Strategic Plan identifies key priorities and strategic directions. The following elements are supported by the actions outlined in this report:

- ✓ Improved Recreation and Community Wellbeing
- ✓ Transparent, Accountable, and Collaborative Governance

### **Financial Impact:**

There are no financial implications as a result of the actions outlined in this report.

**Legal Impact:**

There are no legal implications as a result of the actions outlined in this report.

**Staffing Impact:**

There are no staffing implications as a result of the actions outlined in this report.

**Policies/Legislation:**

None

**Consultation:**

None

**Related Documents:**

None

Respectfully submitted,

---

**Megan Goss, Human Resources Coordinator, Assistant to CAO**

## Genevieve Scharback

---

**From:** AMO Communications <communicate@amo.on.ca>  
**Sent:** Wednesday, November 08, 2017 4:32 PM  
**To:** Genevieve Scharback  
**Subject:** AMO Policy Update - Province Releases New Action Plan for Seniors

November 8, 2017

### Province Releases New Action Plan for Seniors

Yesterday, the Ontario government released *Aging with Confidence: Ontario's Action Plan for Seniors*. The plan includes commitments to a range of measures intended to support seniors including enhancing municipal services. Ontario will be investing \$155 million over three years through the action plan. This will include improving long-term care homes, supporting age-friendly communities, and providing additional services to seniors.

It is welcome news to see new government investments in seniors' services and planning initiatives. AMO has advocated for: increased hours of care in long-term care homes; enhancing culturally appropriate practices; engaging in a capacity review to determine the need for more long-term care beds; better transportation options in rural and northern areas; and, expansion of age-friendly programs that support municipal governments to provide services to seniors.

A full set of recommendations can be found in AMO's Health Task Force policy paper, *Strengthening Age-Friendly Communities and Seniors' Services for 21st Century Ontario: A New Conversation about the Municipal Role*.

Of significant interest to municipal government, the Province has committed to:

- expanding 30,000 new long-term care beds over the next decade with 5,000 created over the next four years;
- providing 15 million more hours of care in long-term care homes for nursing, personal support, and therapeutic care;
- facilitating greater access to culturally appropriate practices in long-term care homes and in-home supports;
- providing specialized training in behavioural supports and in palliative and end-of-life care;
- expanding the Age-Friendly Community Planning Grant for municipal governments;
- improving community transportation for seniors to connect them with services and support, particularly in Northern Ontario; and
- reconfirming the commitment to expand 40 more Seniors Active Living Centres across the province (formerly known as Elderly Persons Centres). Municipal governments and community agencies can apply for funding through Grants Ontario.

Other measures in the plan are intended to:

- support seniors at all stages of their life;
- support seniors to live independently in their communities;
- support seniors requiring enhanced supports at home and in their communities;
- support seniors living independently in the community; and,
- support seniors who require intensive supports.

For more information, see the Ontario government's [news release](#) or view the full [action plan](#).

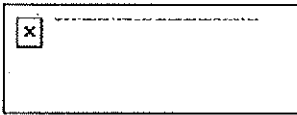
**AMO Contact:** Michael Jacek, Senior Advisor, [mjacek@amo.on.ca](mailto:mjacek@amo.on.ca), 416.971.9856 ext. 329.

---

**PLEASE NOTE:** AMO Breaking News will be broadcast to the member municipality's council, administrator, and clerk. Recipients of the AMO broadcasts are free to redistribute the AMO broadcasts to other municipal staff as required. We have decided to not add other staff to these broadcast lists in order to ensure accuracy and efficiency in the management of our various broadcast lists.

**DISCLAIMER:** Any documents attached are final versions. AMO assumes no responsibility for any discrepancies that may have been transmitted with this electronic version. The printed versions of the documents stand as the official record.

**OPT-OUT:** If you wish to opt-out of these email communications from AMO please click [here](#).



**Genevieve Scharback**

---

**From:** Mayor Cole  
**Sent:** Tuesday, November 14, 2017 10:07 AM  
**To:** Hardeman, Ernie; Genevieve Scharback; Dan Best  
**Subject:** Re: Volunteer Firefighter Amendments to Bill 148

Hello Ernie,

Thank you for providing this information.. The implications of Bill 148 is concern for rural municipalities such as South Huron, so I am pleased to see you are providing this advice. I will forward to our clerk to add to the next council meeting for council's discussion and action.

Thanks again for all you do for us everyday!

Maureen Cole MHA, BA,RN  
Mayor of Municipality of South Huron  
519-630-2891

On Nov 14, 2017, at 9:47 AM, Hardeman, Ernie <[ernie.hardeman@pc.ola.org](mailto:ernie.hardeman@pc.ola.org)> wrote:

Good morning,

I wanted to provide you with an update regarding Bill 148, the Fair Workplaces, Better Jobs Act, 2017.

As you are aware, the way this bill is written would require municipalities to pay volunteer firefighters to be on call 24/7, which could result in millions of dollars of additional annual costs. I have heard concerns about this from many municipalities and shared them with the PC Critic for Labour, John Yakabuski.

MPP Yakabuski has put forward some amendments to the bill that will solve this problem by maintaining the status quo for volunteer firefighters. I have attached them for you to review.

If you support these amendments, I encourage you to write to the Clerk of the Committee, Eric Rennie, at [comm-financeaffairs@ola.org](mailto:comm-financeaffairs@ola.org), and copy myself and PC Labour critic MPP Yakabuski ([john.yakabuski@pc.ola.org](mailto:john.yakabuski@pc.ola.org)) on the e-mail so we can share your thoughts with the other committee members.

As always, if I can be of assistance, do not hesitate to contact me.

Sincerely,

Ernie Hardeman, MPP Oxford  
PC Critic for Municipal Affairs and Housing

<Bill 148 amendments.docx>



To: Clerk / Mayor / Reeve / Councillor / Warden

November 2017

Subject: Concerns regarding Cornerstone Standards Council (CSC) Responsible Aggregate Standard and Certification System

## Background

Gravel Watch Ontario acts in the interests of residents and communities to protect the natural environment, health, safety and quality of life for Ontarians in matters relating to aggregate resources. We are a province-wide coalition of citizens' groups and individuals.

Aggregate (sand, stone & gravel) production has a long history of being controversial and challenging for municipalities. Ontario requires aggregate materials to support our built communities. Unfortunately, the process of extracting aggregate resources comes with inherent social and environmental impacts.

Many stakeholders, including the aggregate industry, governments, community and environmental groups have been seeking a way to deal with this challenge. The development of a voluntary enhanced aggregate standard was proposed. The envisioned standard would outline a set of requirements that aggregate producers could adopt and then be recognized for. After several years of work, the Cornerstone Standards Council Responsible Aggregate Standard and Certification System, the CSC program, was drafted.

Members of Gravel Watch Ontario served on the Cornerstone Standards Council Board and the founding Standard Development Panel for over two years. We have substantial knowledge of the Standard as written as well as the original intent. Gravel Watch Ontario is contacting municipal leaders across Ontario to ensure they are informed regarding serious concerns with claims made by the CSC program which are not supported by the Standard requirements. Indeed, the claims made in relation to the program outcomes appear at times to grossly misrepresent what the Standard requires.

## CSC Does Not "Raise the Bar"

For example, the program claims that it *"recognizes and rewards both public and privately owned aggregate operations that go beyond regulatory compliance and adopt industry best practices"* and that it *"ensures high levels of operational practice are met and monitored"*. Unfortunately, the Standard does not contain specific targets or requirements on some of the most relevant operational issues for aggregate production sites. For example, there are no operational targets set for noise, dust, vibration, ambient light, and water consumption, among other areas.

The Standard when addressing noise, dust, light and water has the following requirements: *"When addressing adverse environmental impacts ... the applicant implements (consistent with the scale and intensity of the operation) an Environmental Management System or a series of Standard Operating Procedures that are consistent with or exceed existing regulatory requirement"*. The Standard has no mandate to exceed regulatory requirements; being consistent is sufficient.

There is no reference in the Standard to adopting industry best practices and no reference to current industry norms. Certified sites may actually be performing below established industry benchmarks. Without



explicit requirements on the most relevant social and environmental aspects of aggregate production, the program cannot be delivering on the claims made above.

Further, a review of the audit reports relating to the four program certificates granted thus far, reveals that one or two CSC auditors spend a very limited time on an aggregate site; typically, only a day or two. The reports provide no indications that the auditors have taken any independent measurements of the environmental factors that the Standard claims to assure.

The environmental audit process seems to have become a paper exercise of reviewing reports, some of which appear to have been prepared during the application and licencing process as predictors of future outcomes and commitments for future actions. The degree to which these predictions actually became reality is unknown. Without actual measurements being taken or observations beyond a brief 48-hour interval, there can be no claims made as to how these sites generally operate. The current auditing process in no way supports the claims by CSC regarding full regulatory compliance, industry best practices and the monitoring of high levels of operational practice.

### **CSC “Lowers the Bar”**

For any certification program to be legitimate, the requirements of the program must be met before certification is awarded. A review of the audit reports relating to the certificates already granted shows that none of the four sites certified have met all the requirements of the Standard. Even when non-conformances were in areas that CSC claims as a focus (e.g., addressing adverse environmental impacts), those sites were still granted a certificate based on a requirement for future corrective action.

More concerning though were sites that had non-conformances relating to compliance with existing regulatory requirements. Of the four sites certified by CSC thus far, two were found to have non-conformances with site plan requirements. Further, one site was reported to be in non-compliance with Ontario Regulation 127 which deals with Airborne Contaminant Discharge Monitoring and Reporting. If CSC certified sites are in violation of regulatory requirements, how can the program claim that CSC “recognizes and rewards... aggregate operations that go beyond regulatory compliance”?

### **Summary**

Gravel Watch Ontario continues to believe there is value in a robust voluntary aggregates standard which recognizes performance that goes beyond existing regulation. That is why we dedicated over two years to the development of what we had hoped would be such a standard. To deliver on that promise, though, the standard must set a high bar and enforcement must be rigorous, thorough, and absolute. The current CSC Responsible Aggregate Standard and Certification System fails to deliver on those requirements and as a result fails to justify the outcomes that are being claimed.

Gravel Watch Ontario is committed to ensuring that municipalities across Ontario, as consumers and/or producers of aggregate resources, are informed regarding the Cornerstone Standards Council aggregate program. We ask that you add your voice to calls to improve the program and make it what it was originally intended to be. In its current form, it is a disservice to all those in Ontario who are working hard to address the inherent challenges for those communities where aggregate extraction activities occur.

If you have any questions or would like to discuss our comments further, please feel free to contact us.

Sincerely,  
Graham Flint  
President, Gravel Watch Ontario  
[www.GravelWatch.org](http://www.GravelWatch.org)  
[grahamflint@gravelwatch.org](mailto:grahamflint@gravelwatch.org)  
T: (905) 659-5417 F: (905) 659-5416

**Hydro One Networks Inc.**  
**Public Affairs**  
 483 Bay Street  
 South Tower, 6<sup>th</sup> Floor  
 Toronto, ON M5G 2P5

Tel: 1-877-345-6799  
 Community.Relations@HydroOne.com



www.HydroOne.com

Mayor Maureen Cole and members of Council  
 Municipality of South Huron  
 322 Main Street South  
 Exeter, ON N0M 1S6  
 Via e-mail: m.cole@southhuron.ca

November 9, 2017

**Re: Wood Pole Replacement Program on the 115 kilovolt transmission structures (circuit L7S) in your community**

Dear Mayor Cole and members of Council:

I am writing to notify you that Hydro One Networks Inc. (Hydro One) has initiated a Class Environmental Assessment (EA) in your community to refurbish approximately 47 structures along 60 kilometres of the existing 115 kilovolt transmission line (circuit L7S). The project area is shown on the attached maps.

This project was determined through Hydro One's annual wood pole testing program as some of the wood pole structures on the circuit have reached their end-of-life. Replacing damaged and aging structures would ensure the continued reliability and integrity of this transmission line and electricity supply to the area. Most work would be carried out within the existing transmission corridor, with no new corridor being required. Where possible, access would be accomplished using existing roads and trails. There would be very little noticeable difference in this transmission line after the project has been completed.

This type of project is considered routine maintenance work with relatively minor effects, and is subject to the Class EA for Minor Transmission Facilities (Hydro One, 2016), in accordance with the Ontario *Environmental Assessment Act*. The Class EA is a streamlined planning process that has proven effective in ensuring that minor transmission projects that have a predictable range of effects have feasible environmental mitigation and/or protection measures in place. The Class EA Process contains screening provisions that may apply to this project.

Contingent on the outcome of the Class EA, the replacement of wood poles may begin as early as January 2018 and be completed by the end of 2018.

Hydro One has notified First Nations and Métis communities of the Class EA and the project; we will also be notifying property owners adjacent to the work areas.

We welcome your comments and feedback regarding the proposed project. Your input for this project is valued, and would be appreciated by December 7, 2017.

As per the request of the Minister of the Environment and Climate Change, information regarding the *Freedom of Information and Protection of Privacy Act* is included and can be viewed below.

Sincerely,

A handwritten signature in black ink that reads "Stephanie Hodsoll".

Stephanie Hodsoll  
 Community Relations Officer  
 Hydro One Networks Inc.

Enclosed (2)

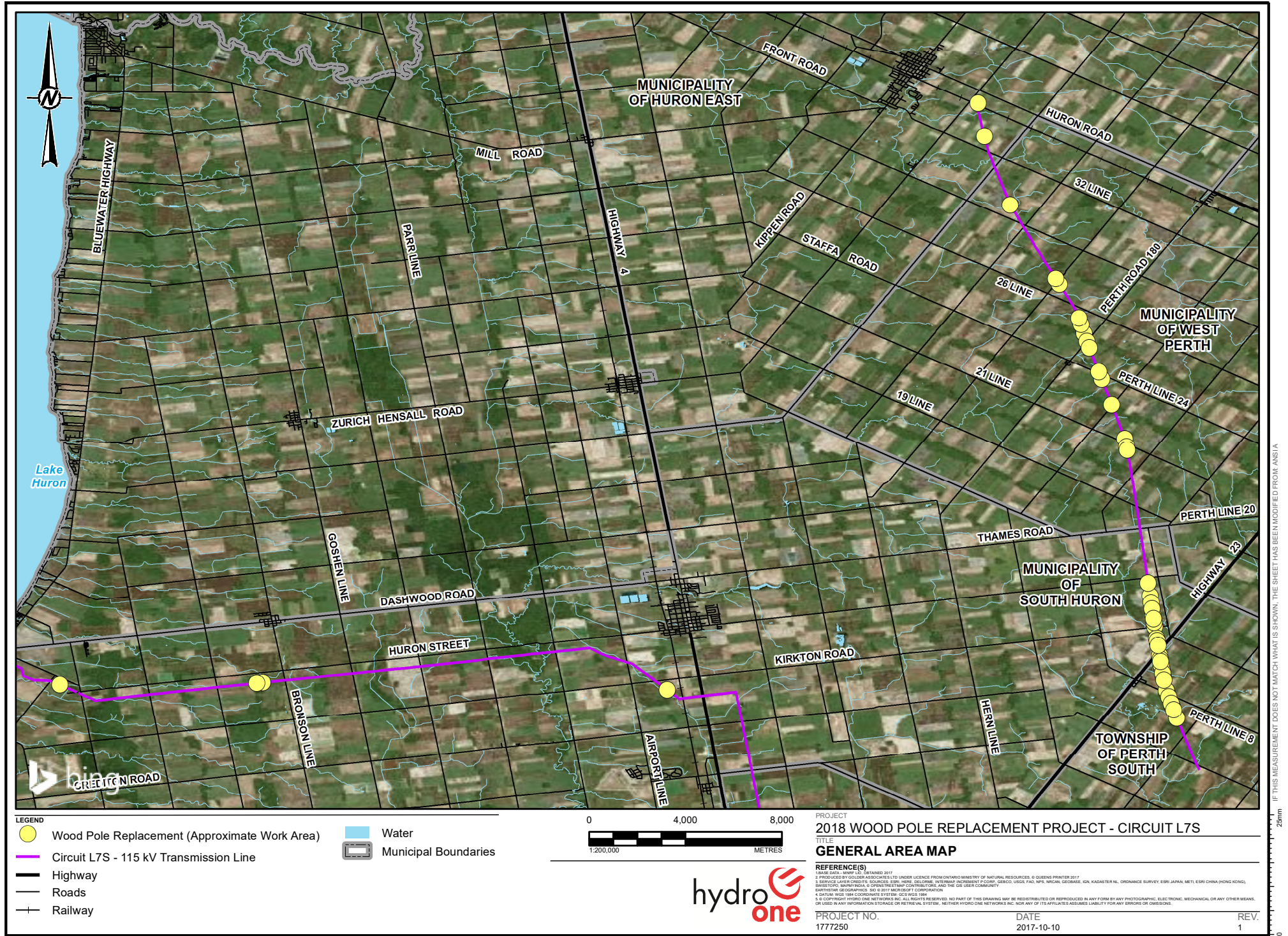
CC: Dan Best, Chief Administrative Officer, Municipality of South Huron  
 Genevieve Scharback, Corporate Services Manager and Clerk, Municipality of South Huron

*Freedom of Information and Protection of Privacy Act*

All personal information included in a submission – such as name, address, telephone number and property location – is collected, maintained and disclosed by the Ministry of the Environment and Climate Change for the purpose of transparency and consultation. The information is collected under the authority of the *Environmental Assessment Act* or is collected and maintained for the purpose of creating a record that is available to the general public as described in s. 37 of the *Freedom of Information and Protection of Privacy Act*. Personal information you submit will become part of a public record that is available to the general public unless you request that your personal information remain confidential. For more information, please contact the Ministry of the Environment and Climate Change's Freedom of Information and Privacy Coordinator at 416-327-1434.

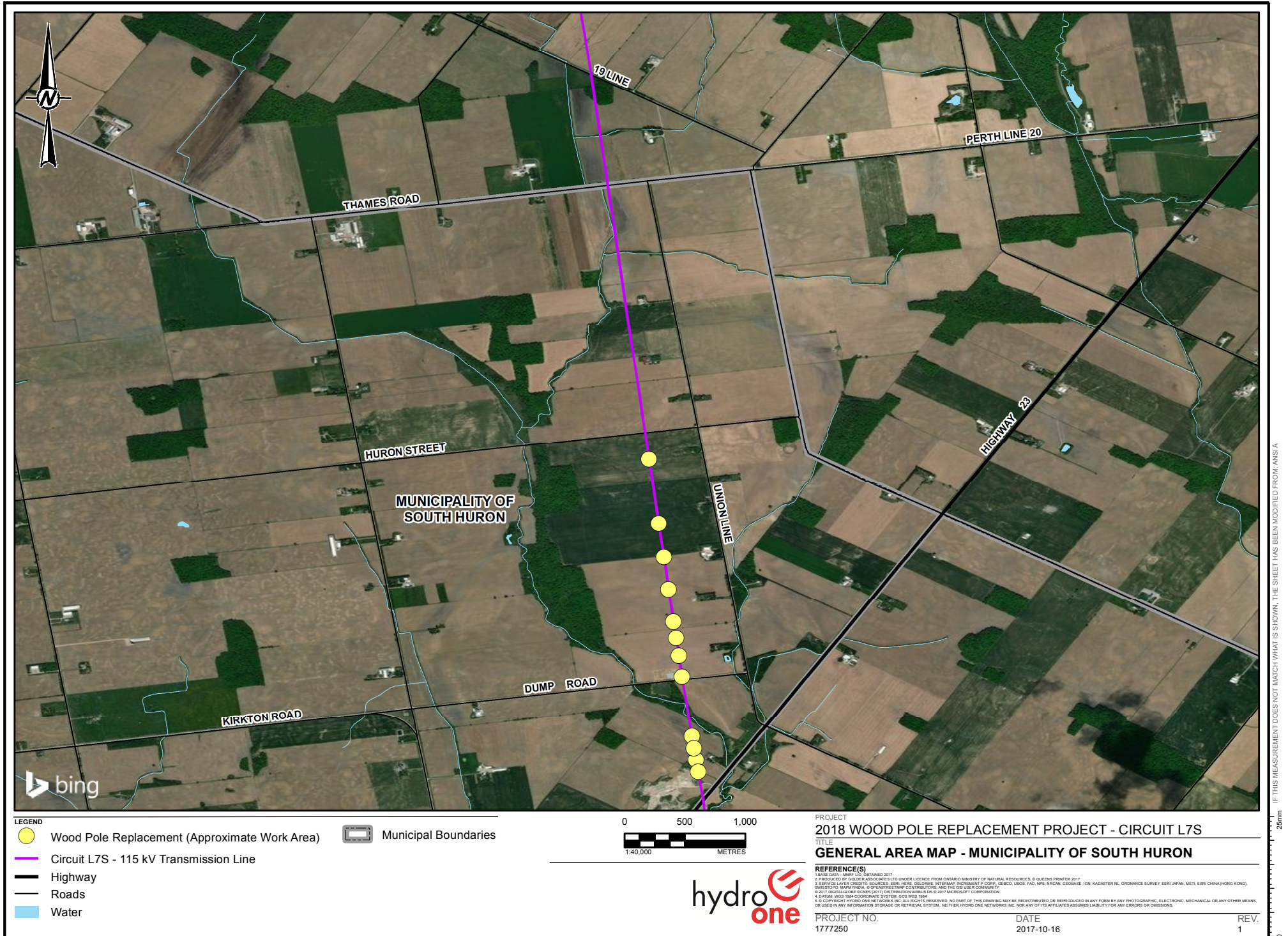


PATH: S:\Clients\HydroOne\Wood\_Pole\_Replacement\_2018\99\_PROJ\1777250\40\_PROD\0028\_L7S\1777250-0028-HS-0001\_PA.mxd PRINTED ON: 2017-10-11 AT: 11:41:12 AM



25mm  
IF THIS MEASUREMENT DOES NOT MATCH WHAT IS SHOWN, THE SHEET HAS BEEN MODIFIED FROM ANS 1/A









November 9<sup>th</sup>, 2017

Mayor Maureen Cole  
Municipality of South Huron  
322 Main Street South  
PO Box 759  
Exeter, Ontario  
N0M 1S6

Dear Maureen:

Thank you very much for the time that you took to meet with Jamie, Dave and me to discuss the progress on key GBACHC strategic directions. The focus of our discussion was on Collective Impact as well as the expansion of the community health centre in order to strengthen access to a range of health, social and wellbeing services.

As discussed, GBACHC has been working to support the needs of the people who reside in the West Coast Shores area with health and wellbeing supports as well as services to help them age in place. This work has included continued efforts in the area of Collective Impact, the Committee recently reconfirmed the focus on “Connected Rural Communities” and *addressing Social Inclusion through a Connecting People approach*. The proposed CHC expansion includes an emphasis on seniors, mental health support and wellness and we appreciated your expression of support for the GBACHC expansion. We also discussed GBACHC’s support of South Huron’s work to create of a Hub which includes services for youth, a pool with therapeutic programs as well as mental health and addiction support services. I hope you found the information I forwarded about the creating of Youth Wellness Hubs of value.

I now have a specific request for your consideration in relation to the Collective Impact Project (CI) “Connected Rural Communities” and its focus on *Social Inclusion and Connecting People*. We would greatly appreciate a letter of support for our funding application to the Ontario Trillium Foundation. We are submitting a request for funding for Phase 1 in the Collective Impact process to gather the stats and inventory of area resources inclusive of the municipalities of Lambton Shores, Bluewater and South Huron. The funding requested will support the short term CI plan which is to identify what it means to be connected, to develop shared measures and gather statistics to create an inventory of what’s available in the communities we serve along with gaps. We will continue to bring people and organizations to the table and build on partnerships to define the problems, opportunities and solutions.

**Every One Matters**

Tel 519.238.1556 • Fax 519.238.6478 • [www.gbachc.ca](http://www.gbachc.ca)  
Box 1269, 69 Main Street East, Grand Bend, Ontario N0M 1T0

The long term CI plan is to reduce isolation and increase social inclusion and a sense of belonging. We will work to have a better sense of awareness, use of and access of community resources. Communication between partners will be expanded along with resource sharing in a timely manner. Engagement of individuals and the community will be increased and there will be more opportunities for access of programs and services. We believe there will be a lower cost to systems or a social return on investments with the results being better health & wellbeing of our communities.

Once the funding is secured, the needs assessment is completed, we can move forward with other stages of this work. Thank you for considering a letter of support for the Ontario Trillium Foundation Phase 1 Collective Impact funding to assist in moving this work forward.

Thank you again for meeting with us, for your suggestions and your ongoing support.

We look forward to working with you.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Cate Melito', written in a cursive style.

Cate Melito  
Executive Director

Every One Matters.

**Goderich ReStore**  
**519-612-1612**  
**Exeter ReStore**  
**519-235-1010**



Administrative Page 181  
**519-612-1614**

**P.O. Box 453**  
**Goderich, Ontario • N7A 4C7**

November 7, 2017

RECEIVED  
NOV. 13, 2017

Municipality of South Huron  
322 Main Street South, P.O. Box 759  
Exeter, ON, N0M 1S6

Greetings from Habitat for Humanity Huron County. Habitat for Humanity Huron County is a charitable organization dedicated to eliminating poverty housing in Huron County in partnership with volunteers and donors within the community.

Since 2005 Habitat for Humanity Huron County has built decent and affordable homes in Clinton, Exeter, Hensall, Wingham, Goderich and Seaforth; helping families build a future through homeownership by providing no-downpayment and no-interest mortgages – a hand up not a hand-out.

Habitat for Humanity began the ReStore project as a way to keep leftover building materials out of the landfill and has expanded to become a service to the community that provides funds for building. Building a house is an expensive project, even with the time and talent of volunteers from every sector of the community.

Individuals can help to reduce waste by donating items of value that might otherwise be thrown out. Retailers can donate end-of-line products to a ReStore, substantially reducing waste. And municipal bodies can save money by donating surplus equipment and furnishings, instead of cluttering valuable storage space or paying landfill costs.

At this time we are enclosing the contact information for the ReStore (Goderich) and ReStore (Exeter) in the hopes that, if the situation arises, you would consider contributing items suitable for re-sale to the public or for e-waste recycling.

Thank you for your attention to this matter.

  
Cheryl Jefferson  
Executive Director

**Building Homes, Building Hope**

**[www.habitathuroncounty.ca](http://www.habitathuroncounty.ca) • [info@habitathuroncounty.ca](mailto:info@habitathuroncounty.ca)**



## ITEMS WE ACCEPT

**Appliances** – Good working condition, free of chips or cracks and white or beige in colour  
**Bed Frames** – Must be complete sets, head and foot boards with rails  
**Cabinets and Countertops** – Good condition, free of chips or cracks, straight or L shape  
**Dishes and glassware** – Free of cracks and chips, in sets of 4 or more preferred  
**Doors** – Interior/Exterior, sliding with glass intact and no cracks  
**Electrical** – Residential Items only, full working order  
**Fans** – Blades must be removed and must be in working order  
**Flooring materials** – New or unused laminate, ceramic, wood and vinyl flooring  
**Furniture** – No rips or tears, broken parts or stains and odours  
**Hardware** – Useable working condition  
**Insulation** – New only  
**Lighting** – Complete in good condition and in working order  
**Masonry** – Whole, intact and in good condition  
**Paint** – New, full, unopened with colour identified  
**Plumbing fixtures** – Toilets, tubs (white in colour), sinks in good condition, free of chips or cracks;  
 hardware, pipe (PVC/metal/copper)  
**Plywood** – At least 2' by 4' salvageable  
**Roofing Materials** – shingles, tiles, rolls, gutters, eavestrough  
**Sheetrock (Drywall)** – At least 4' salvageable  
**Tools** – Hand or power in proper working order  
**Vents** – Clean, complete and in good condition  
**Wall Coverings** – Full unopened rolls  
**Windows/Screens** – Glass intact, complete in units and free of cracks or tears, no wooden frames

### The ReStore cannot accept the Following Items:

Broken glass, broken mirrors, open or partial cans of paint, paint thinner or other hazardous or toxic chemicals, pesticides, inoperable appliances, unframed glass, scrap lumber, used carpets, used curtains and window blinds, mattresses and box sets or clothing

## Ewaste Collection Program

The ReStore will accept the following electronic devices for recycling;

Amplifiers  
 Audio and Video Players  
 Cameras  
 Cellular Phones  
 Computers and peripherals  
 Copiers  
 Fax machines  
 Monitors  
 Pagers and PDAs  
 Printers

Radios  
 Receivers  
 Scanners  
 Speakers  
 Telephones and answering machines  
 Tuners  
 Turntables  
 Televisions  
 Video Projectors

ATTN:

GENEVIEVE SCHARBACK

RECEIVED  
NOV 14 17

THIS LETTER IS BEING SUBMITTED TO  
OFFICIALLY OBJECT TO PROPOSED BY-LAW  
CHANGE TO RENAME THE DUMP ROAD  
TO FOSTER ROAD IN THE  
MUNICIPALITY OF SOUTH HURON.

PETER SUTHERLAND  
42471 WOODHAM ROAD  
WOODHAM ONT.

- 519 - 229 - 6649

- 519 - 870 - 1126

Pat Sutherland  
NOV. 14/2017

**Genevieve Scharback**

---

**From:** Dave Tilford <dtilford@sympatico.ca>  
**Sent:** Sunday, November 05, 2017 10:17 PM  
**To:** Mayor Cole; Deputy Mayor Frayne; Councillor Vaughan; Councillor Tomes; Councillor DeLuca; Councillor Hebert; Councillor Oke; Dan Best; Genevieve Scharback  
**Subject:** The Multi Use Recreational Hub in Exeter

Dear Mayor, Deputy Mayor, Council Members, CAO and Corporate Services Manager/Clerk,

I am addressing you as Chairman of the Kingsmere Syndicate representing our 23 members and local tax payers.

It is our understanding that the Council of South Huron is faced with the immediate decision of repairing or replacing the existing arena, and closing or repairing the outdoor pool in Exeter. Council has also been asked to consider the construction of a community hub/recreation centre.

Based on the community hub open house presentation, the cost of the new arena is estimated to be \$11 million dollars. The building of a recreational hub is estimated to be around \$20 million and if an indoor pool is added the costs will top over \$40 million. Repair of the existing outdoor pool is estimated between \$1.5 and \$2 million. These amounts are estimates and funding from outside sources is unknown. The annual upkeep costs are unknown as well, but are likely to add a significant amount to taxes. It has been suggested that new and better services might increase population, but there is no hard evidence to support this, nor would any amount of new population be sufficient to offset the cost of this proposed structure.

The municipality of South Huron has a population of 10,000 people, with an estimated 4,700 residences as a tax base. Private and public exercise and pool facilities already exist in the municipality and council should not be creating competition for these tax-paying businesses. Although these facilities might be desirable, we must accept that a small municipality cannot afford such a grandiose scheme. Therefore, the undersigned urge their council to vote against the construction of any new facilities and to be innovative in finding ways to promote our municipality to attract new residents.

This is such an important issue that it should be added as a separate question on the 2018 municipal ballot.

Yours sincerely,  
David Tilford  
Chairman of the Kingsmere Syndicate

**Genevieve Scharback**

---

**From:** tine <tine@hay.net>  
**Sent:** Sunday, November 05, 2017 12:42 PM  
**To:** Mayor Cole; Deputy Mayor Frayne; Councillor Vaughan; Councillor Tomes; Councillor DeLuca; Councillor Hebert; Councillor Oke; Dan Best; Genevieve Scharback  
**Subject:** Our opinion against Multi Use Recreational Hub

The Council of South Huron is faced with the immediate decision of repairing or replacing the existing arena, and closing or repairing the outdoor pool in Exeter. Council has also been asked to consider the construction of a community hub/recreation centre.

Based on the community hub open house presentation, the cost of the new arena is estimated to be 11 million dollars. The building of a recreational hub is estimated to be around \$20 million and if an indoor pool is added the costs will top over \$40 million. Repair of the existing outdoor pool is estimated between \$1.5 and \$2 million. These amounts are estimates and funding from outside sources is unknown. The annual upkeep costs are unknown as well, but are likely to add a significant amount to taxes. It has been suggested that new and better services might increase population, but there is no hard evidence to support this, nor would any amount of new population be sufficient to offset the cost of this proposed structure.

The Municipality of South Huron has a population of 10,000 people, with an estimated 4,700 residences as a tax base. Private and public exercise and pool facilities already exist in the municipality and council should not be creating competition for these tax-paying businesses. Although these facilities might be desirable, we must accept that a small municipality cannot afford such a grandiose scheme. Therefore, the undersigned urge their council to vote against the construction of any new facilities and to be innovative in finding ways to promote our municipality to attract new residents.

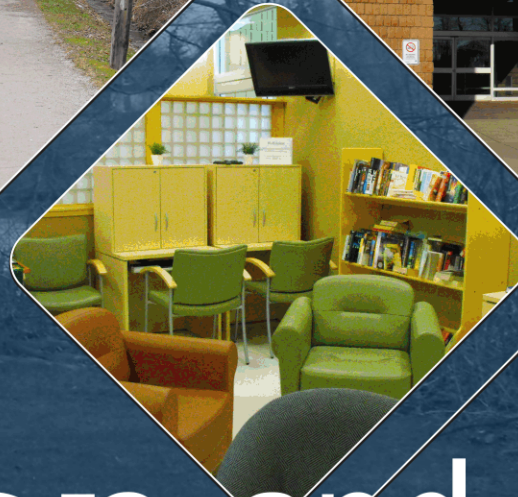
This is such an important issue that it should be added as a separate question on the 2018 municipal ballot.

Very truly yours,

John and Tine

John and Tine Buechler  
7 Kingsmere Drive,  
Grand Bend, ON N0M 1T0





Town of St Marys

# Recreation and Leisure Services

## master plan

October 2017

**DRAFT**

*mbpc*  
**Monteith • Brown**  
planning consultants

**tra.**  
TUCKER-REID & ASSOCIATES



## Recreation and Leisure Services Master Plan - **DRAFT**

October 2017





## Table of Contents

<b>1.0</b>	<b>Introduction .....</b>	<b>1</b>
1.1	The Importance of Master Planning .....	1
1.2	Purpose of the Master Plan .....	1
1.3	Master Planning Methodology .....	2
1.4	Project Background Review .....	3
<b>2.0</b>	<b>Research Inputs .....</b>	<b>4</b>
2.1	Implications of Population Growth .....	4
2.2	Recreation Preferences among Age Groups.....	5
2.3	Lack of Free Time and Physical Inactivity .....	6
2.4	Overcoming Financial Barriers to Participation .....	6
2.5	Engaging Persons with Disabilities.....	7
2.6	Aging Infrastructure.....	8
2.7	Adopting Green Design.....	8
2.8	The Merits of Risky Play .....	9
<b>3.0</b>	<b>Public Consultation .....</b>	<b>10</b>
3.1	Summary of Public Consultation Themes .....	11
3.2	Master Plan Launch Event .....	12
3.3	Online Community Survey .....	13
3.4	Stakeholder Group Survey .....	18
3.5	Town Staff Workshop and Interviews with Key Opinion Leaders .....	19
<b>4.0</b>	<b>Services Delivery Assessment .....</b>	<b>21</b>
4.1	Service Review Focus.....	22
4.2	Service Review Methodology .....	22
4.3	Service Delivery Model .....	23
4.4	Recreation Services Vision, Mission and Guiding Principles .....	27
4.5	Key Result Areas.....	29
<b>5.0</b>	<b>Parks and Trails Assessment.....</b>	<b>53</b>
5.1	Parkland Classification System .....	53
5.2	Parkland Supply and Distribution .....	56
5.3	Park Naturalization .....	59
5.4	Parkland Acquisition Policies and Guidelines.....	60
5.5	Enhancing Active Transportation Opportunities .....	64
<b>6.0</b>	<b>Recreation and Leisure Facility Assessment .....</b>	<b>72</b>
6.1	Overview of Recreation Facilities.....	72
6.2	Arenas .....	73
6.3	Curling Pads .....	76
6.4	Indoor Aquatics.....	78

6.5	Fitness Spaces.....	82
6.6	Community Halls, Multi-Purpose Spaces and Meeting Rooms .....	85
6.7	Gymnasiums .....	87
6.8	Youth Space .....	89
6.9	Older Adult Space .....	91
6.10	Soccer Fields.....	92
6.11	Ball Diamonds.....	98
6.12	Tennis Courts and Pickleball Courts.....	102
6.13	Basketball Courts .....	103
6.14	Skateboard Parks .....	105
6.15	Outdoor Aquatics .....	106
6.16	Off-Leash Dog Parks .....	108
6.17	Playgrounds .....	109
6.18	Lawn Bowling Facilities .....	112
6.19	Other Recreation Facilities.....	113
<b>7.0</b>	<b>Implementation .....</b>	<b>114</b>
7.1	Monitoring and Updating the Master Plan.....	114
7.2	Implementation Strategy.....	115

**Appendix A – Master Plan Launch Event Summary**

**Appendix B – Online Community Survey Summary**

**Appendix C – Stakeholder Group Survey Summary**



## 1.0 Introduction

### 1.1 The Importance of Master Planning

Recreation and leisure services play an important role in advancing community health and well-being. These services – which are delivered by the Town of St. Marys, its partners, local volunteers and others in the community – facilitate meaningful opportunities for physical activity and social cohesion. The Recreation and Leisure Services Master Plan (the “Master Plan”) is a guide for use by Town of St. Marys Council, Town Staff, local stakeholders and the public to make informed decisions based upon high level needs and priorities that have emerged from the master planning process. The Master Plan provides insights into St. Marys’ unique parks, recreation and leisure needs by taking into consideration the feedback provided by St. Marys residents, trends and best practices in the sector, population characteristics and projections for the Town, and a host of other inputs.

The Master Plan identifies the types of recreation and leisure facilities and services required for current and future generations in St. Marys to be active, healthy, and engaged with their community. Master Plans are often considered to be a “first step” or a “road map” that are considered in conjunction with other municipal infrastructure and service plans; most often, a considerable commitment to ongoing work is required on the part of the municipality and its partners.

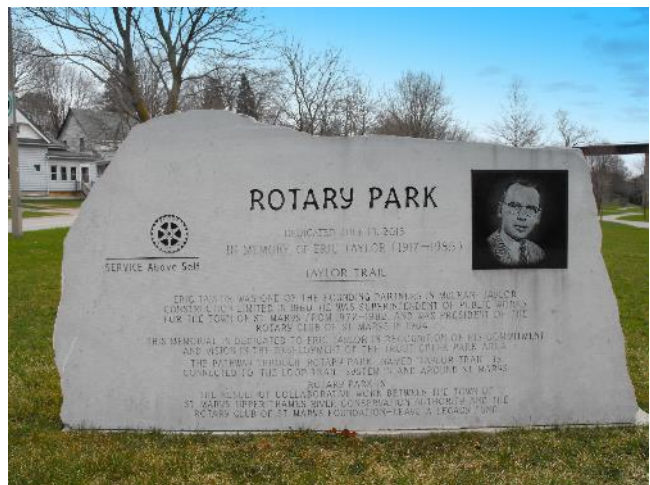
Recognizing that recreation and leisure investments in St. Marys must work within the financial resources that are available, the Master Plan helps to effectively prioritize recommendations so that the most pressing needs can be addressed in a timely manner. Building upon this, a Master Plan can assist Town staff with securing external funding given that long term planning can support grant applications. As a result, the importance of preparing a Master Plan for the Town of St. Marys that is community responsive and fiscally responsible cannot be overstated.

### 1.2 Purpose of the Master Plan

The Master Plan guides municipal decision-making on matters related to the provision of recreation and leisure services over the next ten years. The scope of this Master Plan focuses on various aspects of the Community Services Department including indoor and outdoor recreation facilities, parks, trails, open spaces,



View from Bennett Park



Memorial Stone at Rotary Park (Kin Park)

recreation programs, and the way in which these services are delivered. Notable drivers behind the impetus for this Master Plan are as follows:

- Recognizing that the Town’s previous Master Plan was developed in 2002, preparing a new Master Plan **provides the Town with a fresh perspective** on the provision of parks, trails, recreation facilities (indoor and outdoor), and recreation programs and services. The new Master Plan guides Town officials and staff, stakeholders, and the public on matters related to recreation and leisure opportunities over the next ten years with strategically prioritized recommendations that are supported by existing policies and studies, demographic and recreation trends, utilization data, and public input.
- In communities such as St. Marys, **the efficient use of municipal resources** is crucial. In accordance with the Town’s Strategic Plan, this Master Plan identifies strategies to ensure that the provision of recreation and leisure services are scale-appropriate for current and future residents, which includes, but are not limited to, cost-saving measures and maximizing the use of existing community facilities and resources (e.g., volunteers and non-municipal sector partnerships).

### 1.3 Master Planning Methodology

The preparation of the Master Plan was organized into a three phase process (Figure 1) based on several inputs. The first phase consisted of developing a Planning Context Report, which summarized:

- The socio-demographic profile of St. Marys;
- National, provincial, and county-wide trends in the recreation and leisure services sector;
- The results from the public consultation sessions; and
- The state of existing parks and recreation/leisure facilities and programs offered by the Town.

Phase Two involved developing the Draft Master Plan, which built upon information gleaned from the previous Phase and assessed the current and future needs associated with parkland, trails, recreation and leisure facilities, and service delivery models. Phase Three is focused on testing recommendations with the public, stakeholders, and Town staff, prior to Council adoption of the Master Plan as a guiding document.

Figure 1: Project Methodology



## 1.4 Project Background Review

Several background documents were reviewed to establish the planning context associated with the Master Plan. These documents are broad in scope, affecting St. Marys' growth, land use patterns, facilities, programs, and other municipal elements that were taken into account during the preparation of the Master Plan.

For the Master Plan to be effective, it must align with the Town's Strategic Plan, among other guiding documents, and be synergistic with land use policies, such as the Official Plan, and related studies that have been completed. Information contained within these documents is used to provide baseline context for the Master Plan, while integrating and/or reinforcing appropriate findings that support the provision of recreation and leisure services. Background documents that have been reviewed as a part of the planning process include (but are not limited to) the following:



Friendship Centre Lounge and Reading Area

### Strategic Policy Documents

- Town of St. Marys Strategic Plan Revision and Update (2017)
- Town of St. Marys Official Plan (2007)
- Town of St. Marys Public Library Strategic Plan (2014)

### Recreation and Leisure Services Documents

- Programs & Services Guide (2016/2017)
- User Agreements

### Other Supporting Documents

- Official Plan Discussion Papers (2013)
- 2017 Municipal Budget
- Municipal Cultural Plan (2013)
- Organizational Chart
- Facility Rental Fees
- Various staff reports, policies, financials, etc.

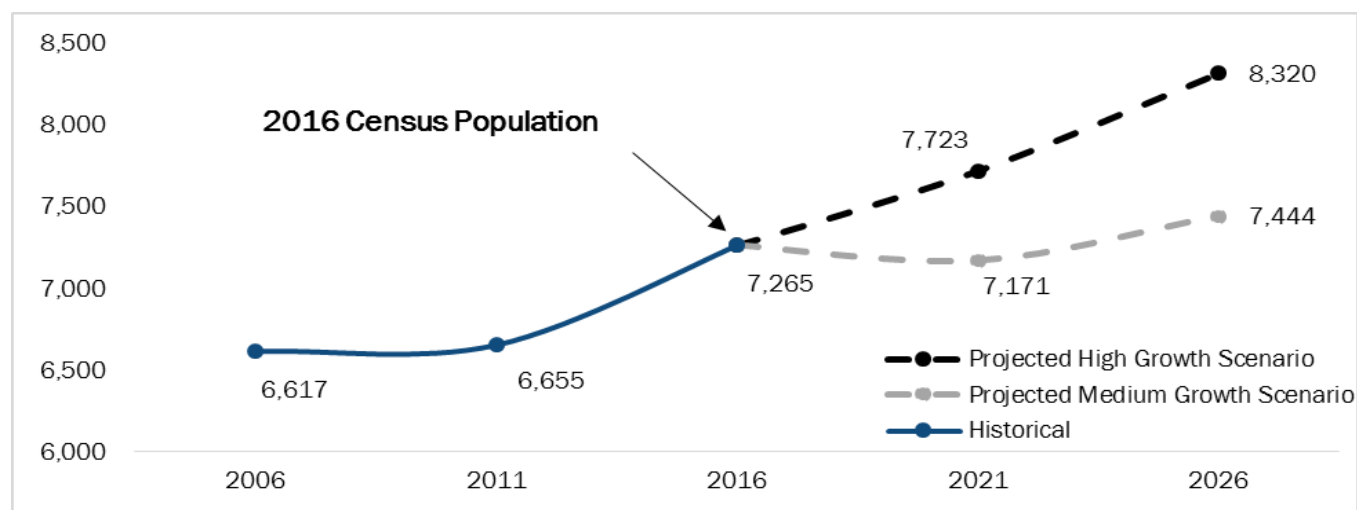
## 2.0 Research Inputs

This section provides a broad overview of trends related to the recreation and leisure services sector. Trends observed at the national and provincial level are identified along with their implications in the local context, which is supported by the Town's socio-demographic profile (based on data drawn from Statistics Canada and the Town of St. Marys) and secondary research methods.

### 2.1 Implications of Population Growth

Understanding population growth helps shape recreation and leisure opportunities in St. Marys as the number and characteristics of residents are factors that can dictate the number and type of parks, recreation and leisure facilities and programs that should be provided. St. Marys has experienced modest population growth over the past ten years. Statistics Canada reported a 2016 population of 7,265 persons, representing a 10% growth since 2006 (or 1% annually). Given the level of growth expected during the planning period, the 2016 population will be used as the baseline population for this Master Plan. **Population projections for St. Marys are contained in the Town's 2013 Background Discussion Paper #1, which was prepared as a part of the Town's Official Plan Review.** The Background Discussion Paper recommended that a 'medium-low' growth scenario be utilized for future planning considerations; however, the 2016 Census revealed that growth is more in line with the high growth scenario (Figure 2). Through discussions with Town staff, it was determined that the Master Plan should assume that the Town's population will reach between 7,444 and 8,320 persons by the end of the planning period, representing an increase anywhere from 3% to 15% (between 180 and 1,100 new residents).

Figure 2: Town of St. Marys Historical and Projected Population, 2006 - 2026



Source: Statistics Canada, 2006 – 2016 Census. Town of St. Marys Background Discussion Paper #1: Population, 2013.

Discussion Paper #4 of the Official Plan Review provides insights to where population growth is expected to occur. The majority of undeveloped residential land is located in the north end of Town. The existing housing stock in this area of St. Marys is single dwelling units, suggesting that this area may be home to families with young children and continued population growth in this area will likely drive pressures for neighbourhood level opportunities. Confirmation of recreation and leisure opportunities in this area, and in St. Marys as a whole, is explored in this Master Plan. Notwithstanding where growth is expected, it is essential that a geographically-balanced recreation and leisure system is provided throughout the Town in order to maximize opportunities available to new and existing residents.



## 2.2 Recreation Preferences among Age Groups

Understanding St. Marys' age profile provides insights into the types of recreation and leisure services that might be needed to effectively serve residents. Research reveals that communities with a larger market share of children and youth often have higher demands for minor sports and active activities such as soccer, hockey, figure skating, and skateboarding. On the other end of the spectrum, municipalities with a large demographic of older adults and seniors may place greater emphasis upon health and wellness, arts and culture, and types of activities that encourage social interaction and cognitive stimulation.

The 2016 Census reported a median age of 45.3 years for St. Marys, which is older compared to the Province (41.3 years) and Perth County (42.4 years). St. Marys' median age grew by nearly one year compared to the 2011 Census (44.4 years), reinforcing the fact that the Town's population is aging as a whole.

A closer look at St. Marys' age profile reveals additional evidence of an aging community. Between the 2011 and 2016 Census, the majority of growth occurred among residents over the age of 50. As illustrated in Table 1, the number of older adults between the ages of 50 and 69 increased by 16%, while the number of seniors over the age of 70+ grew by 21%. Younger age cohorts under the age of 34 also experienced varying levels of growth, while mature adults (35 to 49) showed a modest decline.

**Table 1: Population by Age Cohort, 2011 – 2016**

	2011	2016	Growth
Children (0 to 9 Years)	735	770	5%
Youth (10 to 19 Years)	805	820	2%
Adults (20 to 34 Years)	1,075	1,175	9%
Mature Adults (35 to 49 Years)	1,295	1,245	-4%
Older Adults (50 to 69 Years)	1,765	2,055	16%
Seniors 70+ Years	985	1,195	21%
<b>Total</b>	<b>6,660</b>	<b>7,260</b>	<b>9%</b>

Source: Statistics Canada 2006 – 2016

St. Marys is an attractive community for older adults and seniors to retire as it offers a relaxed, small town atmosphere that is a short driving distance to larger urban centres including London and Stratford. Discussions with Town staff and Council suggest that the aging population may also be the result of youth out-migration. This is a common trend observed in rural and smaller municipalities where youth and young adults are leaving for school or to seek employment and not returning. Staff and Council suggest that affordability of housing is also a contributing factor to declining numbers of youth and young families that may not be able to afford to live in St. Marys. The County is currently preparing a Youth Strategy to explore solutions to encourage youth and young adults to remain in Perth County.

Age cohort projections are not currently available; however, broader aging trends suggest that St. Marys' population will continue to age. While this may emphasize the need for quality facilities, programs, and services for older adults and seniors, a balanced portfolio of recreation and leisure services should continue to appeal to all age groups to ensure that there is something for everyone.

## 2.3 Lack of Free Time and Physical Inactivity

The 2016 ParticipACTION report card on physical activity for youth and children graded overall physical levels at D- for the fourth year in a row, suggesting that there has been limited progress in improving physical activity at the national level. The Canadian Fitness and Lifestyle Research Institute found that physical activity declines with age, which is driven by factors such as increasingly busy lifestyles of Canadians that are centered on vehicular transportation and an increasing variety of sedentary choices for leisure.

Communities are often faced with the challenge of overcoming the “lack of free time” barrier from a service delivery perspective as it is a societal issue that municipalities have little ability to directly influence. There are, however, solutions that can be implemented to mitigate impacts of the ‘time crunch’ and competition from sedentary activities. Some communities have extended hours of operation at certain facilities to allow residents to participate at times that are most suited to their needs while others are exploring more drop-in activities.



Friendship Centre – Multi-Purpose Room

Providing more unstructured programs can facilitate opportunities to participate as casual drop-in activities are often highly desirable, driving the need for flexible indoor and outdoor spaces that facilitate unstructured pursuits. People with busy schedules are increasingly seeking spontaneous, non-programmed forms of activities that fit into their schedules, rather than committing to regularly-scheduled programs. The Town has explored strategies to increase levels of physical activity without requiring advanced registration or long term commitments to allow users to participate at their convenience through drop-in recreation programs (e.g., fitness classes) as well as public swim and skate programs. The Town also offers weekly and monthly drop-in programs for seniors at the Friendship Centre.

## 2.4 Overcoming Financial Barriers to Participation

The Canadian Fitness and Lifestyle Research Institute found that participation in physical activity is proportional to a household’s income. It revealed that children between the ages of 5 to 19 who live in higher income households (\$80,000 per year or more) are more likely to participate in organized physical activities and sports compared to their counterparts residing in lower income households (\$30,000 per year or less).<sup>1</sup>

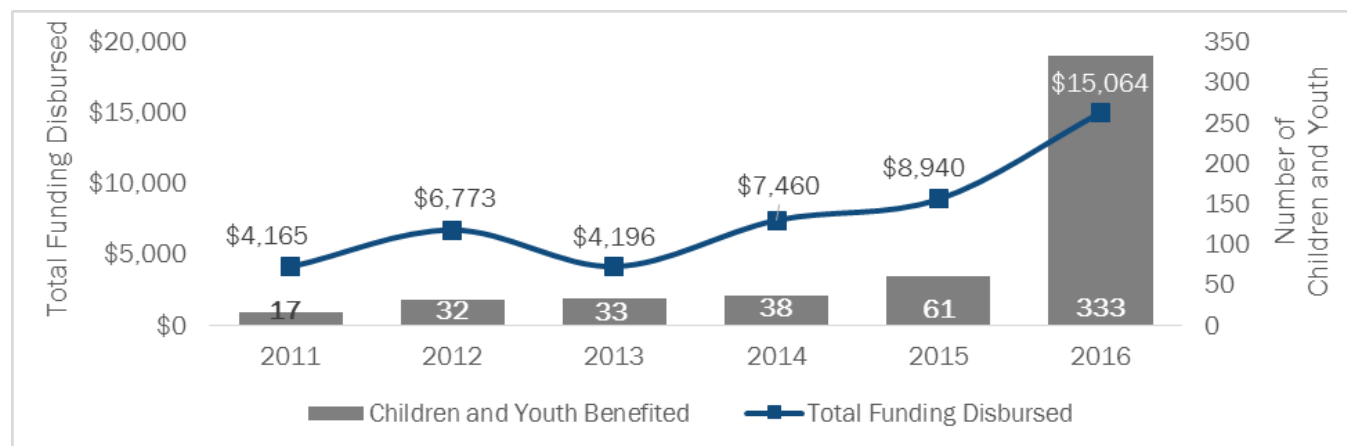
According to Statistics Canada, the 2015 median after-tax income in St. Marys was \$64,512, which is on par with the Province (\$65,285) and higher compared to Perth County (\$62,229). This finding suggests that based on income alone, St. Marys’ residents may be more active in physical activities compared to the County. However, the 2016 Census reported that 9% of St. Marys’ residents are living in low income households, which

<sup>1</sup> Canadian Fitness & Lifestyle Research Institute. Retrieved from <http://www.cflri.ca>.

is lower compared to the County (11%) and the Province (14%). Nevertheless, there is a need to ensure that affordable recreation and leisure services are made available.

While St. Marys does not offer financial assistance to participate in recreation and leisure activities, the Town encourages the use of the Canadian Tire Jumpstart Program, which provides monetary assistance to children and youth between the ages of four to 18. The Jumpstart program disbursed over \$15,000 to 333 children and youth in St. Marys in 2016, which is a sizeable increase from 2011 where \$4,200 was distributed to 17 children and youth (Figure 3). The Town believes that the increase in the number of applicants and the amount of funding distributed in 2016 was due to increased efforts to promote the financial assistance program. Older adults and seniors who are members of the Friendship Centre may also be eligible for programming discounts. The Town is currently working towards formalizing a financial assistance program to benefit adults. In addition, the Town also provides one free room rental per month at the Pyramid Recreation Centre to local community groups.

**Figure 3: Annual Canadian Tire Jumpstart Funding Disbursed, 2011 - 2016**



Source: Canadian Tire Jumpstart

## 2.5 Engaging Persons with Disabilities

The Canadian Survey on Disability reported that approximately 3.8 million Canadians were living with a disability in 2012, representing 13.7% of Canadians and 15.4% of Ontarians.<sup>2</sup> While the number of persons with disabilities in St. Marys is not quantified, applying the provincial rate to the Town's population leads to an assumption that more than 1,100 local residents could have some form of disability. Given these statistics and the aging of the population, it is crucial that recreation and leisure services in St. Marys consider inclusivity, universal design, and barrier-free elements wherever possible to minimize participation barriers.

Municipalities across the Province have embraced the principles of inclusivity through facility design and service delivery. This practice is guided by the *Accessibilities for Ontarians with Disabilities Act (A.O.D.A.)*, 2005, which requires municipalities to remove all barriers within municipal facilities by 2025. In doing so, municipalities are required to form Accessibility Advisory Committees and adopt accessibility plans, which identify, develop, and prioritize solutions to remove



<sup>2</sup> Statistics Canada. Canadian survey on disability 2012. Catalogue no. 89-654-X, Ottawa.  
Retrieved from <http://mieux-etre.edsc.gc.ca>.

barriers from municipal facilities. The Town's Accessibility Advisory Committee (A.A.C.) advises Council on the preparation and implementation of St. Marys' Accessibility Plan, and other matters related to accessibility. The Town's 2012 – 2017 Accessibility Plan identifies a number of accessibility improvements to areas of customer service, communications, employment, transportation, and the built environment. Limited actions were articulated with respect to accessibility improvements within recreation and leisure facilities. The Accessibility Plan directed the A.A.C. to identify and develop an implementation plan to integrate accessibility features within Town facilities, although no specific projects were suggested.

## 2.6 Aging Infrastructure

The 2016 Canadian Infrastructure Report Card rated Canada's overall sports and recreation facilities as "Fair", which was the lowest ranking out of all municipal assets that were evaluated. This ranking suggests that municipal recreation facilities require infrastructure attention, are showing signs of deterioration, or have deteriorating facility components. On average, the Report Card found that community/recreation centres, pools, skate parks, and sports fields, were generally in good condition, while curling rinks, arenas, seniors' centres, and tennis courts, were fair, and youth centres were considered in poor condition. The deteriorating condition of municipal sports and recreation facilities can be attributed to a number of factors such as competing municipal priorities resulting in deferred maintenance and replacement, and old age.<sup>3</sup>

Many recreation facilities throughout the County were originally built between 1956 and 1980, with a number of them constructed to celebrate Canada's Centennial year in 1967. Since this period, infrastructure province-wide has been underfunded. Most recently, however, the federal government reignited its commitment to the parks and recreation sector with over \$1.8 billion in funding directed to improving and managing parks and recreation assets, in addition to accessibility and trail improvements.<sup>4</sup>

The Town has benefited from past provincial and federal economic stimulus programs. In 2009, the Town received \$142,068 in provincial and federal funding from the Recreation Infrastructure Program to replace the deck at the swimming quarry and to undertake upgrades to the outdoor pool at Cadzow Park.<sup>5</sup> Most recently, Council endorsed a Cadzow revitalization project to update the park to include a new splash pad, pavilion, band shell, and playground. This project began in 2017 and is being developed in partnership with the Rotary Club of St. Marys and Lions Club, as well as funding received through the Canada 150 grant.

## 2.7 Adopting Green Design

Environmental concerns are top of mind among many Canadians as there is an increasing recognition of the need to make efficient use of natural resources. Many municipalities demonstrate environmental awareness in the design and redevelopment of facilities that integrate state-of-the-art technologies to enhance environmental efficiency. The design of environmentally friendly facilities is promoted and encouraged by the Canadian Green Building Council, which is responsible for the Leadership in Energy and Environmental Design (LEED) rating system in Canada. To obtain LEED certification, a facility must meet rating standards in sustainable development, water savings, energy efficiency, materials, and indoor environmental quality. Green Globes and BOMA Best are other national



<sup>3</sup> Canadian Infrastructure Report Card. 2016.

<sup>4</sup> Canadian Parks and Recreation Association. CPRA applauds federal government commitment to parks and recreation opportunities for Canadians. Retrieved from <http://www.cpra.ca>.

<sup>5</sup> Recreation Infrastructure Ontario. Funded Projects. Retrieved from <http://www.ic.gc.ca>.



sustainability certification programs designed to assess environmental performance and management of existing and newly constructed buildings.

While the Pyramid Recreation Centre is not a LEED certified facility, the Town received \$626,012 from the Gas Tax Fund to undertake various energy efficiency upgrades including a computer controlled refrigeration system, heat recovery equipment in the pool and arena, a new building automation system that controls energy usage and an on-demand hot water heating system for the aquatics centre. The Pyramid Recreation Centre also features high efficiency motion sensor lighting and natural light throughout the building to reduce reliance on artificial lighting.<sup>6</sup>

## 2.8 The Merits of Risky Play

Generally speaking, risky play can be defined as “Thrilling and exciting forms of play that involve a risk of physical injury. The risk can be real or perceived.” Risky play may be described as a range of actions including, but not limited to, climbing, jumping, swinging, and hanging. There are a number of risky play categories such as heights, speed, dangerous tools or elements, rough and tumble play, and exploration and adventure.<sup>7</sup> There is growing research on the merits of risky play, which can have a positive impact on fostering the development of the children. Studies have revealed that allowing children to play in risky environments or situations can assist with developing mental and physical health, which can lead to improved motor skills, social behaviour, independence, conflict resolution skills, and risk management strategies.<sup>8</sup>

Research suggests that outdoor risky play is closely associated with playgrounds as they can be developed to facilitate a range of experiences. The provision of playgrounds has transformed from the traditional play structure (e.g., slide and swing set) to unique creative and natural/adventure structures that encourage children to take more risks. Adventure and natural playgrounds utilize landscape features and materials such as wood, logs, ropes, stones, and large boulders. While the Town does not currently have any risky play areas, the provision of such facilities ensure that playgrounds continue to facilitate engaging experiences for children, which is considered in the needs assessment of this Master Plan.

---

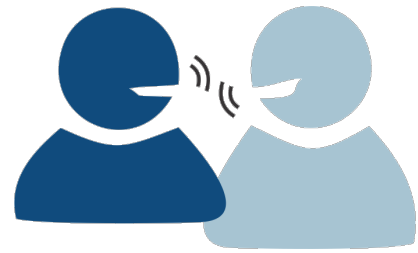
<sup>6</sup> Marketwired. Government of Canada Contributes to Energy Efficiency Upgrades to St. Marys Community Centre Through the Gas Tax Fund. Retrieved from <http://www.marketwired.com/>.

<sup>7</sup> Brussoni, M., et al. What is the relationship between risky outdoor play and health in children? A systematic review. International Journal of Environmental Research and Public Health. 2015.

<sup>8</sup> Ibid

### 3.0 Public Consultation

Public consultation is integral to the master planning process. It ensures that the public, stakeholders, municipal officials and staff have the opportunity to be engaged to provide input and insights relating to the provision of recreation and leisure opportunities, needs and priorities. At the project's initiation, a Public Consultation Strategy was crafted, which articulated the consultation tasks to be undertaken at key stages during the planning process. Each consultation tool was designed to maximize community involvement and was tailored to respond to a variety of audiences in St. Marys. The following consultation tools were utilized:

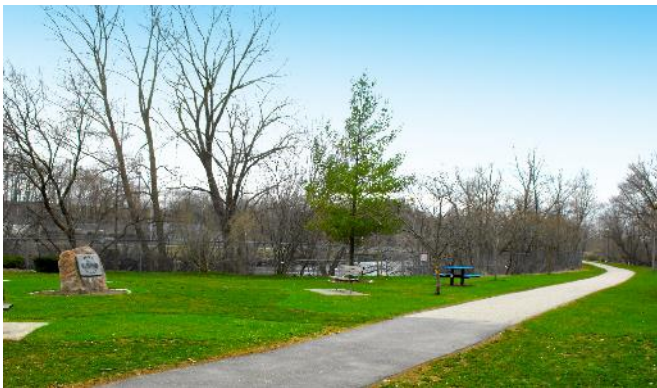


- Master Plan Launch Event
- Online Community Survey
- Stakeholder Group Survey
- Town Staff Workshop
- Interviews with Key Informants and Councillors

Later in the process, a Public Meeting/Open House will be scheduled to present the Draft Master Plan to the public and stakeholders to test recommendations and invite community feedback. Following any needed refinements, a presentation will be held with Council to seek adoption of the Master Plan.

The following sections summarize key themes emerging from each public consultation session.

**NOTE: The information and suggestions presented in this section do not represent recommendations, nor has public input been altered even in instances where the comments may not reflect the Town's actual policies, practices, or level of provision.**



Riverview Walkway



Pyramid Recreation Centre

### 3.1 Summary of Public Consultation Themes

A broad range of comments were expressed throughout the community engagement sessions held in the first phase of this project. Table 2 summarizes the most common themes that were heard based on the opinions, preferences, and priorities of residents, stakeholder groups, Town staff, and Council. These themes, which are listed in no particular order of importance or priority, are used to inform the needs assessments carried out for the Master Plan in conjunction with other relevant research inputs.

**Table 2: Summary of Community Engagement Themes**

Key Themes (in no particular order)	Master Plan Launch Event	Online Community Survey	Stakeholder Group Survey	Towns Staff Workshop	Key Informant Interviews
The Pyramid Recreation Centre and Friendship Centre are fantastic facilities that residents are proud to have in their community.	•	•	•	•	•
More could be done to improve the maintenance of the Town's parks and recreation facilities.	•	•	•		
The swimming quarry is a unique recreational amenity for residents and visitors.	•	•	•	•	•
Trails are a highly valued asset in St. Marys and there is a desire to enhance the Town's 'loop network' to connect existing and new growth areas.	•	•	•	•	•
There is a desire for new and more recreation programs (e.g., non-sport programs for youth, fitness classes, etc.).	•	•			
There is a desire for new recreation facilities such as a walking track, pickleball courts, and a gymnasium.	•	•	•		•
Communication between residents, stakeholders, and Town staff is an area in need of improvement.	•	•	•	•	•

## 3.2 Master Plan Launch Event

A Launch Event was held on February 23, 2017 at the Pyramid Recreation Centre to formally introduce the Master Plan to the community and to engage residents to contribute opinions, ideas and priorities. The Launch Event began with a presentation describing the purpose and process of developing the Master Plan, the benefits of parks, recreation and leisure, key trends, and an overview of ways to become involved in the planning process. Following the presentation, participants were grouped into tables and asked to respond to questions regarding a broad range of topics related to parks, recreation and leisure. The event was attended by 25 members of the public and representatives of local organizations. Members of Council, and Town staff were also in attendance to observe. Residents who were not able to attend the event were encouraged to submit written comments, which are also captured in this section. Common themes and responses received during this event are summarized below, while a transcript of the input received from this event is found in **Appendix A**.

### Community Values in Recreation and Leisure Services

It was clear that participants are proud to have access to the recreation and leisure opportunities available in St. Marys, with people indicating that there are a number of facilities, programs, and services available in Town that are not available in comparable municipalities. Participants were especially proud of the swimming pool and quarry, the skateboard park, and the older adult opportunities offered at the Friendship Centre. The Town's trail system and green spaces was also noted as a valued asset.



St. Marys Swimming Quarry

### Improving Outdoor Parks and Recreation Facilities

With respect to improving outdoor parks in St. Marys, the majority of comments pertained to improving or enhancing the Town's trail system. Suggested improvements included establishing trail linkages to connect residents to the north end of Town, lighting pathways, constructing washrooms, installing fitness equipment along walking routes, and providing or enhancing wayfinding signage.

Participants offered a number of suggestions to improve outdoor recreation facilities, including many comments related to improving the Town's tennis courts such as lining them to accommodate other sports such as pickleball, lighting the courts to extend the playing time, and enlarging the nearby parking lot. Participants also expressed the desire to improve safety and visibility of the Town's skateboard park, including a suggestion to add lighting. Other suggested improvements included revitalizing Cadzow Park, conducting splash pad improvements, and increasing shaded areas at sports fields.

## Improving Indoor Recreation Facilities

Participants expressed the desire for new or expanded indoor recreation facility spaces including an indoor walking track, gymnasium, and indoor pickleball courts. Suggestions were expressed to improve supporting amenities to enhance access and comfort at Town facilities, such as improving heating and cooling at the Town auditorium, warmer change rooms, an enhanced viewing area for the pool and blue rink, and continuing to ensure that the Town's municipal spaces are affordable for all users.

## Improving Recreation and Leisure Programs and Services

Suggestions to improve recreation and leisure programs and services primarily focused around the need to improve the promotion and advertising to ensure that residents are aware of the leisure activities that are available. Participants also felt that there are opportunities to improve the selection of non-sport programs for all age groups. Suggested programs included campfire nights, parent and tot skating, geocaching, more public swims and skates, scuba diving, and water craft rentals at the swimming quarry.

## Priorities for Recreation and Leisure Services

Participants identified a number of priorities to be considered over the life of the Master Plan. The most common priority was the need to continue to maintain the Town's existing assets as they relate to parks and outdoor and indoor recreation facilities, programs, and services. Recognizing the population of older adults and seniors in St. Marys, participants also articulated the desire to continue focusing on the provision of age-friendly facilities, services, and programs. It was also indicated that recreation and leisure opportunities must be affordable to minimize financial barriers to participating in activities.

Participants felt that the provision of new recreation facilities should be considered including a multi-purpose gymnasium, indoor walking track, pickleball courts, trail development, and the provision of supporting amenities (e.g., washrooms and lighting). The desire to revitalize Cadzow Park was also identified, as well as suggestions to improve the communication of recreation and leisure opportunities to ensure that residents are aware of the activities and events that are available.

### 3.3 Online Community Survey

The Master Plan's online community survey was active from February 10, 2016 to March 3, 2017, collecting resident feedback on a variety of topics related to recreation and leisure services. A broad range of input was received to understand local participation and usage patterns, opinions, and priorities in leisure pursuits. The survey was promoted through several avenues, including the project webpage, e-mails, social media, posters, newspaper ads, and word of mouth.

A total of 586 surveys were completed and analyzed. This section summarizes the key findings of the survey and excludes 'Don't Know' and 'No Responses', with a greater level of detail found in **Appendix B**. It is important to note that this was a self-administered, non-random survey and thus the results cannot be considered statistically significant or representative of the opinions of all residents. As with other consultation tools, the survey findings should not be considered in isolation, but instead factored within the context of other community input and assessment methodologies.

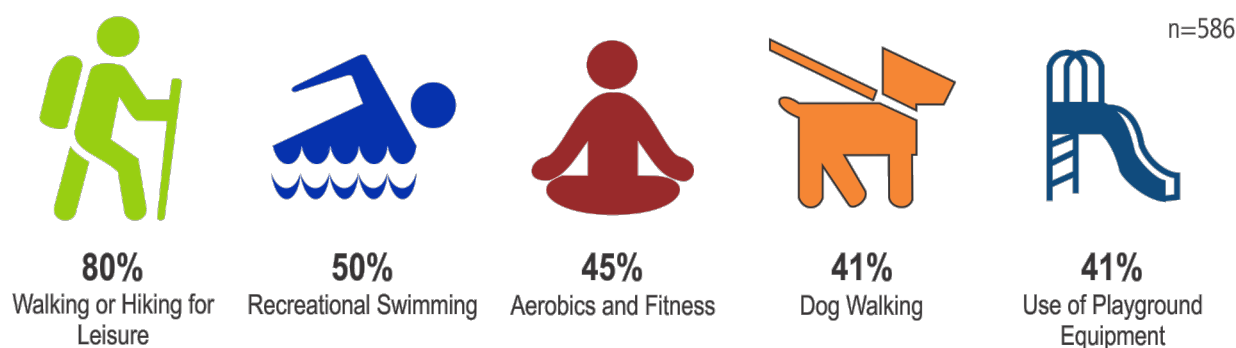


## Participation in Recreation and Leisure Activities

The top five most popular recreation and leisure activities over the past 12 months are presented in Figure 4 and consists of walking and hiking for leisure (80%), recreational swimming (50%), aerobics and fitness (45%), dog walking (41%), and using playground equipment (41%). A common element among these popular activities is that they can be self-scheduled activities, which is consistent with participation trends observed across the Province. The most popular organized sport was baseball/ softball (24%), which placed 11<sup>th</sup> out of 21 activities.

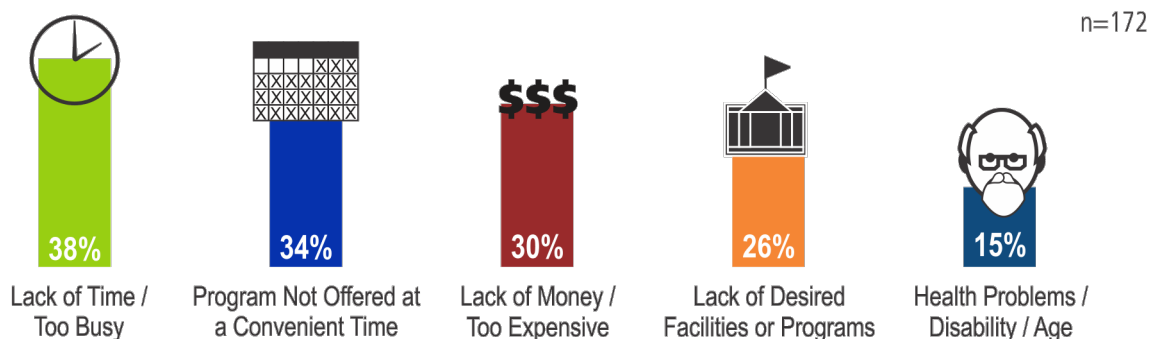
The majority of these activities took place within a park or recreation facility in St. Marys (83%), while other locations included at home (42%), at a park or facility in another municipality (25%), or at school (8%).

**Figure 4: Top Five Most Popular Recreation and Leisure Activities, Past 12 Months**



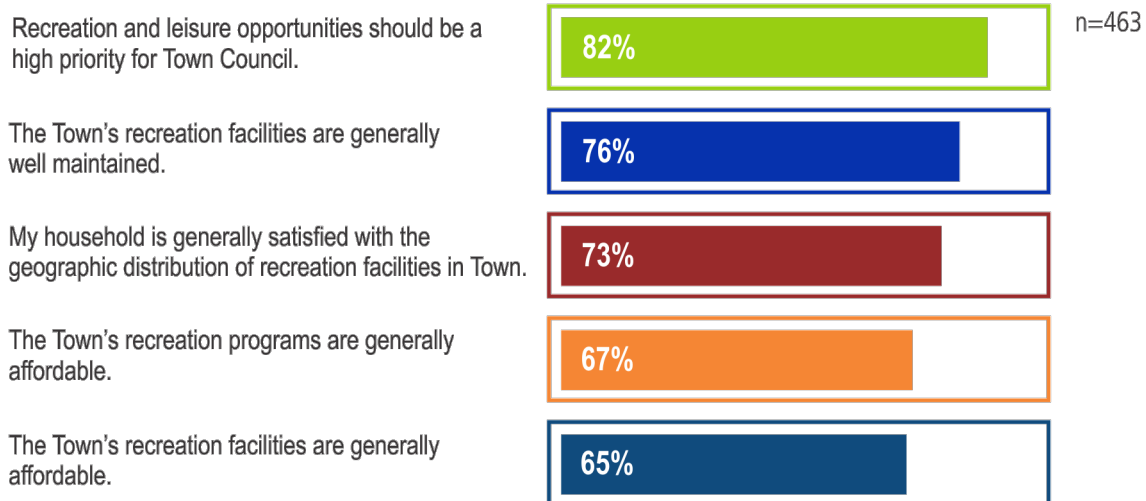
The survey revealed that one third (33%) of respondents were unable to participate in recreation and leisure activities as often as they would like. As illustrated in Figure 5, the most common barrier reported by respondents was the lack of time or being too busy (38%). This is a common challenge found in many communities. Other barriers included programs not being offered at a convenient time (34%), lack of money (30%), lack of desired facilities or programs (26%), or health problems, disability, or age (15%). Broadly speaking, other municipalities have explored solutions to minimize barriers to participation by employing strategies such as extending hours of operation, holding multiple program sessions throughout the day and week, and promoting financial assistance programs.

**Figure 5: Top Five Barriers to Participation in Recreation and Leisure Activities, Past 12 Months**



Respondents rated their level of agreement with a number of statements related to recreation and leisure opportunities in St. Marys, the results of which is illustrated in Figure 6.

**Figure 6: Agreement with Various Statements**



## Importance and Satisfaction with Recreation and Leisure Opportunities

Figure 7 illustrates respondents' level of importance and satisfaction with various recreation and leisure facility types. Respondents felt that active transportation facilities (e.g., trails, sidewalks, etc.) were the most important facility type (95%), followed by passive parks (93%), outdoor recreation facilities (87%), and indoor recreation facilities (82%). For each facility type, respondents reported a lower level of satisfaction, suggesting that expectations are not currently being met in relation to the importance placed on each facility.

**Figure 7: Importance and Satisfaction with Recreation and Leisure Facilities**

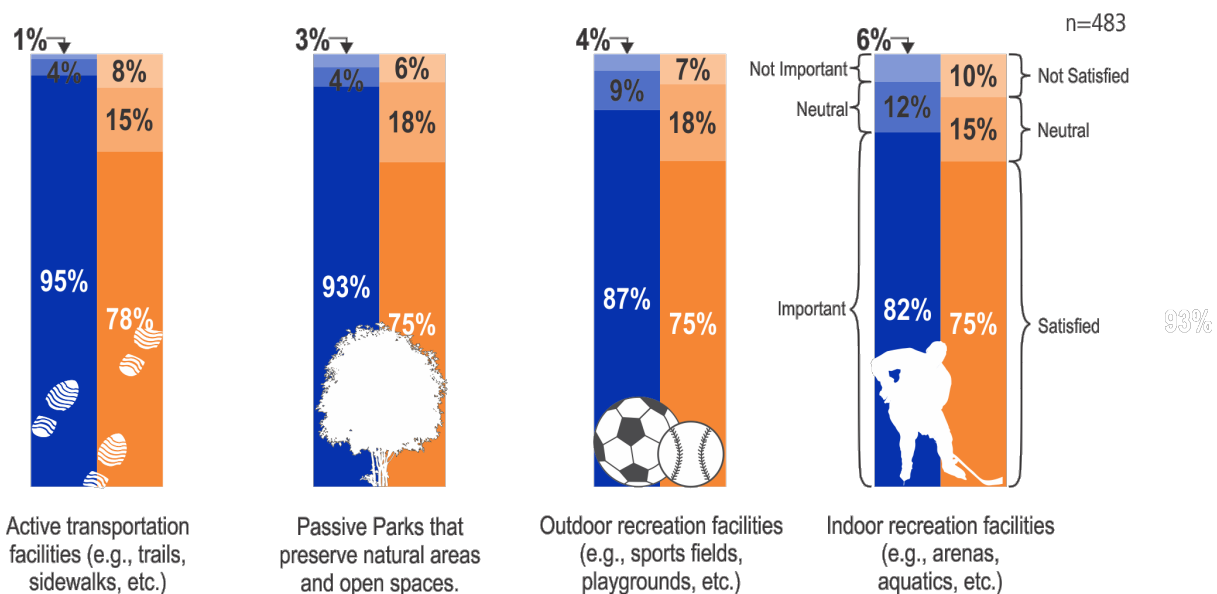
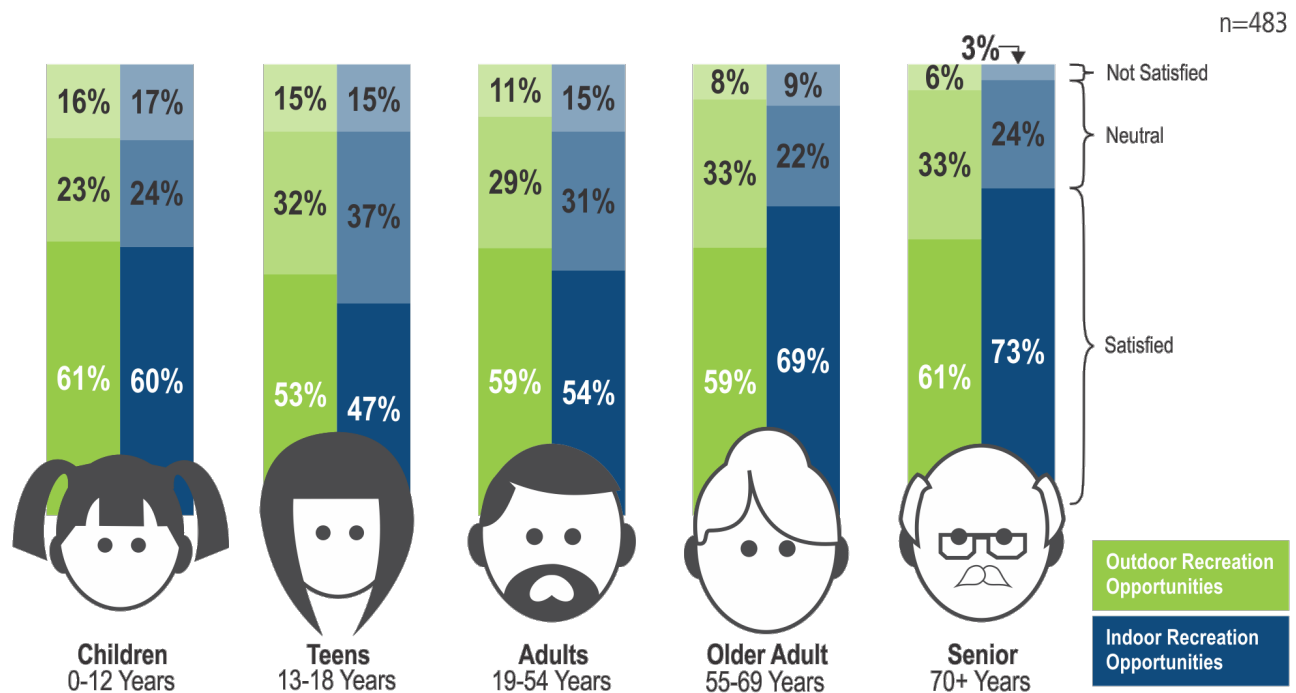


Figure 8 summarizes respondents' satisfaction levels with respect to outdoor and indoor recreation and leisure opportunities, by age group. With respect to outdoor recreation and leisure opportunities, respondents' satisfaction levels were generally balanced across each age group. Respondents were most satisfied with outdoor recreation opportunities for children (age 0-12) and seniors (age 70+) (61%), this is followed closely by satisfaction levels for adults (age 19-54) and older adults (age 55-69) (59%). Outdoor recreation and leisure opportunities for teens (age 13-18) had the lowest levels of satisfaction (53%).

More varied satisfaction levels were observed for indoor recreation and leisure opportunities. Respondents were most satisfied with the indoor recreation and leisure opportunities for seniors (age 70+) (73%), followed by older adults (age 55-69) (69%), children (age 0-12) (60%), and adults (age 19-54) (54%). Once again, respondents were least satisfied with the indoor recreation and leisure opportunities for teens (age 13-18), which is common in many municipalities. Recognizing that the median age of the respondent is 46 years, respondents may not be fully aware of all the opportunities that may exist. However, the Master Plan delves deeper into this area to identify gaps that may exist and how best to address them. Recognizing that there are respondents who are not satisfied or are neutral with respect to indoor and outdoor recreation and leisure opportunities for all age groups, these results suggest that improvements are needed to ensure that the Town continues to respond to residents' recreation and leisure needs at all age levels.

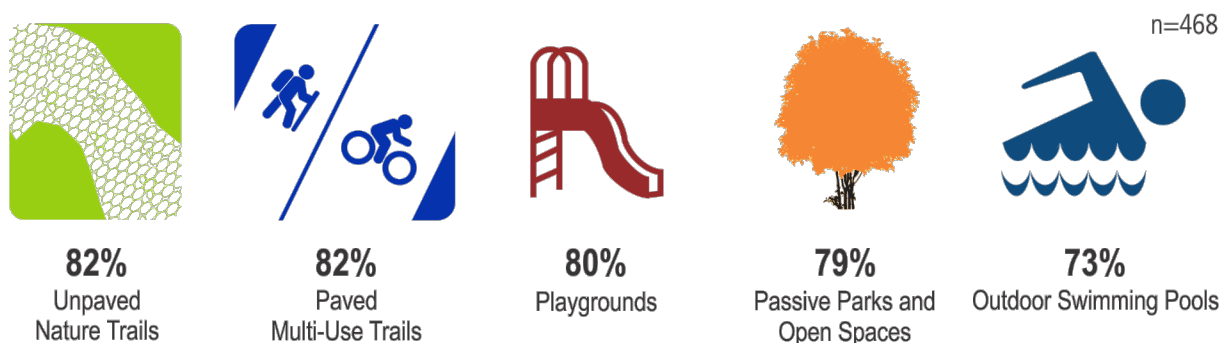
**Figure 8: Satisfaction with Recreation and Leisure Opportunities, by Age Group**





The highest priorities for additional public spending for recreation and leisure facilities (for upgrades or new construction) is presented in Figure 9. The top five facilities for additional spending are unpaved nature trails (82%), paved multi-use trails (82%), playgrounds (80%), passive parks and open spaces (79%), and outdoor swimming pools (73%). The desire for an enhanced trails system in St. Marys was heard throughout the consultation process.

**Figure 9: Top Five Facility Priorities for Additional Spending**



## Summary of Survey Respondents

Responding households were over represented in children, youth, and adult age groups, and under-represented in mature adults, older adults and seniors (Figure 10). The average household size of respondents was 3.1 persons, which is greater compared to the 2011 Census (2.4 persons per private household). This is common in other communities that complete a survey of this type as households with children and youth are more likely to complete a self-administered survey regarding recreation and leisure opportunities. Additionally, the median age was 46 years, which is slightly higher compared to the median reported in the 2016 Census (44.4 years) (the average was 45 years).

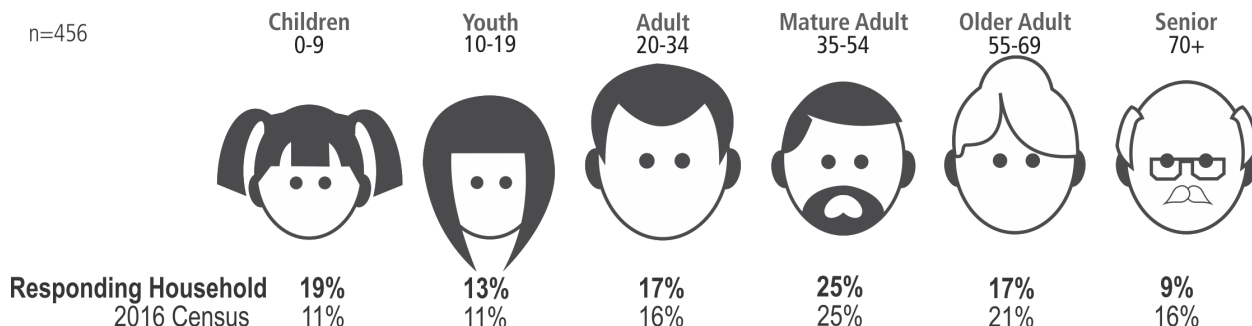


The average household size of respondents was 3.1 persons, which is greater compared to the 2011 Census (2.4 persons per private household).



The median age of respondent was 46. Slightly higher compared to the 2011 Census (44.4 years).

**Figure 10: Demographic Composition of Responding Households**



### 3.4 Stakeholder Group Survey

A self-administered online survey was distributed specifically to stakeholder groups in St. Marys to collect information regarding group participation information, trends, facility utilization, future group needs, and more. A total of 11 surveys were completed from the groups listed in Table 3. The following is a summary of key findings with additional information about each stakeholder group found in **Appendix C**.

**Table 3: Respondents to the Stakeholder Group Survey**

Stakeholder Group Survey Participants	
<b>Arena Groups</b>	
<ul style="list-style-type: none"> <li>St. Marys Minor Hockey Association</li> <li>St. Marys Model T's Hockey Club</li> </ul>	<ul style="list-style-type: none"> <li>St. Marys NBC Hockey Club</li> <li>St. Marys Ringette Association</li> </ul>
<b>Outdoor Sports Groups</b>	
<ul style="list-style-type: none"> <li>St. Marys Minor Soccer</li> <li>St. Marys Minor Ball Association</li> </ul>	<ul style="list-style-type: none"> <li>St. Marys Social Tennis Club</li> </ul>
<b>Service Clubs and Other Providers</b>	
<ul style="list-style-type: none"> <li>McConnell Club</li> <li>Rotary Club of St. Marys</li> </ul>	<ul style="list-style-type: none"> <li>St. Marys Community Players</li> <li>The Friendship Centre</li> </ul>

#### Themes from Arena Groups

- Suggested improvements to the Pyramid Recreation Centre arenas included larger and additional storage spaces, providing free use of meeting rooms, a smoother ice surface, and an improved score-keeping system.
- The need to improve communication between the Town and arena groups was suggested, including the need to hold an annual or bi-annual meeting with sports groups to discuss issues, challenges, and areas for improvement.
- The scheduling of ice was raised as a concern by some groups. There were requests for earlier ice times and it was suggested that blackout periods should not negatively impact practices and games.

#### Themes from Outdoor Sports Groups

- Suggested improvements to St. Marys' outdoor sports fields included providing access to washrooms and shade shelters, particularly at the Baseball Hall of Fame, as well as for additional storage space and enhancing the general quality of soccer fields.
- A multi-use gymnasium was requested to accommodate indoor sports such as basketball, pickleball, and soccer.
- Some of the concerns raised by groups included securing enough facility time, attracting and securing volunteers, and costs associated with facility maintenance and paying coaches and referees, while maintaining affordable registration costs.

## Themes from Service Clubs and Other Providers

- Suggestions to improve the facilities at the Pyramid Recreation Centre included upgrading the sound equipment and keeping rental costs low.
- Suggestions to enhance the facilities at the Town Hall auditorium included installing air conditioning, updating the kitchen, and constructing additional washrooms.

## 3.5 Town Staff Workshop and Interviews with Key Opinion Leaders

To engage Town staff in the preparation of the Master Plan, a workshop was held on January 23, 2017 with staff at all levels from managers and supervisors to frontline administration. Discussions centred upon community strengths, needs, priorities, challenges, and opportunities with respect to the provision and delivery of parks, recreation and leisure opportunities. Interviews were also held with a variety of key stakeholders and members of Council. The following themes emerged from the discussions:

Figure 11: Staff's Vision for the Future



## Highlights of Recreation and Leisure Services in St. Marys

- There is great pride in the recreation and parks facilities.
- There are a wide range of program opportunities for residents of all ages.

## Improving the Use of Existing Recreation Spaces

- The challenges rest with maximizing the use of the recreation centre during all prime and non-prime hours. It was indicated that a development plan for the quarry might increase utilization and become a tourist attraction.

## Partnerships

- The partnership with the school board is strong and reciprocal use is mostly seen in the schools using the recreation facility. After school programming is a success with children walking to the recreation centre to receive supervision and get involved with a good choice of activities. The schools are supportive in promoting recreation activities within their current communication channels. A reciprocal use agreement between the Town of St. Marys and the Public School Board is under development.

- There have been no formal discussions to date with the Y as to the use of space in the recreation centre for YMCA programming.
- The Library and Recreation staff are beginning to have discussions about the types of programming each should manage to reduce duplication and maximize participation.

### Enhancing Communications and Public Education

- There is a belief that formalized internal communications could strengthen the delivery of services through better coordination of efforts. Further it was felt that a better understanding of the costs to provide services would create an opportunity to examine further efficiencies.
- Participants in the staff workshops and key opinion leader interviews felt that there are not enough residents using the recreation centre.
- Staff believe that greater out-reach and public education might help residents see the value in participation and better understand the opportunities within the centre.
- There is an appreciation for the communications support that is being provided to the department.
- There are varying levels of support for a Recreation Centre Advisory Committee. There is a common belief that a terms of reference could articulate the responsibilities of the committee and staff and ensure that the community uses the facility to a greater extent.

### Measuring Performance

- The Department tracks many statistics in order to monitor the use of programs and camps, and to keep a record of concerns and complaints.



Pyramid Recreation Centre

## 4.0 Services Delivery Assessment

The review of the recreation and leisure programs and services is a key component of the Recreation and Leisure Master Plan. It is essential that high quality programs and services be available to residents of all ages, abilities and backgrounds. A wide range of choice of opportunities will ensure that residents can be active and engaged within the community. The Town is not required to be the direct provider of all programs and services; however, staff must be aware of the needs and enable a coordinated, cohesive delivery system.

The Service Review is aligned to deliver upon the goals of the Town's Strategic Plan specific to recreation and leisure services. The recently updated Strategic Master Plan (2017) recognises the importance of recreation in the community and strives to ensure that services are delivered in a fiscally sustainable manner. The following Strategic Pillar and Initiatives capture Council's direction in the Strategic Master Plan that is aligned with the work of this Master Plan in whole or in part.

### St. Marys Strategic Plan Revision and Update Strategic Pillar 4 - Culture and Recreation

Readjusting existing recreational services to a more scale-appropriate level will result in savings for the Town by enabling it to reallocate funding to other priorities. In some cases, volunteers and private sector can take on leadership or partnership roles for the delivery of some recreational services that are underutilized. Moreover, as culture is being positioned as a vital economic driver, some of these tactics are complementary with both the re-profiling of the Town and economic development.

#### Strategic Priority – Repurposing the Pyramid Recreation Centre

##### Outcome Statement

- As the PRC is adequate for a population of 30,000, it far exceeds the needs of the current population and thus results in additional costs to the Town. A more integrated approach may be preferable.

##### Short-term Initiatives

- Align the future of the Pyramid Recreation Centre with the findings of the Recreation Services Master Plan

##### Mid-term Initiatives

- If space remains, investigate the options of hosting additional library programming at the Pyramid Recreation Centre through an integrated planning program strategy.
- Determine the full cost of relocating some of the Town's community services including a retrofit to the Pyramid Recreation Centre.
- Investigate the ability to attract the YMCA or any other organization to locate to the Pyramid Recreation Centre.

Source: Town of St. Marys Strategic Plan (2017).

The Strategic Plan is quite clear in its instruction to investigate methods to work with community partners to reduce the fiscal burden of the Pyramid Recreation Centre, while ensuring that all residents of St. Marys have access to an appropriate range of recreation and sport activities.

## 4.1 Service Review Focus

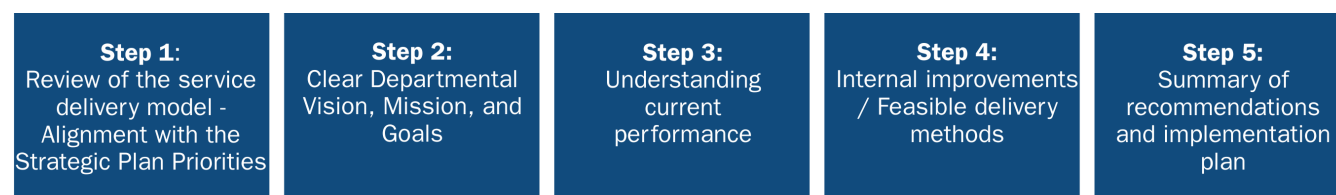
The Service Review entails capturing the status of recreation service delivery, identifying the existing strengths and challenges as well as an analysis of what approaches may improve service delivery more effectively for the residents. This review includes an analysis of:

- a) Current and potential role of the municipality in the delivery of recreation services;
- b) Available programs and opportunities for all age groups, utilization of major facilities;
- c) Current revenues and expenses for key services;
- d) Partnerships and relationships that could further add to recreation and leisure service delivery;
- e) Opportunities to generate possible budgets savings;
- f) Governance Opportunities;
- g) Administrative capacity; and
- h) Annual Performance Measures

## 4.2 Service Review Methodology

The service delivery and recreation program assessment has been undertaken to ensure that the Town of St. Marys continues to meet the needs of the residents and reflects the elements of a high performing Community Services Department. The review process includes a comparison of existing program and service provision approaches to industry standards, trends, best practises and strongly considers community, Council, public, opinion leader and staff input garnered through various engagement initiatives. The following is an outline of the service review and assessment process, which is illustrated in (Figure 12).

**Figure 12: Service Review Methodology**



**Step One: Review of the Public Facing Service Delivery Model** – A synthesized description of the service delivery model as the public views it. An analysis of the current strengths and challenges.

**Step Two: The Recreation Program Assessment** – An audit of St. Marys practises against high performing parks and recreation standards including a comparison of the work of the Community Services Department as compared to the expectations housed in the Framework for Recreation in Canada “Pathways to Wellness”. An indication of current strengths, challenges and subsequent recommendations in each of three key result areas.

**Step Three: Clear Departmental Vision, Mission and Goals** – An articulation of Departmental vision and mission statements, guiding principles, and key result areas that focus on priorities and will serve residents well into the future.



**Step Four: Development of Meaningful Actions** – Meaningful recommendations to ensure that recreation and leisure services are sustainable into the future. Realistic recommendations are offered considering staffing levels, the size of the community and the primary concerns of the public.

**Step Five: Implementation Plan and Performance Measures** –The recommendations are prioritized and offered in the sequence in which they might be executed in either short, mid-range or longer-term timeframes. Performance measures are developed to ensure that the Recreation and Leisure Master Plan is meeting its goals and objectives in a timely manner, to ensure continued transparency and provide a sound communications tool.

## 4.3 Service Delivery Model

### Current Role of the Municipality

Recreation and leisure services are delivered and enabled in most municipalities across Ontario. Councils recognize the importance of an active and engaged community in developing and sustaining a strong and vibrant municipality. A dynamic and coordinated delivery system generates community pride and cohesion and provides support to residents to be active and live their best life. The way in which services are delivered vary from the direct provision of all services by the municipality to the enabling provision by community and stakeholder groups to a combination of both approaches. The role of the municipality is to ensure that this fulsome range of leisure choices are offered by community groups, not for profit / charitable organizations, by other related agencies, and the municipality. Further, the municipality should determine what the core levels of service should be (in concert with the community), provide relevant infrastructure, a sound and fair policy framework and open and transparent governance to ensure that all groups and organizations can work collectively toward the goal of an active and engaged community.

Typically, communities enable various methods to ensure that residents can enjoy active and healthy lifestyles. Council must ensure that these approaches are sustainable over time and can adapt to changing conditions like population growth, income disparity, diversity and varying backgrounds of residents. The role of the municipality is to anticipate and plan for these changes and develop the tools necessary to be proactive and respond in partnership with other providers. Most successful communities demonstrate strong communications, promotion and awareness of opportunities, the development of a common vision and guiding principles, partnerships, joint development and planning initiatives, start-up funding for new initiatives and evaluation mechanisms. The most proactive municipalities continuously have their pulse on the community, build cohesion and a sense of purpose with all providers and move toward the same vision and goals. The collective evaluates the complete system to proactively respond to trends and current and anticipated issues. This is the ideal approach and requires dedication by Council, staff, volunteers, community stakeholder groups, other levels of government and the business community.

Specifically, the role of the municipality is to:

- Understand the demographic and growth patterns of the community and any changes that are upcoming;
- Promote the benefits of being active in recreational and leisure activities;
- Develop a joint vision with community stakeholders so that everyone can play their part in contributing to the vision;
- Develop a multi-year plan that provides focus on clear priorities;

- Identify social issues that can be addressed through the provision of services (poverty reduction, reduction in youth related substance abuse, reduction of social isolation, increased levels of education, reduction in anxiety and depression etc.).
- Develop a policy framework that enables equitable delivery of service and reaches out to marginalized populations;
- Provide/enable a full range of programs and activities based on community need and preference;
- Work with community partners to sustain a full breadth of opportunities;
- Ensure that the infrastructure is adequate, well maintained and provides safe experiences;
- Comply with legislative requirements in all aspects of service delivery and facility and parks provision;
- Provide and enable fiscal, human and physical resources; and
- Measure performance and evaluate services to continually improve policies, practises and most importantly increase participation.

### Service Delivery Model

The Town, together with local community groups and organizations, offer residents many choices in recreation, leisure, cultural, sport and active pursuits. There is a variety of choices between physical activity, performing and creative arts, heritage, literacy and sports. The recreation and leisure delivery system is both proactive and responsive to current needs, the age of participants, new trends and strives to eliminate barriers to participation. Figure 13 illustrates the varying organizations that offer recreation and leisure pursuits in St. Marys and the choices that residents have in varying pursuits. Residents have a broad range of choices in terms of providers and activities. In a community of this size and in an environment of finite resources, it is critical for providers to work together toward one common vision. This collective approach will serve to share resources, avoid duplication, and maximize participation.

Figure 13: Recreation and Leisure Providers in St. Marys



### Directly Provided Programs and Services

The current service delivery model for recreation and leisure centres around the Town's direct provision of programs and services coupled with the delivery of sport and active pursuits through community groups, not-for-profit/charitable groups, private/commercial providers and community organizations. The Community Services Department delivers programs and services that are either offered as registered programs and drop-in/casual opportunities. Staff design, develop and execute programs based on quantified resident interests and new trends. Residents register for programs and commit to attend a series of classes. Most often there is a learning and skill development continuum involved in a structured environment and many of the programs and content are standardized so the public can be guaranteed a level of service that is based on industry



standards and legislated requirements. In addition to registered programs, flexible drop-in activities are offered such as lane swim, public skating, or youth centre. Drop-in programs offer the ability to participate in a range of recreation activities without having to register beforehand. These drop-in opportunities can accommodate more participants and are generally offered at a lower cost. Drop-in opportunities are becoming more popular as lifestyles dictate the need for more casual forms of recreation.

The Museum offers programs and events that require pre-registration and more formal learning opportunities are augmented with special events and casual visits to the museum site. The Library also provides programs directly that centre on literacy the use of computers and pre-school play.

## Community-Based Programs and Service Provision

### Community Based Groups, Private Operators and Non-Profit Charitable Organizations

At least 15 self-governing community groups exist to provide recreation, leisure and sport opportunities in St. Marys. They are operated by community members for the most part and a tremendous amount of volunteer effort is given to ensure that residents are provided with skill development, competition where applicable, safe facilities and social opportunities. Most often the community groups pay for their use of fields and facilities and there is a range of supports provided by St. Marys including one free room rental per month at the PRC for executive meetings, display case to showcase trophies and awards, and in some cases, storage is offered (indoor groups). There are some inconsistencies in the provision of supports for some groups and an Affiliation Policy would serve to standardize these supports and clarify the rationale for some of the differences. All organizations and individuals using Town of St. Mary's facilities agree to abide by a common code of conduct called the RZone, which promotes respect and responsibility.



Main Hall – Friendship Centre

Private Operators follow the market and offer classes in various activities that are commercially viable. The municipality does not generally compete with private enterprise. Often staff will provide space to private instructors and share the surplus revenues; this contains costs for the municipality in terms of hiring, training and supervising costs.

The YMCA of Stratford-Perth is a charitable organization that works diligently to engage marginalized segments of the population. The organization leases space at St. Marys Memorial Hospital to provide membership based recreation and social/employment supports, including a fitness centre, and ancillary programs and services to members of all ages and abilities.

## Partnerships

Partnerships are a strong part of a recreation delivery system and they are evident in St. Marys. One example of many is the Stand Up Paddleboard (SUP) Camps. St. Marys provides space for the camp to exist and the camp is run by the organization allowing an exciting opportunity for children and youth to learn paddle boarding in a safe environment. The Town avoids the capital cost of equipment as well as staff and supply costs. This is a good example of a partnership that is effective and serves both parties well.

## St. Marys Grant Program

The Town's grant program assists in the sustainability of special events, start up community groups and related initiatives. These investments are critical to the success of volunteer driven activities.

## Observations

- The community input received on the delivery system included comments from some groups that communications could improve to inform groups and the public of opportunities but as well to keep informed and have formalized opportunities for input.
- The most effective recreation delivery systems work as a collective (public, volunteer, community, charitable and private providers) toward a common vision, each playing their role and working collectively to address current issues.
- There are differing approaches to the expectations of the community based organizations. These variances were mentioned in the input sessions and should be addressed to ensure equitable treatment of volunteer based community groups.

## Recommendations – Service Delivery Model

1. Provide opportunities for all recreation, leisure and sport services providers to gather bi-annually (at a minimum) to discuss joint vision, guiding principles, and strategic priorities for recreation and leisure in St. Marys. Other opportunities should include the ability to share resources and training opportunities, engage in joint planning, marketing, better understand total market penetration, legislative compliance and reduce duplication where it exists.
2. Complete an annual analysis of trends, social issues, community priorities and determine the opportunities that are offered through other accessible organizations. Offer programs where there are gaps in the fulsome provision of programs and services.
3. Develop an Affiliation Policy to ensure that all volunteer based community groups are supported in a consistent fashion.

#### 4.4 Recreation Services Vision, Mission and Guiding Principles

The Service Review research, consultation and analysis has resulted in the challenge of synthesizing this information into a go forward strategy that will provide focus on priorities and result in a more engaged community and sustainable delivery system. The development of a vision, mission, guiding principles and key result areas provides a synopsis of this assessment.

##### Vision Statement

A **vision statement** describes what parks and recreation services contributes to the residents and the community. It defines what the services are seeking to achieve now and into the future. The following vision statement is proposed to guide recreation and leisure services in St. Marys. For branding purposes, this vision statement could be shorten to: “St. Marys Recreation and Leisure – Active. Engaged. Healthy”.

##### **St. Marys Vision for Recreation and Leisure Services**

St. Marys’ residents are active, engaged and healthy through participating in recreation, sport and outdoor activities.

##### Mission Statement

The following **mission statement** briefly describes the purpose of the Town’s Community Services Department, how it goes about its work and the needs that it fulfills.

##### **Community Services Department Mission Statement**

St. Marys’ Community Services Department works closely with community partners to reflect resident’s needs in order to provide a choice of active, creative and passive recreational opportunities. St. Marys wants to ensure that all residents are living their best lives.

## Guiding Principles

The vision and mission statements inherently set out the parameters for the Town's role in delivering recreation and leisure services. The Department's mandate and role will further be advanced through the following guiding principles, which are core direction statements intended to advance and support the Town's role in community service delivery. They emphasize the values that staff and community partners will embrace as they work together to provide a range of active, creative, and passive opportunities. The guiding principles are largely complementary and they should be read and interpreted as a set, rather than as separate, isolated statements.

**Inclusion and Access** – Special efforts will be taken to include marginalized residents in recreational opportunities.

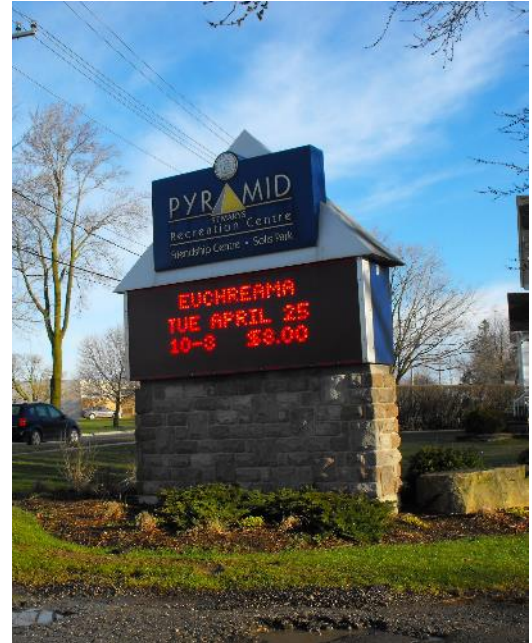
**All Life Stages and Ages** – Recreation services will be developed and offered considering the needs of all ages of residents.

**Integrated Service Delivery** – Community partners will work together and each play their part in providing recreation programs and services. The Town will work with community organizations to increase recreation and leisure opportunities for all residents.

**Participation** – All efforts are made to encourage residents to lead active lifestyles to gain the physical, social, psychological and emotional benefits.

**Quality Experiences** – All participants will enjoy their experiences through the implementation of strong customer service.

**Fiscal Sustainability** – Given the population, St. Marys will provide an appropriate scale of recreational opportunities based on demographics and probable participation rates and will seek to recover a portion of costs where applicable and appropriate.



Pyramid Recreation Centre

## 4.5 Key Result Areas

The Service Review has uncovered three areas where focused efforts must be placed to align with the strategic directions of St. Marys over the course of the planning period. The three key result areas include:

- Programs and Services for All
- Fiscal Sustainability
- Organizational Effectiveness and Governance

### Key Result Area One: Programs and Services for All

**Goal Statement:** Ensure that all residents are included and have a variety of choices to participate in recreation, sport, creative, historical and literary pursuits; special efforts are made to include marginalized populations. A minimum of 50% of each age group participates in a program, active opportunity of their choice.

#### Variety of Choice for All Age Groups

With a Census population of 7,265 residents, the Town recognizes the importance of active engagement in recreation and leisure pursuits. All efforts must be employed to ensure that there is a variety of choice within the menu of activities, safe and quality services are provided and further that special efforts are undertaken to include marginalized residents. Citizens should have a variety of choices that include active, creative, sport and/or passive opportunities. These opportunities are available in the community and are offered by the municipality, the YMCA, the Museum, Library and community groups.

#### Articulation of Core Recreation and Leisure Services

The consultation process to support the development of the master plan unveiled a need to articulate an appropriate range of services considering the size of the municipality and the ongoing sustainability from a budget perspective.

Core services can be defined as programs and services providing the greatest amount of return in benefits to the community and to individuals. Often core services are aligned with strategic initiatives or social issues facing the community (inactivity and obesity, youth engagement, social isolation in older adults, health and wellness, drowning prevention, lifelong learning etc.). Identifying core services tend to balance available resources with demand within the community. They provide a return on the investment and are generally subsidized as required.

Non-core services that do not provide a direct positive outcome or benefit should only be maintained if they provide a fiscal benefit to offset the costs of other core services. Programs for elite or advanced participants and/or exclusive use (Clubs) or ancillary services such as canteens are considered non-core and are required to be cost recoverable to profit generating. Articulating a set of core services is not intended to revisit Council's current "Cost Recovery" philosophy but to focus resources where they can gain the most benefit.

It should be noted that the municipality does not have to offer core or non-core services directly. The following set of core services is offered for consideration and further discussion between the Town and the public:

1. **Physical Activity** – Improvement of resident’s Physical Activity levels – frequency, duration and intensity.
2. **Water Safety** – Every resident can learn how to swim; every family knows the importance of being safe in and around water.
3. **Children and Youth** – Children and youth engagement in recreational activities is paramount to ensuring that youth have the best future life opportunities.
4. **Aging Population** – Elders are active and engaged in leisure pursuits.
5. **Including Marginalized Populations** – Efforts to include all residents will enhance the overall health and vibrancy of St. Marys.
6. **Sport Development** – Every resident has the opportunity to participate in a variety of community based sports.
7. **Culture and Heritage Appreciation** – Every resident appreciates St. Marys heritage and founding cultural practices.
8. **Lifelong Learning** – Literacy and lifelong learning supports self-development and continuous improvement.
9. **Getting Outdoors** – It is critical to the health of individuals and the community to be outdoors in natural settings.
10. **Community Development** – Efforts are made to engage the community to increase the capacity to enable recreation and leisure activities.

### **Summary of Current Directly Offered Programs and Services**

Table 4 captures the growth of registered or formal programs and services over the last three years per age grouping. A review of the offerings made to include all age groups has shown positive results. Each age group has a choice of programs that provide learning and engagement opportunities in sports, leisure pursuits, literacy, heritage and creative and passive activities. This table captures a sampling of participation in registered and casual opportunities offered by St. Marys staff, the Friendship Centre, the Library and the Museum. The analysis shows that there has been growth in most program areas for each age group and family opportunities. St. Marys is engaging more residents through outreach, increased marketing and providing quality services.



Table 4: Participation in Registered Programs and Services, by Age Group, 2014-2016

Age Group	2016	2015	2014	% Change
<b>Children and Youth (Age 0 – 19)</b>				
Aquatics	1,396	1,517	1,363	2%
General Programs	349	349	432	-19%
Museum (field trips)	1,003	797	854	17%
Camps	1,350	1,753	1,391	-3%
School Break Camp	251	303	227	11%
Library	295*	295*	295*	0%
<b>Sub-Total</b>	<b>4,644</b>	<b>5,014</b>	<b>4,562</b>	<b>2%</b>
<b>Adults (Age 20 – 50)</b>				
General Programs	31,281	28,516	26,814	17%
Museum Seminars	264	201	183	44%
<b>Sub-Total</b>	<b>31, 545</b>	<b>28,717</b>	<b>26,997</b>	<b>17%</b>
<b>Older Adults and Seniors (Age 55+)</b>				
Aquatics Aquafit	625/ week	570 /week	523/week	20%
Home Support**	859	925	757	13%
Friendship Centre Annual Memberships/Clients	343	345	298	15%
Museum – Seniors Outreach	523	388	263	99%
<b>Sub-Total</b>	<b>2,350</b>	<b>2,228</b>	<b>1,841</b>	<b>28%</b>
<b>Family Opportunities</b>				
Special Events	1,437	1,377	1,392	3%
Melodies at the Museum	710	335	280	154%
<b>Sub-Total</b>	<b>2,147</b>	<b>1,712</b>	<b>1,672</b>	<b>28%</b>
<b>Total</b>	<b>40,686</b>	<b>37,671</b>	<b>35,072</b>	<b>17%</b>

\* Average attendance in 2016 weekly programs – attendance figures not kept in 2014 and 2015.

\*\* Total number of recipients.

### Marginalized Groups That Require Greater Outreach

The Town strives to ensure that all residents have access to recreation and leisure opportunities. Some resident groups may have difficulty in accessing services and staff must be proactive in reaching out to marginalized populations versus being passive about their engagement.

### Persons with Disabilities

It is estimated that there are approximately 1,100 St. Marys residents with disabilities (derived by applying the provincial rate of 15.4% to the Town's 2016 Census population). The Community Services Department works to include persons with disabilities by training staff, working with community support groups and including caregivers in programs where appropriate. A policy outlining the goals of the department and its approach to inclusion would be appropriate in informing residents and ensuring that staff and volunteers are trained and have the right supports.

### Female Participation

While just over half of the population is female, female youth often drop out of organized activities. Best practises include developing opportunities for females or for those who identify as females to develop programs and services that are designed around their specific needs. The Service Review did not have the data to differentiate between male and female participants however this phenomenon is evident in most municipalities in Ontario and Canada. The guidance offered is to monitor participation of all sport, recreation and leisure opportunities in St. Marys to sustain a gender balance of opportunities and participation.

### **Residents from Lower Income Backgrounds**

Statistics Canada identified that 9% of residents of the Town's residents live in lower income households, which equates to approximately 600 residents. In 2016, 333 residents applied and received financial assistance which is a positive outcome of the promotion of the Financial Assistance Program. The Canadian Tire Jumpstart program has provided the necessary funding to assist those in need.

A promising practise in many communities is to work together with other and related agencies to ensure that there is coordination in providing support services to persons from low income backgrounds. For example, Durham Region has developed an initiative called "Advancing Access to Affordable Recreation in Durham". All municipalities in the region as well as Public Health, Social Services, Children's Services and all non-profit and charitable organizations have worked diligently to reduce barriers to participation. One of the more promising approaches is that social workers have been trained in the benefits of participation in recreation pursuits and encourage Ontario Works clients to gain access through the various financial assistance programs.

### **Youth Engagement Priority**

St. Mary's Council has placed a priority on youth and ensuring that they can continue to be engaged in the community over time. Recreation and leisure opportunities play a role in engaging youth by ensuring that they have support to:

- Be active and safe in supportive environments;
- Have caring leaders who encourage self-efficacy and discovery;
- Participate in a range of activities that are self-directed;
- Gain leadership opportunities through community engagement, addressing social issues, getting engaged in community service and volunteerism; and
- Advocate on behalf of youth needs within the community

To this end, the Playworks Partnership was developed to ensure that youth have supportive environments and a voice in communities. The Playworks Partnership consist of 6 organizations and institutions that support youth development, engagement and leadership opportunities including 4H-Ontario, Ontario Physical Health Educators Association, Parks and Recreation Ontario, Boys and Girls Clubs of Canada – Central Region, and the YMCA of Ontario. The Partnership has completed extensive research as to what approaches will keep youth engaged and consider communities "youth friendly". The Youth Friendly Communities Initiative lists 16 criteria that communities can employ toward this end. Communities address these criteria and apply for Youth Friendly Community status in either Bronze, Silver, Gold and Platinum levels pending on how many of the 16 criteria the respective community can attain. The designation entitles the community to post standardized road signs at strategic locations throughout the town/city. The criteria are currently under review and will be modified by the Fall of 2017. This has been a worthwhile initiative as youth are engaged in making their community become more youth friendly. Over 10% of municipalities in Ontario have received the Youth Friendly designation to date.

### **St. Marys as a Youth Employer and Youth Engagement Initiatives**

One of the reasons most often cited by youth as to why they leave communities is a lack of employment opportunities. The Community Services Department promotes the Partners in Employment support program and respective supports that are offered including resume writing, employee rights, interview techniques, etc. This promotional material is available at the Customer Service Desk at the PRC. The Community Service Department is most likely one of the employers of the greatest number of youth in St. Marys with 50 youth hired annually to provide various programs and services. The value of offering these leadership opportunities



cannot be understated and youth employment is a strong benefit to not only these individuals but to the community as a whole. Any options to work with other partners to provide services must protect these employment opportunities for youth.

### Promising Practise – Youth Workers

The use of Youth Workers to engage youth has been a promising practise employed throughout Ontario for the last 25 years. The Ministry of Children and Youth – Youth Action Plan states the importance of Youth Workers in communities. Youth Workers engage youth to assist with any issues by connecting them with the right resources but also engage youth in positive behaviours and an active lifestyle. The work that the Community Services Department is doing to engage youth is proving successful. The Supervisor of Youth Services is reaching out to youth and providing opportunities that they have identified. Subsequently the participation at the Youth Centre and within youth oriented programs is increasing.

### Friends of the St. Marys Youth Centre and Youth Council

St. Marys' staff support the development and ongoing engagement of two committees to ensure that youth services remain viable and sustainable. The development of the Friends of the St. Marys Youth Centre and Youth Advisory Committee involves engagement of both adults and youth to develop events, fundraise, and best understand the current issues that youth face in the community. This is a very positive approach in listening and acting on youth driven concerns and needs.

### Utilization of Facilities – During Prime-Time Hours 2016

Measuring the utilization of facilities is one indication of the response of the community to the various facility types. The utilization rate is arrived as a percentage of the hours available that are used for either direct programming, rentals, permits or casual and drop in uses. A sampling of the utilization of major facilities is offered to determine where facilities can accommodate additional uses and serve a greater percentage of the population. Prime time hours are defined as early evenings Monday through Friday and all-day Saturday and Sunday (during the respective season per the facility type). All facilities and parks amenities in the following table can accommodate additional uses. The pool and ice pads have the greatest utilization of all facility types, however on average there are 13 available prime hours per week available for the pool and approximately five hours of prime time use per week available in the arena.

**Table 5: Summary of Facility Utilization during Prime-Time Hours, 2016**

Facility	Prime Time Hours Available	Hours Utilized	Unused Prime Time Hours	Utilization Rate
Pool	4,550	3,850	700	85%
Arenas (2016/17 season)	1,082	889	193	82%
Community Halls /Gyms (2)	7750	2,243	5,507	29%
Lit Soccer Fields (1)	960	245	715	26%
Multi-Purpose Meeting Rooms (6)	14,700	2,517	12,183	17%
Unlit Soccer Fields (3)	2,208	318	1,890	14%
Junior Soccer Fields (2)	1,472	0	1,472	0%
Ball Diamonds Lit	5,224	1,891	3,352	36%
Ball Diamonds Unlit	5,094	1,620	3,474	32%

## Observations

- There is a fulsome range of recreation and leisure opportunities available for residents of all ages in St. Marys. These are either offered through the municipality or related agencies and community organizations.
- Staff and organizations are nimble and keep track of trends and offer current high interest activities.
- Participation is increasing in most St. Marys recreation and leisure opportunities for residents of all ages; overall participation has increased by 28% of the programs and services that were sampled.
- There is no current articulation of what the Town considers cores service in the delivery of recreation and leisure. This review has suggested a set of core services and outcomes for consideration.
- With a Census population of 7,265 residents, there are many service providers of recreation and leisure programs. There is no current understanding of the market penetration of each organization and of the possibilities that could be achieved by working better together.
- There is no intentional strategy in place to include marginalized residents including but not limited to persons from low income backgrounds, women and girls and persons with disabilities at a minimum.
- The Community Services Department staff that work with children are trained in the principles of healthy child development through the High Five initiative offered by Parks and Recreation Ontario.
- The community is aging and the capacity to engage older adults will be important over the course of the next 2-3 decades. Space is not an issue at the Pyramid Recreation Centre and a self-sufficient /cost recovered programming is already in place. Parks and Recreation Ontario is developing a quality assurance program for the delivery of programs and services for older adults called Active Aging – it will be important for staff to be trained in these principles and audit process as soon as it becomes available.
- While youth engagement and participation is increasing, there are other approaches that the Town can take to keep youth engaged and be considered a youth friendly community.
- Offering a range of free, low fee and for fee programs will result in higher participation rates and greater coordination is needed by the various service providers.



Pyramid Recreation Centre

## Recommendations – Service Delivery Model

4. Test the list of Recreation and Leisure Core Services offered in the Master Plan with the public to ensure that these are reflective of their needs. Further ensure that Non-Core services are fully cost recoverable to profit making to offset costs of Core Services.
5. Develop an Access Policy to Recreation that is proactive in engaging and supporting marginalized populations.
6. Implement the Parks and Recreation Ontario's High 5 Active Aging quality assurance program as it applies to providing/enabling recreational opportunities to older adults.
7. Work with other recreation and leisure providers to develop a level of service for each discipline (aquatics, programs, camps, etc.) and age group. Further discuss the primary organization to provide the suggested level of service with a view to decreasing duplication and sharing resources.
8. Implement, where possible, the newly revised criteria of the Playworks Partnership to enable the Town of St. Marys to be designated a Youth Friendly Community.
9. Work to better understand market penetration of the various age groups in recreation and leisure services by identifying the unique clients of the various agencies and organizations offering programs and services.
10. Develop an online central data source where all programs and services regardless of the provider can be promoted. Use social media, where possible, to cross promote all opportunities.

## Key Result Area Two: Fiscal Sustainability in Recreation and Leisure Services

**Goal Statement:** To provide a meaningful range of core services that are safe, inclusive and enjoyable considering the fiscal sustainability focus of the municipality.

### Relevant Background Information

As part of the approach to provide meaningful and affordable services, Municipal recreation, leisure and parks staff look to innovative ways to reduce costs and enhance revenue streams. This tactic works well once staff fully understand the cost to provide various services and look to methods of reducing/containing costs and seeking out alternative revenue streams. The reduction in the cost per participant, or cost per an hour of ice, pool time, etc. can be achieved by addressing utility reductions, limiting hours in some cases, maximizing the use of facilities during peak times, maximizing revenue opportunities such as sponsorships, partnerships, etc. and seeking out alternate providers of services, where appropriate. St. Marys staff have employed these approaches and continually seek ways of improving the participant experience while containing costs.

### The Recreation Task Force (2012)

A community-driven organization known as the Recreation Task Force was struck in 2012 to identify cost containment measures as well as some standards in cost recovery. The task force made six monetary and four non-monetary recommendations:

1. **Temporary Closure of PRC Aquatic Facility with the Task Force recommending two options to be considered in temporarily closing the facility: (a) Two Year Full Closure; and (b) Three Month (Spring/Summer) Seasonal Closure.**
  - a. Since the 2012 Report, The access to aquatic opportunities during the proposed closure was, in part, to be accommodated and contingent on Cadzow Pool and the Quarry remaining open in the summer. However, since the time of this recommendation, Cadzow Pool has been closed (see Recommendation #6 of the 2012 Task Force). This closure has substantially reduced the opportunity to transition aquatics programming to outdoors during Spring/Summer months.
  - b. The Town and County have been working on strategies to retain and attract youth to the community. It is important to note that recreation opportunities play a critical role in decision-making for youth/young adults in deciding upon where to live (job opportunities, housing costs, etc. also play key roles). Should the Town temporarily close the PRC Aquatic Facility, such a decision has the potential to impact this strategic direction. As stated in this Master Plan, the Town hires 50 staff (mostly youth) annually in recreation and leisure, any reduction in service such as a facility closure will reduce youth employment and may negatively impact youth staying in the community.
  - c. Based on the information assembled by Town staff associated with this Master Plan, aquatic programs are being operated on a direct cost-recovery basis with the cost of staff and equipment being recovered from user fees. However, the on-going cost associated with facility operations adds to the overall deficit (heat, hydro, etc.). Should the pool be closed for a temporary time frame, either the pool water itself would continue to need to be recycled and treated thereby not resulting in the cost savings originally anticipated or the water would be drained and leaving the tank itself exposed which may impact the structural adequacy of the facility.
  - d. Temporary closure of the PRC Aquatic Facility could also impact the Town's ability to retain/attract required staffing when the facility is reopened. This also applies to facility usage as a closure could alter resident usage patterns for meeting their aquatic needs or result in them not participating in aquatics creating a potential challenge in attracting residents back to the facility when opened.
  - e. The PRC facility operates as a multi-use, multi-generational facility which is highly valued by the community (as per the community consultation undertaken during the preparation of the Master Plan). The temporary operational removal of the Aquatics Facility could negatively impact other programs offered at the PRC which benefit from co-location, visibility, cross-training, etc. In addition, temporary closure of the pool would push existing Aquatic Facility users to other facilities in adjacent municipalities during the interim. There is no certainty that these users will return to St. Marys once the Aquatic Facility is reopened, thus further impacting usage levels (and revenue) over the long term.
  - f. The 2012 Task Force did not comment on the potential for a partnership approach to operating the Aquatic Facility and/or other components associated with the PRC. As recommended in this Master Plan (**Recommendation #34**), a third-party facility operator/partner is recommended to be pursued by the Town to assist in off-setting the operating deficit of the PRC Aquatic Facility which would result in the continued operation of the facility (without temporary closure) while retaining the aquatic service to the Town's residents.

- g. The Task Force recommendation #6 regarding the future of Cadzow Pool was affected by the Town's decision to close/decommission this outdoor pool. The Task Force indicated that if the Town were not to temporarily close the PRC Pool then the Cadzow Pool should be permanently decommissioned.

## 2. Eliminate Town Operated Kitchen and Catering Services

- a. This Task Force recommendation was to permanently eliminate the kitchen operations. To date, the catering services have been eliminated and staff hours reduced from 40 to 25 hours per week. The operation manages four dining programs for older adults, one breakfast program for school aged children and some other internal functions. The kitchen has a current deficit of \$18,200 / year. The Master Plan recognizes that food services is not a core service for the Town and, as part of **Recommendation #13**, recommends food services cost reductions/revenue enhancements as part of an overall Service Review and Business Plan for the PRC. Further the Master Plan makes specific reference to food services that “*cost containment measures as well as cost recovery efforts must be made to reduce the budget to at least a break-even scenario. Should this not be achievable, the attainment of an alternate provider at no net cost to the operating budget should be undertaken*”. This is consistent with the general direction provided in the 2012 Task Force report.

## 3. Three Month Spring/Summer Seasonal Closure of Both Ice Pads at the PRC for 1 Season - This recommendation was for a period of one year (although 2 years was considered by the Task Force, bookings for the ice were already in place for the summer of 2012).

- a. This recommendation has been fully implemented by the Town and a Corporate savings of approximately \$50,000 has been realized. It is noted that while the Task Force estimated that the savings would be \$121,800, the arena staff were moved out to the parks system and therefore the amount of Corporate savings was not fully realized as anticipated by the Task Force. That said, the Town has continued to close both ice pads during this three month spring/summer season realizing on-going savings or cost reductions beyond the one-year time frame originally recommended by the Task Force.

## 4. Cost Recovery for User Groups to a Minimum of 50% of Annual Operating Budget

- a. User fees and rental rates are evaluated by the Town annually and increases are recommended, where possible, without overtaxing volunteer community groups. The focus of the 2012 Task Force was primarily on baseball, slo-pitch, lawn bowling, and curling – primarily where there is a club in existence. The notion of cost recovery is typically articulated in a Pricing Policy once all true costs are known with various levels of cost recovery based on whether the club focuses on children and youth or an adult population. During the preparation of this Master Plan, an analysis has shown that there are still subsidies provided by the municipality for baseball, soccer and tennis.
- b. The Master Plan has provided commentary and a recommendation associated with understanding the ‘true cost’ of individual units of service in order to develop a Pricing Policy (**Recommendation #12**) that takes into account actual costs to the Town and appropriate levels of cost recovery. At the time of writing this Master Plan, the Town's accounting systems were not in place to determine actual units of service costs. However, aligning with this



direction will better position the Town to understand true costs and determine appropriate cost recovery levels (consistent with the general intent of the 2012 Task Force).

#### 5. Friendship Centre Operating Deficit Must Be Reduced

- a. The Town contributes \$23,000 annually to the Friendship Centre as this is a requirement to qualify for the Elderly Persons Centre grant program. Efforts to recover the full cost of critical services provided to older adults by contract are recommended as these do not include the operational costs of the Friendship Centre at this point. The Master Plan recommends (**Recommendation #13**) that contracted services at the Friendship Centre be investigated as part of an overall Service Review and Business Plan for the PRC.

#### 6. Cadzow Pool – The 2012 Task Force recommended this facility remain seasonally operational until such time that capital improvements are required to keep Cadzow open. When capital improvements are necessary, or if the recommended temporary closure of the PRC pool is not undertaken Cadzow should be permanently decommissioned,

- a. The Town decided to close/decommission Cadzow Pool permanently since the 2012 Task Force report. The park site (former Cadzow location) is being redeveloped in concert with local service clubs to include new outdoor amenities including a splash pad and playground.

#### 7. Creation of a Recreation Advisory Board

- a. As noted within the Master Plan, given Council's clear interest in the cost reduction efforts at the PRC and the need to maintain an engaged approach, a Recreation and Leisure Advisory Committee is recommended (**Recommendation #20**). This Advisory Committee would have input into Town lead recreation and leisure opportunities, subject to the results of the possible YMCA partnership discussed within the Master Plan.

#### 8. Implement Accurate Management Information System (MIS) and Cost Accounting

- a. The Task Force found it a challenge to disentangle expenditures for varying cost centres, especially utility costs within the PRC where there is not separate metering. The current financial system is capable of tracking actual costs by cost centre where staffing, overtime and fringe benefits are concerned. Separate metering of utilities within the PRC will assist with this endeavour and is not cost prohibitive.
- b. **Recommendations #12 and #13** of this Master Plan address the on-going need for the Town to determine individual units of service costs and for the creation of a formalized Business Plan for the PRC. This direction is consistent with the Task Force's recommendation.

#### 9. Recreation Leadership - The Task Force recommendation was to achieve “long term recreation sustainability” and utilizing a “real entrepreneurial mindset”.

- a. The Town has implemented a staff training program as part of the Business Continuity Plan. This Plan oversees regular on the job training programs as well as management training and session on First Aid, Quality Assurance (HIGH5), Wellness, First Aid, CPR, AED, and training in Legislative Requirements. Training is based on job requirements, succession planning and

- required skills and competencies which are all consistent with the Task Force recommendation.
- b. The Master Plan reinforces this direction through a policy on Core and Non-Core Services (**Recommendation #11**), a Service Review and Business Plan (**Recommendation #13**), and creation of a Recreation and Leisure Advisory Committee (**Recommendation #20**).
- 10. Alternative Sources of Recreation Funds** – the Task Force sought a renewed and on-going concentrated effort specifically to raise funds for recreation, including consideration of an endowment fund and tax reserves or tax assessment for recreation.
- a. While the Town has not moved forward on this recommendation, the Master Plan's Implementation section addresses the need for funding potential, partnerships, etc., which could include stated examples of creation of an endowment fund and creation of a capital reserve fund (**Recommendation #55**).

### Other Efficiencies

Staff have implemented many more efficiencies since the Task Force completed its work and are to be commended for their continued focus on cost reduction and revenue enhancement. Through these efforts to obtain grants, sponsorships, gifts and alternate revenues such as rink board advertising, over \$150,000 is captured annually using these approaches to contain operating costs. Further:

- the retrofitting of lighting reduced hydro by 50% on the ice surfaces;
- efficiencies allowed staffing reductions in events, bookings and kitchen operations (cost reduction \$70,000); and
- streamlined guest services with the canteen operations (cost reduction of \$15,000).

These examples demonstrate that Town staff continue to look for ways and means of being more efficient and will continue to do so.

### The Value of Volunteerism

The value of volunteerism in St. Marys cannot be measured in dollars alone. The value to the community demonstrates a significant level of community engagement, ongoing support for fellow residents, strong community values and a belief that recreation and leisure in general are critical programs and services. Capturing the hours of volunteerism and placing a minimal dollar value on the work serves to capture the extent to which programs and events are augmented and potential costs are avoided. This summary does not include the numerous hours that sport and community groups volunteer to administer sport and other opportunities in the community. The municipality appreciates the level of volunteerism and could never afford to provide the full range of opportunities offered through volunteers. Table 6 indicates that the volunteerism efforts that have been captured account for over 5 full-time staff equivalents and avoids costs of over \$123,000 annually. Efforts to support and invest in volunteers demonstrates a direct benefit to the community.

Table 6: Annual Volunteer Hours Worked

Service	Annual Volunteer Hours	Value at \$13.00 / Hour
Aquatics	0	\$0
Senior Services	7,316	\$95,108
Youth Services	380	\$4,940
Day Care	0	\$0
Museum	1,100	\$14,300
Special Events	250	\$3,250
Library	447	\$5,812
Parks and Trails	0	\$0
Horticulture	Not Quantified	\$0
<b>Total</b>	<b>9,493 Hours</b>	<b>\$123,400 (Saved)</b>

### The Pyramid Recreation Centre

The budgets for recreation and leisure are developed through projecting expenditures and revenues in two distinct cost centres; one captures the program revenues and expenditures and the other cost centre includes all operational costs (operational staff, fringe benefits, maintenance, supplies, utilities etc.). To understand the full cost of programs and services these cost centres (operations and program costs) have been combined and some sub-allocations have been made to prorate utilities and maintenance costs in one building where separate metering is not in place; this is the case for the Pyramid Recreation Centre.

The Pyramid Recreation Centre is of particular interest to Council in articulating ways to contain costs and maximize revenue streams. The following table captures the revenues, expenditures and net deficit of this facility as per the approved 2017 budget. The following budget assumptions are made:

- The Pyramid Recreation Centre hosts 6 distinct lines of business or facility components consisting of the pool, arena, community hall rentals, food services, the canteen, and the Friendship Centre.
- The budget for each facility component includes both program and operational costs as well as revenues where applicable.
- The Recreation Administration Budget includes the cost for the Director of Community Services, Program staff and a full-time Guest Services Coordinator, part-time customer service staff as well as the costs to support hall rentals and bar supplies etc. Recreation Administration and Halls are two distinct functions and the costs have been separated out to better understand the costs of the facility and its components.
- The approved Recreation Administration/Halls Budget is approved at \$587,100 for 2017. \$135,500 has been reallocated from that budget into Halls (15%), Arenas (35%) and the Pool (40%) to account for the costs to support facility rentals and guest service requirements.
- The facility components are not metered for utilities separately and therefore an approximation has been utilized in determining individual facility component costs. The Operational costs for staffing, fringe benefits, overtime, utilities, contracted services, snow removal have been pro-rated to the following budgets: Pool @ 45%, Arena @ 40%, Community Halls @ 8% and the Friendship Centre @7%.



This allocation has been based in consideration of the facility type, square footage of the respective areas, hours and months of operation. Staff costs, including full and part-time staff, fringe benefits and overtime have been apportioned for Operations based on the staff work tracking system considering that the arena is a 9 -month operation while the other facility components operate year-round.

- All budget figures have been provided by municipal staff, are based on the 2017 approved operating budget and figures have been rounded to the closest \$100.

**Table 7: Summary of 2017 Approved Budget, Pyramid Recreation Centre**

Cost Centre	Revenue	Expenditures Operations	Expenditures Program	Sub-Total Expenditures	Surplus / (Deficit)
Pool	\$224,300	\$669,400 (45%)	\$190,100	\$859,500	(\$635,200)
Arena	\$519,000	\$595,100 (40%)	\$33,500	\$628,600	(\$109,600)
Recreation Administration	\$0	\$0	\$454,600	\$454,600	(\$454,600)
Community Hall Rentals	\$100,000	\$119,000 (8%)	\$14,400	\$133,400	(\$33,400)
Food Services	\$50,000	\$0	\$68,200	\$68,200	(\$18,200)
Canteen	\$95,000	\$0	\$70,000	\$70,000	\$25,000
Friendship Centre	\$619,000	\$104,100 (7%)	\$651,800	\$755,900	(\$136,900)
<b>Sub-Total PRC</b>	<b>\$1,607,300</b>	<b>\$1,487,600</b>	<b>\$1,482,600</b>	<b>\$2,970,200</b>	<b>(\$1,362,900)</b>

### Observations

The Pyramid Recreation Centre net deficit accounts for 70% of the total deficit St. Marys incurs for the Community Services Department. It is appropriate to investigate ways and means of reducing the net cost of this facility while ensuring continued choice and quality in recreation and leisure programs and services.

### Pool

- The pool has a fulsome program whereas 85% of the pool hours available are utilized for programs, rentals and drop-in opportunities. This is not to indicate that the full pool space is used for each hour that it is programmed to its maximum capacity, a portion of the pool or the full pool space may be utilized in any given hour. There is additional space and hours available to accommodate more swimmers/participants within the times that the pool is open to the public (thus setting about to reduce the deficit).
- The gross expenditure level to operate and provide pool program opportunities is appropriate and is comparable to public pools of this size and within similar municipalities in Ontario, given that the revenues are much lower than most municipally operated pools.
- The direct program costs of the Pyramid Recreation Centre pool (salaries, fringe benefits, supplies etc.) in operating a fulsome swim program is offset by the existing revenue stream. There is a slight surplus

of revenue over program costs (\$4,300). Staff are cognisant to capture 100% of the cost to deliver aquatic programs and casual opportunities.

- The revenues for the pool program opportunities are lower than the average of the capacity of a pool this size; there were 1,396 registrants in swim programs in 2016 while a pool of this design could accommodate at least 2,000 - 3,000 registrants plus in a given year. The lower registration numbers are a result of the lower population base to draw from and there is a need to penetrate a greater percentage of the population in aquatic activities. Additional revenues would assist in offsetting the operational expenditures.
- Increased participation has resulted in increased revenues over the last three years.
- The Town receives funding from the Swim to Survive program, which offers swimming opportunities for grade 3 students.
- The cost to operate the pool will increase over its lifespan due the rising costs of personnel and utilities as well as repairs and replacements as the plant ages.
- Employing the assumptions, the cost to operate the pool is \$635,200 or 47% of the full deficit of the Pyramid Recreation Centre (\$1,362,900). An alternate funding strategy is to offset the operational costs of the pool is appropriate.

## Arena

- The gross expenditures of \$628,600 for the arenas compare to twin pad arenas in Ontario.
- The deficit for the arena's two ice surfaces is \$109,600; this deficit compares to an average range of deficits for twin pad arenas in Ontario but would be reduced should a greater percentage of ice time be rented out.
- The arena ice surfaces are utilized 82% of the prime-time hours (evenings/weekends) that are available during the ice season; on average, there are nine hours per week available for rentals during prime-time. An additional and approximate revenue of \$35,600 could be realized should this ice time be leased on a consistent basis (an average of minor and adult prime time ice fees was utilized).
- The ice surfaces are generally in operation from between August to March at Rock Rink and September to April at Blue Rink (actual dates varies year to year) to reduce operating costs and best utilize the facility during the months that respond to the hockey and figure skating seasons. This was a fiscally responsible undertaking as revenues would most likely not offset expenditures during the spring and summer months.
- Staff have undertaken initiatives to reduce energy costs and maximize the energy that is generated within the facility. Any further initiatives to reduce utility costs would require major capital investments (deep water cooling and solar energy).
- The annual cost of overtime (OT) at the Pyramid Recreation Centre is \$34,000. Of this amount, \$29,800 or 88% of the total is attributed to the arena operations which is essentially a nine-month operation. While some overtime is unavoidable, efforts should be made to audit when OT occurs and schedule staff coverage when OT is most likely to occur. This may mean a review of lost time due to

illness and work accidents, events on Statutory Holidays, etc. to capture and work to reduce overtime patterns.

### Hall Rentals

- Community Halls and meeting rooms within the Pyramid Recreation Centre are utilized on average 23% of the hours that they are available. Community Halls have a revenue stream to offset operating costs by hosting special events, parties, trade shows, meetings, receptions and charity events.
- There is a revenue sharing option for local not-for-profit and charitable organizations which assists with fundraising events.
- The revenue stream of \$100,000 offsets the operating costs of \$133,400 and generates a net deficit of \$33,400.
- Meeting room rentals are not considered a core service as other room and hall rental opportunities are available within the community; therefore, a break-even operation to a surplus revenue for direct costs should occur during evening and weekend rentals. There is concern that the cost to rent halls exceeds the costs that other local facilities are charging and rentals may be less than optimal for that reason. An analysis of when rentals occur and at what gain to the net revenue stream is appropriate. Access to community spaces for programs and community purposes is important to the vibrancy of the community and must be considered as well.

### Canteen

- The canteen offers snacks and minor equipment/supplies to patrons during prime hours of operation.
- The operation generates a \$25,000 surplus after expenditures, staffing and supplies have been accounted for.
- The profit margin of 36% is an indicator of a well-operated canteen, however it should be noted that no utility costs or a portion of a full-time salary was attributed to this operation. The profit margin would be lower should these costs be accounted for.
- The canteen is not considered a core service and therefore should continue to generate a surplus revenue over expenditures to offset the costs of providing core recreation and leisure services within the community.

### Food Services

- Efforts have been made in the past to reduce the number of hours that staff dedicate to this service as per the recommendations of the Recreation Task Force 2012.
- The net deficit after expenses equals \$18,200.
- Food Services is not considered a core service in recreation and leisure and therefore either cost containment measures as well as cost recovery efforts must be made to reduce the budget to at least a break-even scenario. Should this not be achievable, the attainment of an alternate provider at no net cost to the operating budget should be undertaken.

## Friendship Centre

- The Friendship Centre offers a well-rounded choice of programs and services to older adult residents including:
  - Recreation Services
  - Home Support
  - Meals on Wheels
  - Wheels to Meals
  - Home Support Transportation
  - Falls Prevention
  - Home Support General Services
  - Supportive Housing
- This range of services offered out of one facility provides accessible and affordable supports for all older adults. This is truly a “community hub” for older adults that is an example to other communities.
- The Town is required to support the Friendship Centre at a minimum of \$23,000 / annum to ensure that the centre is eligible for the Elderly Persons Centre funding from the Provincial government. The current net deficit for the centre is \$136,900 (including allocated costs for Operations). Recreation services at the Friendship Centre operate at a deficit of \$20,100. This is both an acceptable deficit and required for provincial funding.
- The Town is allocated funding for all programs as a third party provider other than recreation programs and services for Home Support, etc.
- Home Support, Meals on Wheels, and Home Support General are projected to operate at a deficit of \$41,300 in 2017. While these programs are critical and important to the health and wellbeing of older adults, the Town should be reimbursed for all associated costs as a contracted provider.

## Costing, Pricing and Setting of Rates and Fees

St. Marys has a requirement to post rates and fees on the Town’s website according to Provincial legislation. A review of the methodology utilized to determine the pricing of programs and services revealed that the pricing of rates and fees is based on historical pricing plus inflation and a comparison to the market. This approach relies on historical practises and does not reflect cost recovery based on the true cost of the service. Current practises in recreation pricing suggest that the municipality first understand the cost to deliver the service including both direct and indirect costs (operations and program costs). This is valuable information in determining where efficiencies could be made especially reductions to the indirect costs. A Pricing Policy could then be developed to determine the value of the program or service to individual and community good and the percentage of the program or service that must be cost recoverable to ensure fiscal sustainability over time.

One option to increase revenue levels is to consider levying a surcharge for out of town residents. This approach is usually taken when there is pent up demands for space and in program registrations and residents are unable to use the facilities due to use by non-residents. This is not the case in St. Marys as there is capacity available within the Town’s facilities and programs. Levying a surcharge could be a deterrent to using St. Marys’ facilities and programs and it is not recommended at this time.

### Types of Partnerships in a Municipal Recreation and Leisure Setting

In all partnership arrangements, specifications and requirements must ensure that the partner respects and aligns with the Department's vision, mandate, values, strategic priorities and service standards. The value in seeking out partnerships to provide a net benefit to both organizations and essentially reduce costs to the municipality. A comparison of different partnership types is presented in Table 8.

**Table 8: Partnership Types**

Partnership Types	Description	Formalized Relationship
<b>Not-for-Profit Community Groups</b>	Community groups exist to provide services, leagues, education etc. using volunteers for the most part and are not-for-profit. They may require assistance in forming as a group but most likely require space and consideration for a not-for-profit rate for rental fees.	Community groups are typically governed by an Affiliation Policy or a Community Development Policy and thrive more effectively through sharing of information, cross-marketing of opportunities and regular communications to enhance the delivery system.
<b>Complementary Institutions and Agencies</b>	Working more effectively with school boards, hospitals and other agencies such as the Y and the Boys and Girls Clubs can benefit the community through the development of joint programs and initiatives and sharing of resources including facilities. This will broaden the reach of like programs and services and reduce duplication.	Requires a Service Level Agreement or a Reciprocal Agreement that outlines the rights, obligations and deliverables of each agency.
<b>Private Service Providers</b>	Private service providers have a for-profit mandate and may provide specialized programs and services not necessarily in the municipal mandate. Often profit sharing can provide an alternate form of revenue to the municipality.	A contract will articulate the rights, obligations and deliverables of each party. Specific consideration must be given to ensuring that quality assurance, risk management and service levels are equal to that of the municipality.

### Potential Partnership with the YMCA

Council in its current Strategic Plan approved that an exploration take place that determines the viability of attracting the local YMCA or another related recreation or community organization to locate at the Pyramid Recreation Centre. The Consulting Team undertook this preliminary exercise as part of the master planning process to seek out greater efficiencies for the Pyramid Recreation Centre. Discussions have been held with both interested parties and a set of principles for further discussion and public consultation has been developed.

There are many reciprocal arrangements between the YMCA and municipalities across Ontario. Traditional arrangements have witnessed the YMCA utilizing or constructing facilities in concert with the municipality and offering services to members only; however, more progressive agreements share the programming responsibilities and residents use the facilities without being members. The YMCA, as a charitable organization, has a mandate to include marginalized populations and this is well aligned with the Town's goal to service the whole population.

The YMCA would consider managing some operations at the Pyramid Recreation Centre including the pool. Typically, the YMCA operates a pool in tandem with a fitness centre and possibly some preliminary reciprocal arrangements could be made between the YMCA and the Town. Initially, the Town and the YMCA might consider the use of the pool by YMCA members and the use of the fitness centre by resident non-members. The YMCA is not interested nor do they feel qualified in operating the arena operations. Further consideration for the operation of other program areas would be the result of more detailed discussions between the senior management teams of both organizations. The YMCA would complete its due diligence in terms of a review of the current and the previous five years of budget figures, facility condition assessment, participation numbers, current scheduling, etc.

#### **St. Marys Vision for a Partnership with the YMCA**

- The two organizations share a vision to include as many residents within the Pyramid Recreation Centre as possible to gain in the inherent benefits to individuals and the community.
- The partnership results in greater participation at the Pyramid Recreation Centre for all age groups with a reduction in the operational costs to the municipality.
- Both members and residents could be given access in terms of the use of the facility.
- That the operations are seamless in the public's ability to access services.
- Little to no disruption to current staffing levels take place. It may be that existing staff are managed by the YMCA for certain operations but remain Town employees.
- Experience expenditure reductions and revenue enhancements, where possible.

#### **The YMCA Vision for a Partnership with the Town of St. Marys**

- That the partnership become a model of collaboration and be values driven.
- The partnership focuses on community engagement and improve community health and wellbeing outcomes.
- That the YMCA and St. Marys reduce/eliminate duplication where possible and maximize participation in active lifestyles.
- That a favourable review of 5 years of budget figures take place as well as an evaluation of other required documentation.
- That any future needed capital improvements be undertaken by the municipality.

It should be noted that preliminary discussions have been favourable with the two parties; however, community consultation and discussion will be paramount to test the points that each party has articulated in terms of a successful partnership. The community members must have input on the advantages and disadvantages of a partnership and ultimately support the partnership in a positive fashion before Council could approve that more detailed conversations take place. Very preliminary discussions have taken place, more work must be completed before Council can consider the merits of this potential partnership.

## Next Steps

- Consult with the public to obtain input regarding the principles and public needs with respect to the partnership;
- Determine if there are any beneficial (no cost/low cost) preliminary arrangements such as a reciprocal agreement for use between the YMCA and the Town facilities;
- Report back to Council on the public input and any preliminary arrangements that could be made;
- Develop a short-term and longer term approach to the partnership; and
- Based on consideration and approval from Council; develop a Memorandum of Understanding between the two parties to enable implementation of a short term arrangement and further discussions in developing a sustainable partnership over time.

## Recommendations – Service Delivery Model

11. Develop a policy on Core and Non-Core Services and levels of service in concert with the community.
12. Articulate the costs to provide individual units of service to develop an equitable and fair-minded Pricing Policy.
13. Further investigate the cost reductions and revenue enhancements suggested in the Service Review and create a formalized Business Plan for the Pyramid Recreation Centre to be approved by Council – increase arena rentals during prime time, food services cost reductions/revenue enhancements, arena overtime reduction and cost recovery for contracted services at the Friendship Centre, etc. Further, develop Program Based Budgets (program and operational costs) for Recreation and Leisure to fully understand the cost to provide these services. To ensure the successful delivery of this Plan, implement a process for annual reporting to Council with effectiveness measures based on the performance measures recommended as articulated in Recommendation 19.
14. Consult with the public on the principles of the potential partnership between the Town of St. Marys and the YMCA. Host discussions between the Town of St. Marys and the YMCA regarding any preliminary and beneficial (no cost/low cost) arrangements that could be made in the short term. Bring any short term recommendations and longer term vision to Council for discussion.
15. Obtain volunteer software to offer online volunteer opportunities, provide an online screening process, training and tracking of volunteer hours with a view to increasing volunteerism in St. Marys.
16. Apply for alternate funding to cover the costs of the Swim to Survive program.



## Key Result Area Three: Organizational Effectiveness and Governance

**Goal Statement:** To ensure that residents receive the highest quality of recreation and leisure services through the input provided by the public and a high performing staff team.

### Organizational Effectiveness

Organizational effectiveness can be described as an approach to continuous improvement to organizational design, organizational culture, group and individual performance, communications, service delivery and performance measures. The elements of organizational effectiveness require evaluation and refinement on an ongoing basis. The purpose of the review of the organizational effectiveness and governance to support Community Services is to ensure that there is the capacity to deliver on the recommendations housed in the Recreation and Leisure Master Plan. While the input by the public and key opinion leaders did not probe too deeply into organizational effectiveness and design as well as governance, there were comments that are instructive along with the analysis.

### Organizational Design and Structure

Organizations have different structures depending on the need for formalization and accountability. In a public setting, there is a need for an equitable distribution of work, clear delineation of responsibilities and accountabilities and transparency in all policies, communications and work efforts. The current organizational design meets common publicly driven standards as described below:

- The department reflects a centralized operation and this is appropriate given the size of the operation, the number of facilities and the population of St. Marys. The Community Services Department is responsible and accountable for the allocation of space in the public facilities, programming, relationships with community partners and stakeholder groups, building capacity through volunteerism and ensuring that residents' needs are reflected in the use of all public spaces. The Operations department is responsible and accountable for ongoing maintenance, upkeep and repair of recreation, culture, and parks facilities and amenities.
- Job descriptions are formalized and reviewed annually.
- There is a clear chain of command with autonomy and authority delineated, where possible.
- Cross functional teams work as collectives in areas of common focus.
- There is a flow of information that centres on the use of technology, regular one on one meetings as well as full staff meetings.
- The structure is flat with 2 layers of staff between the Director of Community Services and the public.
- The span of control (number of direct reports) ranges between 4 and 10 direct reports which is suitable given the size and scope of responsibilities.
- There is specialization and educational requirements in each of the disciplines (Museum, Early Learning, Senior Services, Aquatics, Guest Services, Children/Youth and Adult Programming).



From this review, the organizational structure is sound and is appropriate should the scope of responsibilities remain the same.

### **Organizational Culture**

The culture of the Community Services Department is based on a common passion for the work and the need to serve the public well. Efforts are made to go about work with honesty and integrity, by embracing new and innovative concepts and most importantly understanding the community's needs. The culture of the Department has never been formally articulated and this exercise would be well worth the effort to engage staff in discussing what values should be in play to support the work of the department and the respective behaviours that would support these values. Most staff persons have worked together and many of these behaviours are in play. Articulating values and supporting behaviours, committing to them and reviewing them on an annual basis serves to strengthen a team and customer driven approach. These values must be aligned with any values in place corporately and within the community.

### **Group and Individual Performance**

Staff's focus has been very clear over the course of the last few years and that has been to meet the public's expectations around quality, safety and service delivery. Priority has been given to cost reduction, revenue enhancement and engaging partners to share in service delivery. Volunteerism can be extended for all disciplines and there is a need to recommend a governance model that is effective and better engages the public. A training program is in place to identify and execute needed areas of training.

### **Service Delivery Policy and Processes**

The development of some pertinent policies has been recommended throughout the course of this Service Review including the development or review of an equitable Community Group Affiliation Policy, Costing of programs and services to arrive at a fair and equitable Pricing Policy as well as procedures to work better together with related service providers, improve communications, volunteerism, etc. Staff will need to develop policies and processes to implement the Service Review recommendations.

### **Communications**

Internal communications seem to be strong although the staff functions and disciplines are varied and the opportunities for joint planning sessions should increase due to the Master Plan recommendations and initiatives. Communications to engage community groups and better promote opportunities will be a focus in the future, embracing the use of social media to augment traditional communications vehicles.

### **Performance Measures**

Measuring performance is an excellent method to assess as to whether the department and partners are meeting the goals of the community with respect to the delivery of service. Performance measures typically centre around inputs, outputs, efficiencies and effectiveness. Table 9 provides a summary of performance measures that will adequately "tell the story" of recreation and leisure in St. Marys and compare results year over year.

Table 9: Types of Performance Measures

Performance Measure Type	Description	Suggested Measures
<b>Inputs</b>	The human, fiscal and physical resources that are dedicated to providing recreation and leisure services.	<ul style="list-style-type: none"> <li>• Full-time equivalents dedicated to providing the service</li> <li>• Approved budget per discipline</li> <li>• Inventory of physical assets</li> <li>• Highlight changes over the previous three years</li> </ul>
<b>Outputs</b>	The return on the investment in participation and meeting strategic goals.	<ul style="list-style-type: none"> <li>• Participation levels in the various services</li> <li>• Market penetration of all age groups by the collective of partners</li> <li>• % of prime time used by facility type</li> <li>• Inclusion of marginalized populations</li> </ul>
<b>Efficiencies</b>	The cost per type of service – this can be reduced through efficiencies and/or increasing the number of residents using the service.	<ul style="list-style-type: none"> <li>• Cost per participant for the various services</li> <li>• Cost per capita for the various services</li> <li>• Value of volunteerism</li> <li>• Cost reduction and revenue enhancement values</li> <li>• \$ amount of revenues received through alternate funding sources</li> </ul>
<b>Effectiveness</b>	User and group satisfaction levels with respect to quality, safety, facility conditions etc.	<ul style="list-style-type: none"> <li>• Perceived value of the service within the community</li> <li>• Level of satisfaction of the various programs and services</li> </ul>

Collecting and analyzing data in the first year will set the baseline information needed to create a performance metric for recreation and leisure. Then and only then can meaningful, incremental targets be set and strategies put in place to achieve these targets. Each municipality is different and is starting at differing levels of participation and use of facilities etc. There are no industry standard targets or benchmarks currently available in Ontario that articulate preferred metric ranges for small, medium and larger municipalities as each community offers services in different ways. Setting realistic targets would be a requirement in year two of data collection. Success would be measured against targets and the preceding year's performance.

### Governance

Staff have reported to Council on the need to engage the public in the delivery of recreation and leisure services. The last report discussed the various types of governance options and left the review and recommendation to the Master Planning process. The input to support the development of the Master Plan probed specifically about appropriate governance models. The two options that were discussed most often were either an advisory committee or a board of management.

Prior to the construction of the Pyramid Recreation Centre there was an Arena Board and a Recreation Committee. The Arena Board ceased to exist as it consisted of representatives of both Town of St. Marys and Perth South as they both funded the arena at that time. When the decision to build the Pyramid Recreation Centre came about, Perth South left the board because they could no longer fund any portion of the facility and chose not to continue. The Recreation Board ceased to exist in the year 2000.

Currently, there are two other committees of Council relating to parks, recreation and leisure. There is a Beautification Committee of volunteers with a mandate regarding beautification of parks and open spaces. There is also a Senior Services Committee that focuses on seniors' programming within the community. The Community Services Department meets annually with user groups (e.g. ice users to discuss ice) along with meeting regularly with local Service Clubs. The Service Club meetings include updates on Town projects, events and upcoming initiatives and ways they can be involved.

The point of good governance is to offer transparency in decision-making, garner input from experts as well as community users and deliver quality and safe services in the most efficient and effective manner. The key difference between an advisory committee and a board of management is clearly the level of authority delegated by Council. A comparison between an Advisory Committee and a Board of Directors in a municipal recreation setting is articulated in Table 10:

**Table 10: Comparison between Advisory Committee and Board of Directors**

Advisory Committee	Board of Directors (BOD)
Provides advice to Council through senior staff and through recommendations housed in minutes of meetings	Has delegated authority to make certain decisions and implement them
Has no hiring authority; Council/CAO hires senior staff	Has hiring authority of the highest level of staff reporting to the BOD
Has input into budget development, understands and reviews budget performance	Develops budget for Council approval
Provides advice on operational policies	Sets operational policies and rates and fee structures within the delegated service(s)
Is active in fund development and sponsorship opportunities in terms of providing advice on the design of a program and abiding by Corporate policy.	Approves sponsorship and fund development program
Provides hands on technical assistance. Members are recruited and selected based on needed skills and competencies through a transparent process	Sets strategy and high-level policy development. Members are appointed through a transparent selection process which focuses on recruiting members with the required skills and competencies
Appointed for a term of office as defined by Council	Appointed for a term of office as defined by Council

The merits of each governance model have been weighed given the recommendations of the Recreation and Leisure Master Plan and the potential of a YMCA partnership with the Town regarding the program/service delivery at the Pyramid Recreation Centre. The focus of senior staff will be to complete a public engagement strategy to test the public's views on the principles of this potential partnership and to work on a cohesive and seamless delivery model. The YMCA has its own Board of Directors and if there is public support and partnership discussions are successful, a governance model would have to be designed to support a seamless and cohesive delivery model. The resultant Administrative model will most likely mirror the Partnership's scope and level of authority; there are many unknowns at this time. It would be prudent to wait until the partnership consultation has occurred and the approved accountabilities and responsibilities are known before recommending the timing of a preferred governance model. The YMCA would support appointments at large to its Board of Directors or any level of regular input deemed useful. Given Council's clear interest in the cost reduction efforts at the Pyramid Recreation Centre and the need to maintain an engaged approach, a

Recreation and Leisure Advisory Committee to have input into Town lead recreation and leisure opportunities is recommended, subject to the results of the YMCA partnership.

### Recommendations – Service Delivery Model

17. Coordinate discussions with Town staff to articulate the Departmental culture and supporting values and behaviours.
18. Develop a Communications Plan that engages community groups and serves to better inform the public as to the recreation and leisure opportunities available using traditional and social media communications vehicles at a minimum.
19. Gather the data required to support the development of performance measures. Report annually to Council and the public and compare results year over year to inform continuous improvement initiatives in community engagement and service delivery.
20. Provide the tasks involved and an implementation schedule on the development of a Recreation and Leisure Advisory Committee. Articulate the skills and competencies needed to implement the Master Plan recommendations and ensure that the Town recruits and selects members transparently based the needed skills and competencies.



Town Hall



## 5.0 Parks and Trails Assessment

This section assesses the Town's current supply of parkland and reviews existing parkland regulations and policies established under the *Ontario Planning Act* and in the Town's Official Plan. The Town's parks system facilitates a number of outdoor recreation, cultural, economic, and social opportunities and it is essential that these amenities are preserved and enhanced to contribute to the quality of life of current and future generations. Parkland can take many different forms, ranging from manicured parkettes and open spaces to large naturalized tracts of ecologically valuable areas. Primary considerations for the parks system include, but are not limited to:

- planning the appropriate function and use for parks;
- achieving a satisfactory distribution of parkland to ensure that they are easily accessible and maintain the integrity of natural heritage systems; and
- maintaining a high degree of walkability and connectivity among parks through active transportation infrastructure, key linkages, etc.

### 5.1 Parkland Classification System

A parkland classification system (or parkland hierarchy) is used to guide the development of St. Marys' parks system by directing the size, form, function, and/or level of amenity found within different types of parks. The classification system allows the public to understand what a new park might include and can position parks to be compatible with neighbouring land uses. The current parkland classification system contained in the Town of St. Marys Official Plan classifies parks into four categories – Town Park, Neighbourhood Park, Parkette/Tot Lot, and Open Space.

While the existing classification system generally aligns to park functions and best practices currently found in many other municipalities, there is merit in fine-tuning these descriptions. A comparison between the existing and recommended parkland classification system is contained in Table 11. The recommended parkland classification system revises or builds upon the existing parkland descriptions to provide greater clarity and accuracy towards locational characteristics, service area, permitted uses and amenities, and other details to provide a better understanding of how different types of parks are used. The revised parkland classification system ensures that the Town has a robust classification system to optimize future parkland development and to respond to the needs of current and future residents. The revised parkland hierarchy should be incorporated into the Official Plan at the time of its next review/update.

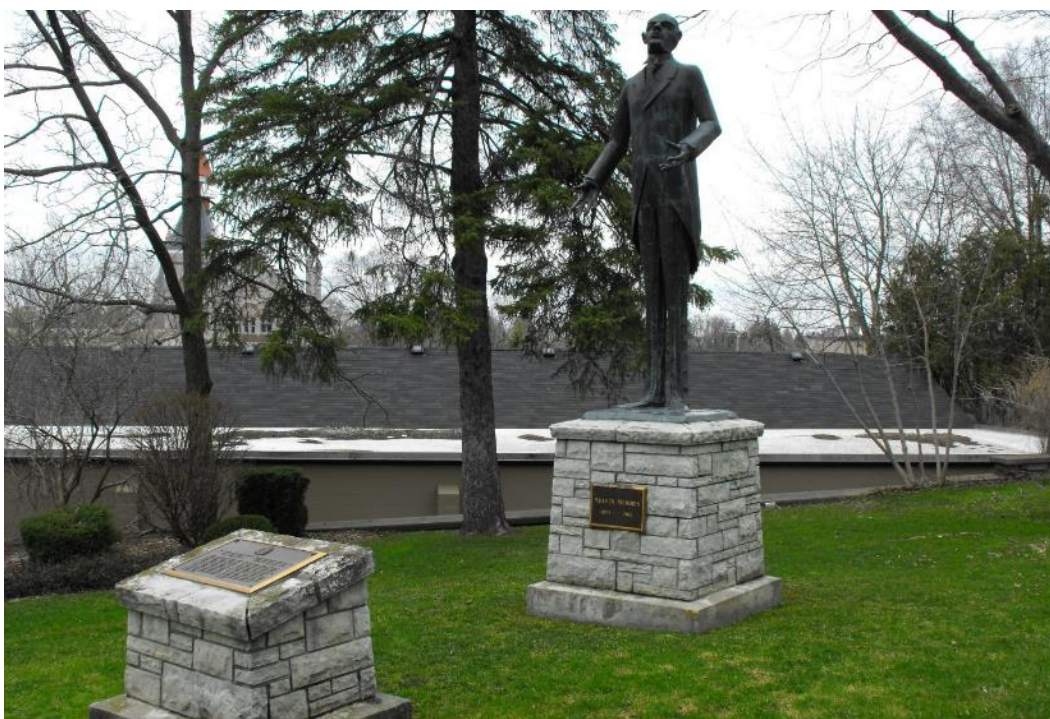
#### Recommendations – Parkland Classification System

21. Incorporate a revised parkland classification system to provide greater clarity and accuracy towards locational characteristics, service area, permitted uses and amenities, and other details into the Town of St. Marys Official Plan at the time of its next review to guide the development and redevelopment of parkland in St. Marys.

Table 11: Existing and Recommended Parkland Classification System, Town of St. Marys

Existing	Recommended
<b>Town Park</b>	
<ul style="list-style-type: none"> <li>– Designed to serve the Town and surrounding areas (1,500 to 10,000 residents).</li> <li>– Permitted recreation uses include lit sports fields, golf courses, community centres, concessions, washrooms, seating, and more.</li> <li>– May be serviced by water, sanitary, and hydro.</li> <li>– Size generally ranges between 10 hectares to 50 hectares in area.</li> </ul>	<ul style="list-style-type: none"> <li>– Designed to serve the Town and surrounding areas.</li> <li>– Generally drive to parks that are accessible by motorized and non-motorized forms of transportation.</li> <li>– Located along an arterial or collector road.</li> <li>– Permitted recreation uses may include lit sports fields, community centres, playgrounds, and more.</li> <li>– Supporting amenities may include pavilions, parking, concessions, washrooms, seating, and more.</li> <li>– May include unique natural and physical features and support special events and sports tournaments.</li> <li>– May be serviced by water, sanitary, and hydro.</li> <li>– Varies in size depending on its intended function. Town Parks may have the largest land area of parkland, although they can be much smaller if, for example, a cenotaph is the main focus.</li> </ul>
<b>Neighbourhood Park</b>	
<ul style="list-style-type: none"> <li>– Designed to provide recreational areas and open space to serve residents within a 2 kilometre service area (or 1,000 to 2,000 residents).</li> <li>– Permitted recreation uses includes playground equipment, seating, green space, and water fountain.</li> <li>– Size generally ranges between 0.5 hectares to 4 hectares in area.</li> </ul>	<ul style="list-style-type: none"> <li>– Intended to serve local residential areas within a larger settlement area.</li> <li>– Designed to provide recreational areas and open space to serve residents within a 10 minute walking distance (approximately 800 metre service radius), without obstruction of physical boundaries, preferably on the corner of two intersecting local roads.</li> <li>– Permitted recreation uses include unlit sports fields, hard surface courts, playgrounds, and other neighbourhood-level recreation facilities.</li> <li>– Supporting amenities may include seating and open space.</li> <li>– Size generally ranges between 0.5 hectares to 4 hectares in area. Larger park sizes are also acceptable.</li> </ul>

Existing	Recommended
<b>Parkette / Tot Lot</b>	
<ul style="list-style-type: none"> <li>– The smallest form of open space to serve residents within 500 metres (or 50 to 100 residents), without obstruction of physical boundaries.</li> <li>– Permitted recreation uses include a playground</li> <li>– Smaller than 0.5 hectares in area</li> </ul>	<ul style="list-style-type: none"> <li>– The smallest form of open space to serve residents within 500 metres (or 50 to 100 residents), without obstruction of physical boundaries.</li> <li>– Permitted recreation uses include a playground.</li> <li>– Supporting amenities include seating and open space.</li> <li>– Smaller than 0.5 hectares in area.</li> <li>– The development of parkettes/tot lots smaller than 0.5 hectares should be discouraged, except in instances that may be advantageous to the Town to reconcile gap areas and to address shortages in parkland.</li> </ul>
<b>Open Space</b>	
<ul style="list-style-type: none"> <li>– Passive open spaces and parks, including walking and biking trails, natural areas, gardens, storm water management area, cemeteries, elementary and secondary school open space.</li> </ul>	<ul style="list-style-type: none"> <li>– Passive open spaces and parks, including walking and biking trails, natural areas, gardens, storm water management area, cemeteries, elementary and secondary school open space. (NO CHANGE)</li> </ul>



Lind Park

## 5.2 Parkland Supply and Distribution

The Town's parks system consists of 19 parks that collectively provide 33.6 hectares (83 acres) of outdoor recreational space to St. Marys residents, as shown in Table 12. These parks contain a range of outdoor facilities and amenities including sports fields, playgrounds, seating and shade areas, and passive spaces that facilitate informal gatherings and activities. For the purposes of this Master Plan, Cadzow Park and Milt Dunnell Field have been classified as Town Parks to align with the Parkland Classification System proposed through Recommendation #21, given their functionality and ability to host Town-wide events as well as the geographic area that they serve.

Residents also have access to Town-owned open spaces, woodlots and other naturalized municipal lands, over and above the 33.6 hectares of parkland. These naturalized lands support the Town's Official Plan objectives to provide and promote a range of recreation activities and facilities, and to preserve and enhance natural areas. In addition to the municipal parks supply, residents and sports groups enjoy the use of many open spaces and outdoor recreation facilities located at local schools and the Wildwood Conservation Area.

**Table 12: Parkland Supply, Town of St. Marys**

Town Park		Area (ha)		Area (ha)	
Canadian Baseball Hall of Fame		7.4	St. Marys Quarry	2.6	
Cadzow Park		1.3	Milt Dunnell Field	4.9	
			Sub-Total:	16.2	
Neighbourhood Park					
Centennial Park		1.1	Skateboard Park	0.6	
Early Learning Centre		0.2	Solis Park	3.6	
East Ward Park		1.7	Southvale Park	0.9	
Junction Station Dog Park		1.3	Teddy's Field Diamond	0.7	
Kin Park		3.5	Tennis Courts	0.4	
Meadowridge Park		2.0	West Ward Park	0.4	
North Ward Park		0.7	Sub-Total	17.1	
Parkette					
Lind Park		0.2	Millennium Park	0.1	
			Sub-Total	0.3	
			Total Park	33.6	

Note: Parkland Supply excludes open spaces, woodlots and other naturalized municipal lands, as well as non-municipal parkland found at local schools and the Wildwood Conservation Area. For the purposes of the Master Plan, Cadzow Park and Milt Dunnell Field have been classified as Town Parks given their functionality and their ability to host Town-wide events, as well as the area they serve.

**Based on the 2016 Census population of 7,265, the Town is achieving an overall parkland service level of 4.6 hectares per 1,000 residents.** This level of service compares favourably to parkland service levels provided in other municipalities across Ontario, where targets typically range between 3.0 and 4.0 hectares per 1,000 persons. That said, parkland service ratios are subject to numerous variables including historical level of provision, population size and density, availability of developable land, etc. St. Marys' healthy level of provision appears to be reflected in the level of importance that residents placed upon parkland.



Going forward, it may be a challenge for the Town to maintain the current parkland service level (particularly given that the Town has emphasized the need for fiscal responsibility), though the anticipated population growth of approximately 1,000 persons by the end of the planning period should allow the Town to maintain a strong level of parkland provision. If this growth is primarily accommodated through new residential development, the Town can be expected to receive approximately 1.0 to 1.5 hectares of parkland when acquiring parkland dedication permitted through the *Ontario Planning Act* (parkland acquisition opportunities are discussed in Section 5.4). Assuming that this ratio of new parkland can be acquired and added to the existing supply, the Town will continue to provide a high level of service compared to other municipalities (in the range of 4.2 hectares per 1,000 residents).

It is on this basis that the Master Plan recommends the Town to continue to maximize its parkland dedication requirements through the subdivision approval process, and in doing so can be expected to effectively service parkland needs during the planning period. Irrespective of parkland service levels, the geographic distribution of parkland must also be an important consideration to ensure that newly developing residential areas have good access and proximity to park space(s). Applying a service area of 800 metres around all active parks, with consideration given to major obstructions (e.g., major roads, railways, etc.) is presented in Figure 14 to illustrate the level of accessibility from residential areas.

A high level examination of park distribution and service coverage reveals that the majority of residential areas are served with some form of parkland, with notable exceptions identified below:

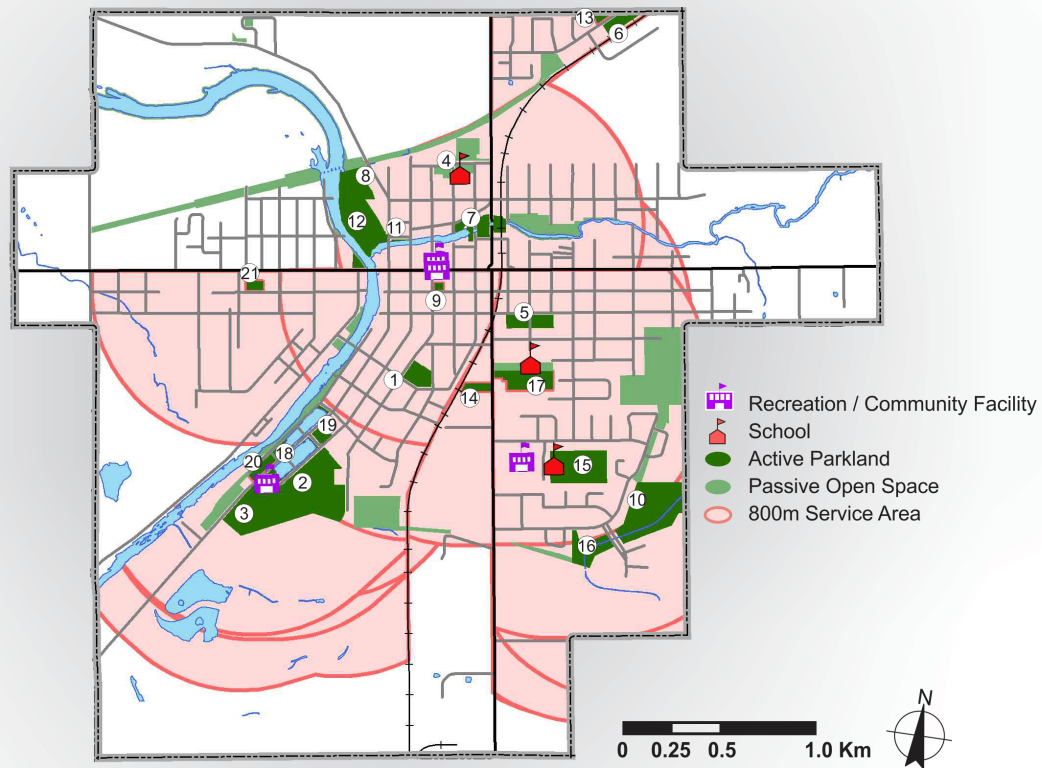
**Northwest area of St. Marys, west of the Thames River** – There are limited opportunities for future parkland development in this area given that it is already built-up. It is recognized, however, that residents currently use a large open space on the southwest corner of Salina Street and Maiden Lane, which is owned by the St. Marys Memorial Hospital, for a range of casual park activities (e.g., baseball, dog walking, etc.). While this open space (so long as it is available for public use) is expected to be sufficient to serve residents during the planning period, the Town should remain open to potential parkland development opportunities in this area, utilizing the alternative parkland acquisition methods described in Section 4.4, should the hospital lands no longer be available for park uses.

**North end of St. Marys, north of the Grand Trunk Trail and west of James Street** – According to the Town's Official Plan, these lands are designated for residential development. The Town should maximize parkland dedication through future subdivision development. As the Town does not require any new recreation facilities that require substantial parkland, the Town should work with developers and pursue neighbourhood-size parks to ensure that residents are well served with geographically accessible parkland in this area.

## Recommendations – Parkland Classification System

22. On an opportunity basis, pursue opportunities to rectify any parkland gaps that exist, utilizing parkland development strategies identified in this Master Plan, in addition to working with local non-municipal organizations (e.g., schools, St. Marys Memorial Hospital, Conservation Authority, etc.) to maximize access to a wide range of active and passive open spaces.
23. Strive to achieve a minimum parkland service area of 800 metres, unobstructed by major barriers such as major roads, railways, waterbodies, etc.

Figure 14: Distribution Map of Parkland



### Parkland

- |   |                                      |
|---|--------------------------------------|
| 1. Cadzow Park                              | 12. Milt Dunnell Field               |
| 2. Canadian Baseball Hall of Fame           | 13. North Ward                       |
| 3. Centennial Park                          | 14. Skateboard Park                  |
| 4. Early Learning Centre (No public access) | 15. Solis Park                       |
| 5. East Ward Park                           | 16. Southvale Park                   |
| 6. Junction Station Dog Park                | 17. St. Marys DCVI (Town maintained) |
| 7. Kin Park                                 | 18. Swimming Quarry                  |
| 8. Lawn Bowling Club                        | 19. Teddy's Field Diamond            |
| 9. Lind Park                                | 20. Tennis Courts                    |
| 10. Meadowridge Park                        | 21. West Ward Park                   |
| 11. Millennium Park                         |                                      |

Data provided by the Town of St. Marys.

### 5.3 Park Naturalization

One of the objectives of this Master Plan is to explore strategies to optimize the use of municipal resources. Through various strategies that have been articulated in this Master Plan and in relation to the provision of parkland, there may be opportunities for park naturalization. Naturalization refers to the process of returning park space back to a natural state by allowing existing grass along with native plants and wildlife species to grow and flourish with minimal or no municipal maintenance. A naturalization approach restores the ecological lifecycle of flora and fauna in the area, while reducing the need for grass cutting, watering, fertilizing, and other park maintenance practices, that can collectively result in cost savings and an ability to redirect municipal resources to other areas of the Department.

Re-naturalization efforts may be suitable for some of St. Marys' parks and open spaces, which may consist of naturalizing open spaces, repositioning recreation facilities within an active park to delineate naturalization areas, or another method suitable to the Town. The following are examples of park naturalization projects that could be considered at Meadowvale and Southvale Park during this planning period as both are large Neighbourhood Parks that appear to have limited use. Both parks feature soccer fields that are utilized infrequently and Meadowvale Park also offers on-site parking. The orientation and layout of each park is not ideal given that they have limited road frontage with deep lots and as a result, visibility into the parks is difficult. In addition, these parks have overlapping service areas that generally serve the same group of residents given that these parks are both located along Southvale Road, approximately 225 metres from each other. Solis Park, which has a higher level of usage, is also located in the vicinity.

Given these reasons, the Town could consider naturalization efforts to a portion of Meadowvale and Southvale Park to reduce maintenance responsibilities. This process may, in some cases, require removing or relocating existing recreation facilities to other locations. It is recommended that the Town consider the following naturalization approach for each park.

**Meadowvale Park** should continue to offer a full size soccer field given that there is a need to maintain this facility should the Town lose access to the full size soccer field located at St. Marys DCVI. The soccer field should be maintained for casual neighbourhood-level use only (i.e. no permitted rentals) until such time that it is demonstrated that this field is required for regular permitting. The existing playground should be removed at the end of its lifespan (2025) given that it is located within the interior of the park and has poor street visibility. A replacement playground should be located at Southvale Park, which is located within close proximity to Meadowvale Park and boasts more street frontage. Naturalization should be considered in areas surrounding the soccer field, with an appropriate buffer provided around its perimeter.

As this Master Plan recommends the removal of a junior soccer field (see Recommendation #45), the rear of **Southvale Park** should be considered for naturalization. In accordance with park-size requirements, a minimum of 0.5 hectares of active parkland should be maintained along the frontage of Southvale Road to accommodate a new playground to replace the aforementioned aging playground located at Meadowvale Park after the year 2025 (also see Recommendation #53).

#### Recommendations – Park Naturalization

24. Consider naturalization of select areas of parklands, including Meadowvale Park and Southvale Park, in order to reduce parkland maintenance efforts. The naturalization of these parks or park areas may require the removal and/or relocation of certain recreation facilities, as articulated in this Master Plan.



## 5.4 Parkland Acquisition Policies and Guidelines

There are a number of provincial and municipal regulations, policies, and guidelines governing the acquisition and location of parkland, with the *Ontario Planning Act* and the Town of St. Marys Official Plan being the primary tools.

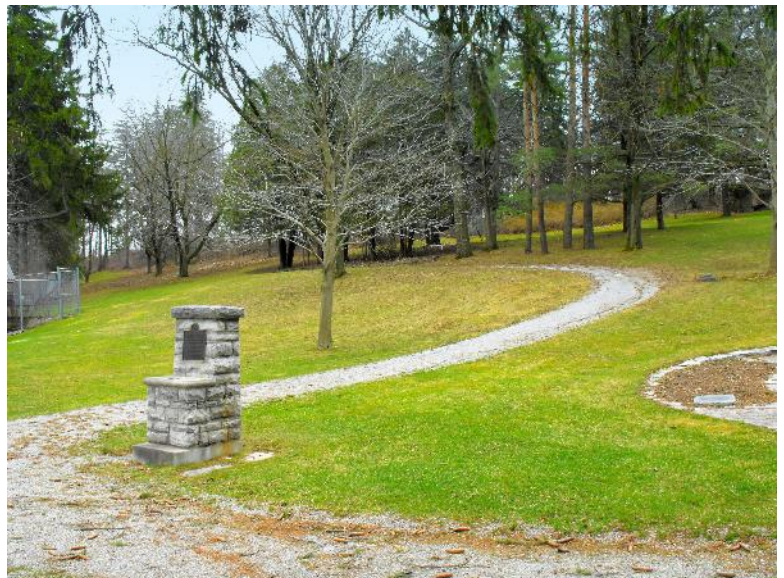
### *Ontario Planning Act (R.S.O. 1990) & Bill 73*

The *Planning Act* (R.S.O. 1990) outlines a framework for parkland dedication in Sections 42 and 51.1, which allow approval authorities to enforce parkland dedication requirements as a condition of land development or plan of subdivision. These Sections establish that 2% of commercial and industrial land developments and 5% of all other land developments be conveyed to the municipality for parkland or other public recreational purposes. In certain cases, where the approval authority has established specific policies regarding parkland dedication, the *Planning Act* allows a municipality to require an alternative rate of one hectare for every 300 dwelling units, if land for parks is being provided. If no dedicated land is proposed for parkland through development, the approval authority may accept cash-in-lieu thereof.



Bennett Park

In 2015, Bill 73 (also known as the *Smart Growth for Our Communities Act*) received Royal Assent and enacted a number of changes to amend the *Planning Act*. One of Bill 73's most notable amendments relating to parkland pertains to how much cash-in-lieu can be collected. While physical land taken for parkland remains the same at one hectare for every 300 dwelling units through the alternative rate, Bill 73 amends the *Planning Act* whereby a municipality intending to collect cash-in-lieu of parkland must do so at a reduced rate of one hectare per 500 dwelling units (as compared to one hectare for every 300 dwelling units prior to Bill 73 coming into effect). The stated intent is to create an incentive for the approval authority to take physical parkland through dedication rather than cash-in-lieu.



Centennial Park

## Town of St. Marys Official Plan

The Town of St. Marys Official Plan<sup>9</sup> provides direction pertaining to the dedication of land for parkland through development. Specifically, the following Official Plan policies outline the amount of parkland the Town may receive, as well as alternative dedication methods:

**Section 4.2.1.11(c)** – land, not exceeding 5 per cent of the land being severed, be conveyed to the Town for park purposes, or alternatively, the Town may accept money equal to the value of the land required to be conveyed if authorized by the Minister.

**Section 7.15.5** – It is intended that the creation and/or improvement of parks within the Town shall be guided by the following policies:

- (a) the provision of Subsections (5) and (8) of Section 51 of the Planning Act, R.S.O. 1990 shall apply to all new plans of subdivision. In accordance with these policies, land not exceeding 5 per cent of the land included in the draft plan of subdivision or cash-in-lieu thereof shall be conveyed to the municipality as a condition of the approval of the plan of subdivision;
- (b) land conveyed to the Town in accordance with 7.15.5(a) above shall be suitable for development as a public recreational area. Lands subject to physical limitations such as flooding, steep slopes, erosion, or other similar limitations will not necessarily be accepted for park purposes. All lands dedicated to the municipality shall be conveyed in a physical condition satisfactory to the municipality. Where an open water-course is involved, adequate open space shall be provided for the maintenance thereof; and
- (c) lands conveyed to the municipality in accordance with 7.15.5(a) above shall be located in a manner that affords appropriate access to the surrounding community.

A review of these policies suggests that there is an opportunity to bolster park policies to maximize parkland requirements stated in the *Planning Act* in order to continue to provide high quality park experiences. During the next Official Plan Review, it is recommended that the Town strengthen park policies contained in Section 7.15 while considering the implications of the amended *Planning Act* as a result of Bill 73, particularly as it relates to the reduced rate of cash-in-lieu of parkland municipalities may require. Other policy considerations recommended for review include – but are not limited to – the following:



### OFFICIAL PLAN of the TOWN OF ST. MARYS



<sup>9</sup> Official Plan of the Town of St. Marys. October 1987 (Consolidated October 1, 2007).

- Outline criteria for accepting cash-in-lieu of parkland, such as when the required dedication fails to meet an area of suitable shape, size, or location stipulated in the Town's parkland classification system or if parkland dedication would render the remainder of the site unsuitable or impractical for development, or other constraint preventing suitable park or land use development.
- Clarify that where policies currently state that 5% of land be dedicated for parkland through development applies only to residential subdivision development. Consistent with the *Planning Act*, a new policy should be developed stating that 2% of land shall be required for all other forms of development (e.g., commercial or industrial). Additionally, policies should be established to consider applying the alternative parkland rate of one hectare per 300 dwelling units.
- Woodlots, storm water management ponds, naturalized areas, and environmentally sensitive areas should not be accepted as a part of parkland dedication, although the Town may assume these lands (over and above) for the purposes of protecting, natural areas for passive recreation (e.g., trail development) and educational uses.

Future parkland development must also be of an appropriate size and configuration to effectively utilize municipal resources and to facilitate meaningful recreation activities. As previously identified, accepting parkland smaller than 0.5 hectares should be discouraged given that small parcels of parkland generally facilitate limited parks and recreational opportunities. There are examples of undersized parcels of parkland in St. Marys such as Lind Park and Millennium Park. Exceptions may be permitted in instances that may be advantageous to the Town to reconcile gap areas and to address shortages in parkland. In cases where park development is too small to receive a meaningful park parcel, or where the immediate area already has suitable and unimpeded access to sufficient parkland, then the Town should consider requiring cash-in-lieu contributions that can be used to secure parkland better suited to the needs of the community.

Should there be a need to supplement parkland supplies beyond the mechanisms permitted by the *Planning Act* and the Official Plan, there are a number of other park acquisition strategies that the Town may pursue such as (but not limited to):

- Municipal land purchase or lease;
- Land exchanges or swaps, particularly if development is to occur in natural areas highly valued by the community;
- Off-site conveyance of parkland;
- Establishment of a Parks Foundation (e.g., community, corporate, or municipal donations towards parkland acquisition);
- Reallocating surplus municipal lands to park use; and/or
- Partnership/joint provision of lands with local partners.

## Recommendations – Parkland Acquisition Policies and Guidelines

25. During the next Official Plan Review, explore opportunities to bolster existing parkland policies, with consideration given to the following:
  - a. Review the Town's parkland dedication policies to ensure that they consistent with the amended *Planning Act* as a result of Bill 73.
  - b. Outline criteria for accepting cash-in-lieu of parkland, such as when the required dedication fails to meet an area of suitable shape, size, or location stipulated in the Town's parkland classification system or if parkland dedication would render the remainder of the site unsuitable or impractical for development, or other constraint preventing suitable park or land use development.
  - c. Clarify that the where policies currently state that 5% of land be dedicated for parkland through development applies only to residential subdivision development. Consistent with the *Planning Act*, a new policy should be developed stating that 2% of land shall be required for all other forms of development (e.g., commercial or industrial). Additionally, policies should be established to consider applying the alternative parkland rate of one hectare per 300 dwelling units.
  - d. Woodlots, storm water management ponds, naturalized areas, and environmentally sensitive areas should not be accepted as a part of parkland dedication, although the Town may assume these lands (over and above) for the purposes of protecting, natural areas for passive recreation (e.g., trail development) and educational uses.
26. Accepting parkland smaller than 0.5 hectares will be discouraged, except in instances that may be advantageous to the Town to reconcile gap areas and to address shortages in parkland.
27. Utilize alternative parkland acquisition tools, as necessary, to supplement parkland dedications and to enhance future parkland opportunities to serve current and future residents.



## 5.5 Enhancing Active Transportation Opportunities

### Supply

The Town boasts an impressive network of active transportation routes that connect residents and visitors to key destinations throughout St. Marys. Generally speaking, active transportation is defined as any means of travel using non-vehicular modes such as walking and cycling. The Town's active transportation network spans 66 kilometres, which includes approximately 18.8 kilometres of on and off-road trails and nearly 48 kilometres of sidewalk (Table 13).

**Table 13: Active Transportation Inventory**

Trail Name	Length (kilometres)
Grand Trunk Trail	3.2
Loop Trail	13.0
Riverview Walkway	2.3
Taylor Trail	0.3
<b>Sub-Total</b>	<b>18.8</b>
Sidewalk	47.2
<b>Total</b>	<b>66</b>

Broader research indicates that walking and cycling are some of the most popular recreation activities. Through the consultation process for the Master Plan, residents spoke highly of the Town's trail network. While the online community survey found that 95% of respondents indicated that active transportation facilities were important, 78% were satisfied with the active transportation opportunities in St. Marys which suggests that there is room for improvement. Respondents ranked unpaved nature trails and multi-use trails as the most supported recreation facility types for future investment. Participants at the Master Plan's Launch Event also expressed the desire to enhance active linkages throughout St. Marys such as connecting residents in the north end of the Town, adding pathway lighting, constructing washrooms, installing fitness equipment, and providing wayfinding signage.



**Grand Trunk Trail**

### Policy Development

In contrast to parkland, the development of an active transportation network is not driven by the setting of a per capita provision target. They are generally developed based on opportunity or as a means of achieving community goals or vision, such as building strong communities, supporting active lifestyles, and promoting environmental awareness. The Town's Official Plan contains a number of relevant policies that support the development of trails:

**Section 2.6(f)** – encourage the use of and sustain existing trails and open spaces throughout the Town and linkages with those in Perth County.



**Section 5.3.14** – As an alternative to motorized conveyance, opportunities to integrate walking, hiking and cycling trails with the road network is encouraged.

**Section 3.7.2.4 / Section 7.15.2** – The development of hiking, walking, and bicycle trails is a significant resource to the Town. Opportunities to develop new trails or extend existing trails throughout the Town will continue to be encouraged and shall be identified on Schedule “B” to the Official Plan. The use of public lands, the floodplains adjacent to watercourses, and private lands may be used to develop or extend the trail system.

These policies provide an excellent base to ensure that St. Marys continues to develop its active transportation network and to enhance walkability in the community. However, emphasis and support are crucial in any community in light of trends highlighting the vast benefits of active transportation, together with public input received through this process, which suggests that a high quality trail network is desirable in St. Marys.

There are a number of tools municipalities may utilize to acquire and develop corridors for active transportation network development. Chief among them is Section 51 of the *Planning Act*, which permits approval authorities to require the dedication of land for pedestrian and bicycle pathways as a condition of subdivision approval. It is recommended that a new policy in this regard be contemplated, as it would provide the Town with an opportunity to identify desired lands for trail dedication, with consideration given to the conceptual active transportation network contained in this Master Plan. The provision of supporting amenities such as signage, seating, parking, and other facilities should be considered at the Town’s discretion during the review and evaluation of development approvals. Complementing land dedication through subdivision development, there are other land acquisition strategies that may be employed in order to advance the Town’s active transportation network, including:

- Private property easement
- Land purchase
- Land exchange / Land swap
- Donation / Bequest of land
- Lease / License private land

It is essential that residents are fully engaged in the planning and design of new active transportation linkages to solicit public input for consideration in the planning approvals stage. Public support and awareness regarding future active transportation development can be further enhanced by including the conceptual active transportation network in this Master Plan as a part of an Official Plan Schedule. While the Town’s Official Plan currently indicates that opportunities for trail development are illustrated on “Schedule B – Road Classifications”, a review of this Schedule reveals that no trail routes are currently illustrated. It is recommended that the conceptual active transportation network be incorporated into this this or a new Schedule, though the next Official Plan Review.

### Conceptual Active Transportation Network

In developing a robust active transportation network, routes should link residents and users to key destinations (e.g., parks, recreation facilities, schools, storm water management ponds, etc.), utilize available corridors, and be sensitive to naturalized areas. Active transportation routes should be planned to maximize both recreational and utilitarian purposes with user safety being top-of-mind. From a recreational perspective, users generally seek interesting routes that traverse natural areas and that are looped so one does not have to take the same route in both directions.

The Town has been successful in creating an intricate active transportation network that consists of a loop trail, routes that boast scenic views along the North Thames River waterfront, sidewalks, and links to key destinations such as the Canadian Baseball Hall of Fame. In terms of future trail development, the recommended approach for enhancing St. Marys' active transportation network is to build off of these existing routes. A conceptual active transportation network is illustrated in Figure 15, which is intended to be used as a guide towards the development of active transportation opportunities within undeveloped areas to connect future residents with established destinations in St. Marys.

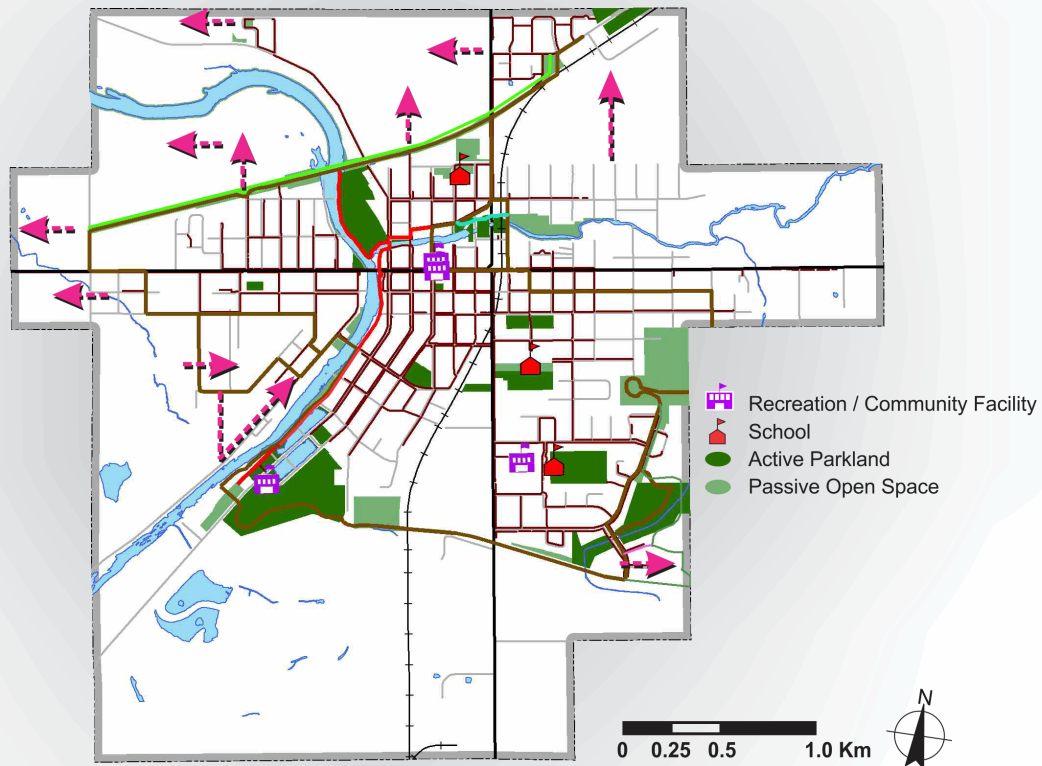
The proposed conceptual trails focus on linking future residential areas to the existing network via off-road trails or sidewalk connections. At the Town's discretion, specific routing should be determined through the planning process in consultation with the land development industry and the public. Emphasis on user safety should be paramount when planning the Town's trail network. This may include applying CEPTD principles or avoiding trail routes that cross uncontrolled arterial and collector intersection. In addition to the conceptual trails network, on-road cycling opportunities should be identified at the Town's discretion, utilizing a mixture of arterial, collector, and local roads, where appropriate, as well as the installation of "Share the Road" signage along the routes to enhance cycling safety and encourage motorists to utilize the traveled right-of-way in a safe manner.

It bears noting that implementing the conceptual active transportation network will be incremental as opportunities and available funding become available. Realignment and adjustments may be necessary due to unforeseen challenges relating to terrain, cost, or other implications. The Town is encouraged to explore new trail development opportunities that have not yet been identified, for the purpose of enhancing the active transportation network, provided the general intent of connecting residents and users with destinations is maintained.

Furthermore, there is value to consider preparing a more comprehensive active transportation master plan to assist with long-term trail implementation. There are several benefits associated with this process, chief among them is to establish a vision and guide for active transportation development, and to respond to the community's desire for a well-connected trail system. The recommendations emerging from this Recreation and Leisure Services Master Plan establish a foundation for the Town to advance its active transportation network; however, a more detailed active transportation master plan may provide greater insights with respect to trail classification, development routes and priorities, policy, design guidelines and requirements, funding and implementation strategies, and other meaningful outputs desired by the Town.

As detailed engineering and construction specifications are beyond the scope of this Master Plan, this section provides the Town with high level guidance with respect to active transportation design. The intent is to ensure that the Town provides a safe and accessible active transportation network. The design standards contained in this section are based on best practices in other municipalities as well as key documents including Ontario Regulation 413/12 (Design of Public Spaces Standards – Accessibility for the Built Environment Standards) made under the Accessibility for Ontarians with Disabilities Act, 2005, the Ontario Building Code, and the Ontario Traffic Manual Book 18: Cycling Facilities. These standards would be supplemented with Town engineering and construction requirements and consultation with the appropriate groups (e.g., Accessibility Advisory Committee), as necessary. More detailed design considerations should be considered during the preparation of a separate Active Transportation Master Plan, as recommended in the previous paragraph.

Figure 15: Conceptual Active Transportation Map



### Trails

- Proposed On and Off-Road Trail Route
- Grand Trunk Trail
- The Loop
- Riverview Walkway
- Taylor Trail
- Sidewalk

Data provided by the Town of St. Marys.  
Note: Sidewalk inventory current as of 2014

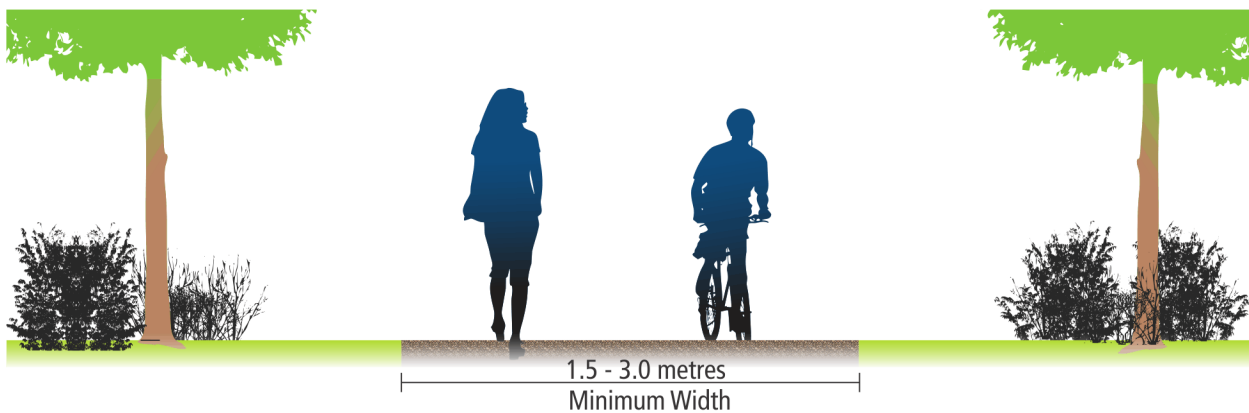
## Active Transportation Design Considerations

### Surface Type and Width

A range of trail surface types may be utilized provided that they are firm and stable, and contain no tripping hazards. Limestone screening for most trails, while asphalt and concrete should be used for higher traffic routes (including sidewalks). Woodchips should only be considered in environmentally sensitive areas and woodland trails. The Town currently provides a mix of surface types throughout its trail network.

Trail routes should be between 1.5 metres and 3.0 metres in width. The width should vary based on the volume of use. For example, sidewalks in St. Marys are 1.5 metres wide, which is sufficient to support bi-directional pedestrian movement. Riverview Walkway is approximately 3.0 metres in width as it accommodates higher volumes of pedestrian and cycling traffic.

Figure 16: Example Active Transportation Trail Width



Monteith Brown Planning Consultants, 2017



Trail Route through Kin Park



## Signage and Wayfinding

Trail signage and wayfinding are critical components of an active transportation network as they are essential awareness tools to attract, guide, and direct users along designated pathways. Utilizing high tonal contrast and a sans serif font style, signage should be clear, consistent, and accessible, serving many purposes including, but not limited to:

- Identifying the name of the active transportation network to signify municipally-owned lands and trail routes;
- Providing information regarding trail length, surface, width, slope, and difficulty, accompanied by a map;
- Designating the walking/cycling route as a permitted recreational use trail;
- Identifying key points of interest along active transportation routes;
- Identifying permitted uses (e.g., walking, cycling, etc.);
- Describing rules pertaining to trail usage; and
- Hours of operation.

Trail signage can generally be categorized into six types, as described in Table 14. The Town has already implemented some of these signs in certain areas; however, appropriate signage should be considered for key areas along existing and future trail routes and at trail entrances. In some cases, some signage types may be incorporated into a single sign.



Examples of Trail Signage in St. Marys

## Amenities

Complementary to trail signage, there are a plethora of other amenities that can be provided to enhance the comforts of St. Marys' active transportation network. Not only do amenities encourage the use of trails, they may also be necessary support for persons with disabilities, older adults and seniors, and children. At the Town's discretion, consideration should be given to the provision and placement of active transportation amenities including, but not limited to, seating, trash receptacles, shade, bike racks, staging areas, and landscaping and screening. Where possible, the Town should encourage the use of existing permanent and portable washroom facilities located at public facilities.

Table 14: Signage Typology

Signage Type	Purpose
<b>Trail Head</b>	Trail heads are located in highly visible areas that commonly serve as meeting places and are associated with supporting amenities such as a parking lot. Trail heads may also be located at existing parks and recreation facilities. Trail heads must include information including trail length and width, type of surface, slope, and location of amenities.
Location to consider	Trail access points should be considered at Grand Trunk Trail, Milt Dunnell Field, and Pyramid Recreation Centre, St. Marys Tennis Courts, Junction Station Dog Park, Ingersoll Street and Widder Street, Water Street and Queen Street.
<b>Regulatory Sign</b>	Denotes rules, conduct, and information users must follow, including hours of operation, permitted uses, restrictions, trail etiquette, and municipal contact information.
Location to consider	Located at all trail heads and access points such as at the Grand Trunk Trail, Milt Dunnell Field, and Pyramid Recreation Centre.
<b>Wayfinding</b>	Provides trail users with a graphic representation of the trail, including the users' current location, trail direction, length, key points of interest, and other key details.
Location to consider	Displayed prominently at all trail access points as well as at key points along trails (e.g., entry to the Avon Trail at Water Street and Glass Street).
<b>Interpretive</b>	Serves as an opportunity to showcase information that relates to the trail and surrounding environment. The information presented on the sign may include history, native species, or other interesting facts.
Location to consider	In visible locations along the trail, adjacent to key destinations such as the Grand Trunk Trail, Swimming Quarry, Canadian Baseball Hall of Fame, and Riverview Walkway.
<b>Route Marker</b>	Provides users with information pertaining to the distance from a specified reference point (e.g, trail head, key destination, etc.).
Location to consider	Located at regular intervals along the trail (e.g., every 100 metres along Riverview Walkway, Grand Trunk Trail, or the Loop Trail).
<b>Warning Sign</b>	Warns users of potentially hazardous areas due to possibilities including, but not limited to, uneven terrain or naturally occurring hazards from changing weather conditions.
Location to consider	Trail heads or hazardous locations along trail routes (e.g., along the stairs that connect Grand Trunk Trail to Milt Dunnell Field).

## Recommendations – Enhancing Active Transportation Opportunities

28. Through an Official Plan Review, consider the following:
  - a. Strengthen policies that support active transportation, trail development, and pedestrian and cycling infrastructure, with reference to this Master Plan.
  - b. Integrate the active transportation network (existing and conceptual trails) in Schedule “B-Road Classifications” or in a new Schedule to the Official Plan to serve as an awareness tool for Town staff, developers, planners, and interested members of the public.
  - c. Establish policies requiring the dedication of land for pedestrian and bicycling facilities as a condition of plan of subdivision approval, with consideration given to the conceptual active transportation network contained in this Master Plan.
29. Utilize a range of strategies to secure new lands for active transportation network development.
30. Engage the public in the planning and design process in advance of trail construction to facilitate opportunities for public input.
31. Prepare an Active Transportation Master Plan to assist with long-term implementation of the conceptual active transportation network contained in this Master Plan. The Active Transportation Master Plan should build upon the directions contained in this Recreation and Leisure Services Master Plan, including the following. The Town should identify other objectives for the Active Transportation Master Plan, as necessary.
  - a. Establish a vision statement and guiding principles to reflect the Town’s commitment to supporting and developing active transportation opportunities in St. Marys.
  - b. Explore opportunities to enhance active transportation connections to the existing trail system. Modifications to existing conceptual trail routes may be permitted to recognize terrain and landscape features, as well as new trail opportunities.
  - c. Identify active transportation design guidelines in the planning and development of trail routes, with consideration of provincial and municipal construction standards (including accessibility requirements).
  - d. Engage the public and community groups to solicit input and feedback with respect to planning and designing active transportation infrastructure.
  - e. Develop a trail hierarchy system to define types of active transportation routes, permitted uses, and design standards.
  - f. Provide direction on the provision of active transportation amenities including, but not limited to, lighting, signage, parking, rest areas, and other ancillaries.

## 6.0 Recreation and Leisure Facility Assessment

This section explores the state of the Town's existing recreation and leisure portfolio and the factors that may influence the future provision of facilities, services, and programs in St. Marys. An inventory of the Town's recreation facilities is contained in this section and where appropriate, supporting mapping is provided to illustrate the distribution of facilities. General facility observations are articulated, together with general market trends, and public input.

### 6.1 Overview of Recreation Facilities

Table 15 summarizes the indoor and outdoor recreation and leisure facilities owned by the Town of St. Marys. Recreation facilities provided by non-municipal organizations are excluded, although they are recognized for their contributions to the local recreation system and are referenced, where applicable.

**Table 15: Summary of Recreation and Leisure Facilities**

Facility Type	Supply	Location(s)
Ice Pads	2	Pyramid Recreation Centre (Blue Rink and Rock Rink)
Curling Pads	4	Lind Sportsplex
Indoor Aquatic Centre	1	Pyramid Recreation Centre
Fitness Spaces	0	-
Gymnasiums	0	-
Multi-Purpose Spaces and Meeting Rooms	10	<b>Halls:</b> Friendship Centre (2), Pyramid Recreation Centre, Town Hall, Lind Sportsplex Lounge <b>Meeting Rooms:</b> Friendship Centre (3), Pyramid Recreation Centre (2)
Youth Space	1	Pyramid Recreation Centre
Older Adult Space	1	Pyramid Recreation Centre (Friendship Centre)
Soccer Fields	6	<b>Full:</b> St. Marys DCVI (Lit), Meadowridge Park, Solis Park (2) <b>Junior:</b> Southvale Park, West Ward Park
Ball Diamonds	10	<b>Lit:</b> Canadian Baseball Hall of Fame (2), Solis Park, Teddy's Field <b>Unlit:</b> Canadian Baseball Hall of Fame (2), East Ward Park (2), Milt Dunnell Field (2)
Tennis Courts	4	Outdoor Tennis Courts
Basketball Courts	0	-
Skateboard Parks	1	Skateboard Park
Outdoor Aquatics	2	Pyramid Recreation Centre (splash pad), St. Marys Swimming Quarry
Off-Leash Dog Parks	1	Junction Dog Park
Playgrounds	9	Cadzow Park, Early Learning Centre, East Ward Park, Kin Park, Meadowridge Park, Milt Dunnell Field, North Ward Park, Solis Park, West Ward Park



## 6.2 Arenas

### Supply

The Town has two ice pads – known as Blue Rink and Rock Rink – which are located at the Pyramid Recreation Centre. The Rock Rink was constructed in 1977 and accommodates over 1,000 spectators, while the Blue Rink was constructed in 2007 as a part of the Pyramid Recreation Centre expansion and has seating for over 300 spectators. Supporting amenities include 11 change rooms, two referee rooms, and storage spaces.



Pyramid Recreation Centre

### Market Trends

Winter ice sports such as hockey and figure skating have been definitive Canadian pastimes for decades. At a national level, Hockey Canada data indicates that participation in minor hockey is steadily declining across Canada and Ontario.<sup>10</sup> The decline in hockey participation is being driven by a number of factors including, but not limited to, escalating costs of equipment and travel along with concerns over safety. The increasing cost of renting ice is also a commonly stated concern among user groups in many communities.

In some municipalities, declining participation figures have resulted in surplus arena capacity with communities undertaking a number of strategies to cope with shifting arena needs and underutilized ice pads. Such strategies include, but are not limited to, amendments to ice allocation policies, enhancing programming to promote learn-to-skate and sport safety, subsidies to reduce the cost to participate, and decommissioning ice pads. St. Marys arena utilization rate is explored in subsequent paragraphs.

### Public Consultation

The Master Plan's community survey revealed that 26% of respondents participated in recreational skating over the past 12 months, while 23% participated in organized hockey, figure skating, and ringette. When questioned about municipal investment in recreation facilities, 60% of respondents were supportive of the Town spending additional funds on arenas, which ranked 12<sup>th</sup> out of 23 facility priorities.

Four hockey groups completed the Stakeholder Survey including the St. Marys Minor Hockey Association, St. Marys Model T Hockey Club, St. Marys NBC Hockey Club, and St. Marys Ringette Association. These organizations reported a combined membership of 640 participants, all of whom utilize the ice pads at the Pyramid Recreation Centre on a regular basis. The groups made a number of requests and suggestions to improve the user experience including access to a free meeting room, a warm up area for players, and more storage space. The Model T Hockey Club requested earlier scheduled ice times and the Ringette Association indicated that arena blackout periods should be improved to minimize impacts on scheduling practices and games. To improve communication between the Town and user groups, it was also suggested that regular meetings be held to discuss a variety of topics such as general improvements to ice scheduling.

<sup>10</sup> Hockey Canada. Annual General Meeting Reports.

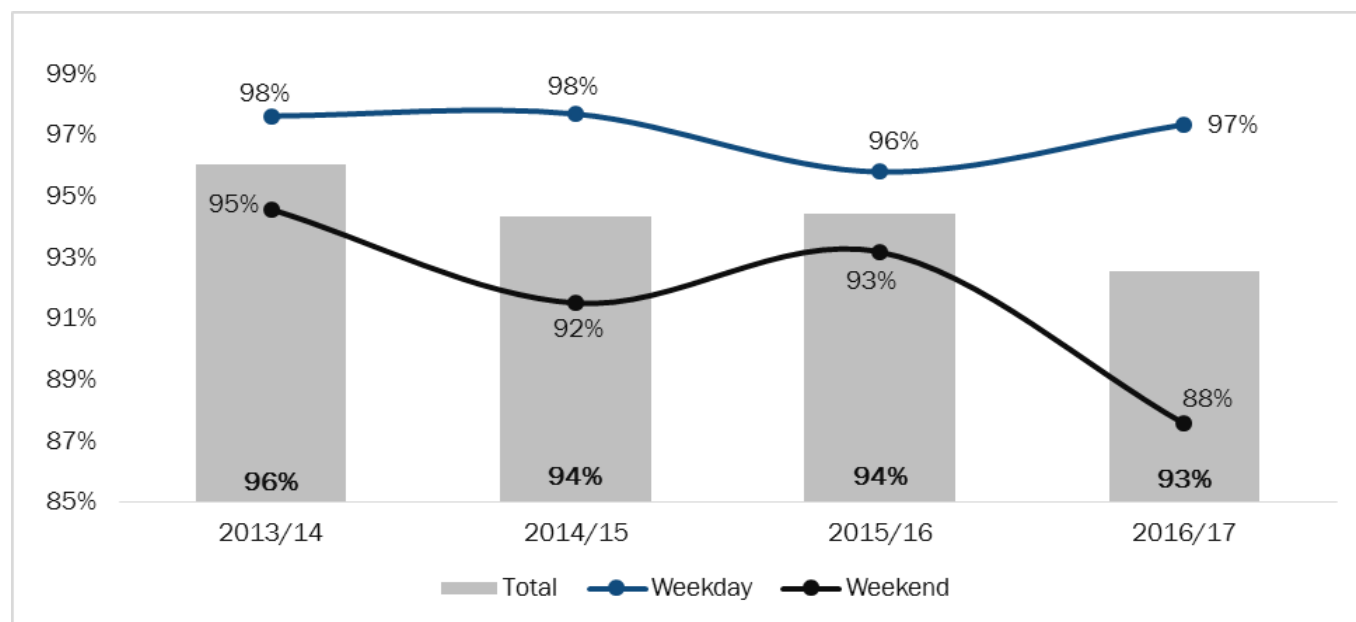
## Usage Profile

### Prime Time Ice Usage

The Town defines its prime time hours as 3 pm to 12 am during the weekday and 8 am to 12 pm during the weekend. Guided by these parameters, ice utilization data was reviewed for two core months of usage (November and February) and revealed the following notable findings:

- Over the past four ice seasons, Town-wide utilization declined from 86% to 82%. Town staff indicated that the root cause of this decline is due to tournaments that are no longer held during November and February, and the fact that ice rentals are not desirable during the weekend.
- The most popular times to rent ice is during the week, particularly between 5 pm and 10 pm. Ice utilization was 97% for the 2016/17 season, which is considered to be a very strong level of usage. As a result, there is limited surplus ice available during this period.
- Ice utilization during shoulder prime time hours – before 5 pm and after 10 pm during the week – as well as weekend hours have much lower utilization levels, which suggests that there is capacity to accommodate additional ice rentals. In a number of communities, there appears to be a cultural shift occurring whereby people are less willing to use arenas during shoulder and weekend timeslots compared to generations of previous arena users that would take the ice during those periods.

Figure 17: Town-wide Ice Utilization During Core Prime Time Hours, 2013-2017



Source: Town of St. Marys. Weekday: 5 pm to 10 pm. Weekend: 8 am to 9 pm.

### Non-Prime Time Ice Usage

Non-prime time hours generally have low levels of usage given that the majority of users are not available during the day. As a result, the Town offers a number of free and low-cost drop-in skating programs including, but not limited to, Public Skate, Adult Skate, Lunch Hour Skate. Participation data for these programs are summarized in Table 16. Over the past four skating seasons, participation in drop-in skating programs have declined by 8% from 648 to 598 participants. The most popular programs is Public Skating, followed closely by PA Day/Holiday Skates and Tiny Tots Skating.

Table 16: Summary of Participation in Drop-in Skating

	2013/14	2014/15	2015/16	2016/17	Change
Tiny Tots Skating	194	87	117	174	-20 (-10%)
Adult Skating	42	18	2	4	-38 (-90%)
PA Day and Holiday Skates	45	50	128	172	+127 (+280%)
Noon Hours Skating	12	4	14	48	+36 (+300%)
Public Skating	355	399	549	200	-155 (-44%)
<b>Total</b>	<b>648</b>	<b>558</b>	<b>810</b>	<b>598</b>	<b>-50 (-8%)</b>

Source: Town of St. Marys

## Needs Analysis

To determine ice pad requirements over the master planning period, a market-specific provision target is applied as it is able to consider the impact of participation trends, accepted standards of play, population growth, demographic factors, and other inputs. The St. Marys Recreation Complex Expansion Feasibility Study (2005) utilized a provision target of 700 participants per pad, which considers both minor and adult players. Given that the majority of the Town's prime time hours are used by minor groups and the fact that adult groups have a greater mobility to utilize ice in adjacent municipalities and on the fringes or less desirable prime time hours (e.g., after 10 pm or during the weekend), a market-based provision target for minor groups is recommended. Municipalities that have a similar ice usage profile as St. Marys utilizes a provision target of one ice pad per 400 to 450 minor participants to determine ice requirements.

The St. Marys Minor Hockey Association and the St. Marys Ringette Association reported a combined membership of 499 participants through the Stakeholder Survey (excluding non-residents, there are 443 players). In addition to these two users, there are other minor groups that utilize ice in St. Marys including the St. Marys Figure Skating Club and the St. Marys Lincolns (Junior B), which are estimated to have a total of approximately 81 participants.

As a result the Town has a collective membership of 524 minor players, which represents a capture rate of 43% of the total children/youth population (age 5-19). Applying the existing proportion of ice users to the estimated children/youth population in 2026 suggests that there could be approximately 599 participants by the end of the planning period. Given that there is a high proportion of the children/youth population that play ice sports, a provision target of one ice pad per 400 minor participants is assessed (noting that this standard also assumes that a sufficient degree of access will continue to be provided for adult usage, though primarily outside of early weekday evening hours).

Based on the recommended service target, there is currently a surplus of ice, reconfirming previous utilization data/findings, which indicated that the Town has capacity to accommodate additional rentals within the existing supply. It is expected that the Town's two ice pads will be sufficient to serve the needs of arena users. Although the Town's ice groups indicated their preference for weekday hours, efforts should be made to encourage the use of available ice, particularly during the shoulder and weekend hours to maximize the efficient use of the arena. In addition, the Town may wish to consider offering additional drop-in skating programs during weekend times, to further promote ice usage during these periods. While it is recognized that the Town practices blackout periods to reduce arena operating costs, this practise should only continue where it does not negatively impact the playing schedules. Blackout periods should be coordinated with the Town's arena users to avoid any foreseeable conflict.

Table 17: Projected Ice Pad Requirements

	2017 (Current)	2026 (Projected)
<b>Population</b>		
*Current year population assumed to be consistent with 2016 Census Population	7,265*	8,320
<b>Children/Youth Population (Age 5-19)</b>		
*Estimated population based on a proportion of 17% from the 2016 Census Population	1,230	1,409*
<b>Participation</b>		
Based on a children/youth penetration rate of 43%	524	599
<b>Required Number of Ice Pads</b>		
Based on a service target of one ice pad per 400 minor participants	1.3	1.5
<b>Surplus (Deficit)</b>	<b>0.7</b>	<b>0.5</b>

### Recommendations – Arenas

32. To maximize the efficient use of the Town's ice pads, effort should be made to encourage greater use of available ice, particularly during shoulder and weekend hours. Other strategies may include, but not be limited to, promoting drop-in skating programs during available prime time hours on the weekend and co-ordinating blackout periods with user groups to ensure that it does not negatively impact playing schedules. (The existing supply of two ice pads is expected to be sufficient to serve ice users over the planning period)

## 6.3 Curling Pads

### Supply

There are four curling sheets located at the Lind Sportsplex. Constructed in 1998, this facility is operated by the St. Marys Curling Association during the fall and winter months, while the Town operates the facility during the spring and summer for activities such as shuffleboard when the curling sheets are removed. While, the Lind Sportsplex is generally in good condition, staff identified the need to replace the roof as a part of a future capital renewal project.

### Market Trends

Regional differences exist with respect to curling. Experience in other communities suggests that curling is a sport in decline as clubs are challenged with keeping doors open as their memberships decline, with some clubs folding completely. On the other hand, some clubs continue to thrive. Research completed by Curling Canada revealed that although the sport continues to appeal largely to older adults and seniors, many curling clubs are offering youth leagues and programs to recruit new members and help sustain membership levels as older members become less active in the sport.

### Consultation

Membership data provided by the St. Marys Curling Association revealed that participation has remained stable over the past four years, reporting 194 members for the 2016/17 season. No input from the general public was received with respect to curling facilities.

## Usage Profile

Given that the Town's curling pads are operated by the St. Marys Curling Association, usage data is not available. Discussions with Town staff and the Association indicates that the curling pads are generally well used as the organization offers a number of leagues for men, women, and junior curlers.

## Needs Analysis

The Association has sustained membership at similar levels in recent years, representing demographic segments from children to older adults. Future membership growth may be anticipated due to the aging of the Town's population; however, there are many factors that may impact growth of the sport at the local level. Curling is considered to be a niche activity that, because of its small membership base, makes it more susceptible to fluctuations in market and sport trends. In addition, competition from surrounding curling clubs may limit the Association's ability to attract members over the long term. For example, the Ilderton Curling Club is strong community organization located within a 30 minute drive of St. Marys and draws many of its members from a similar regional market catchment as the St. Marys Curling Association which may result in some competition for the same player base.



Lind Sportsplex

As a general guide, one curling sheet for every 100 members/active participants is a common metric for evaluating facility needs. The Association's current membership represents less than 3% of the Town's population. Assuming that the proportion of curlers remains unchanged over the next ten years, it is estimated that there may be up to 222 curling participants by the end of the planning period. This implies that there is ample capacity within the existing curling facility to accommodate both existing and projected needs. As a result, no additional curling pads are required over the planning period. Recognizing that there is capacity to grow participation levels at the Lind Sportsplex, the Town is encouraged to work with the Association to collectively explore ways in which to maximize utilization and participation levels by attracting new members, programs, and events.

## Recommendations – Curling Pads

33. The Town should work with the St. Marys Curling Association to explore ways in which to maximize utilization and participation levels by attracting new members, programs, and events. (No additional curling pads are expected to be required during the planning period)



## 6.4 Indoor Aquatics

### Supply

The Town offers a four-lane, 25 metre indoor salt water pool with an attached leisure tank. Supporting amenities include an accessible ramp and lift, as well as an on-deck sauna and hot tub. The pool is in good condition as staff have been diligent in general upkeep, maintenance, and replacement of mechanical equipment. Future improvements identified in the Town's capital budget includes replacing pool tiles and grouting, lighting retrofits, and replacing associated mechanical equipment that has reached the end of its lifespan. These capital projects are forecasted to take place at various points over the next ten years.

### Market Trends

Indoor pools are among the most sought after public facilities due to their ability to accommodate a wide range of programs and many ages, interests, and abilities. While private backyard pools can provide similar recreation experiences, public pools offer a broad range of aquatic programming and like many other recreation facilities also serve as a venue for residents to gather and form community ties. Despite these benefits, municipal indoor pools are one of the most expensive recreational facilities to operate and can challenge the ability of smaller communities to fund ongoing operation due to smaller tax bases.

### Public Consultation

Residents who participated in the public consultation process were proud to have an indoor aquatic facility, particularly for a Town with a smaller population compared to other municipalities. In the online community survey, 50% of the respondents participated in recreational swimming, which was the second most popular activity in the past year. Instructional swimming or aquafit was the sixth most popular activity, with 34% of respondents participating in this type of activity in the past year. When questioned about future spending, 60% of respondents supporting spending additional funds on indoor swimming pools, ranking 13<sup>th</sup> out of 23 facility types. This suggests that there are other facility priorities.

### Usage

While there is a substantial cost associated with operating and maintaining an indoor aquatic facility, the Town has experienced an uptake in pool usage over the past three years. A summary of pool usage in registered and drop-in programs, as well as pool rentals, is summarized in Table 18.

The Town offers a number of registered and drop-in swimming programs that appeal to many age groups and skill levels. Participants may register in advance for programs including learn-to-swim and advanced aquatics. While registration in these programs is modest, the number of swimmers increased by 2% over the past three years from 1,363 to 1,396.

The Town also offers a number of drop-in swim programs such as lane swim, aquafit, public swim, and more. The Town's drop-in swim programs are very popular. Between 2014 and 2016, the number of participants in drop-in swim programs grew from 20,463 to 23,700 participants, representing an increase of 16%. With the exception of public swim, which declined slightly by 4%, all other program areas experienced varying levels of growth, with children/youth swims having grown the most by 63%.

Complementary to the municipal swim programs, the Town reported a modest level of utilization from private rentals and usage from regular swim team users. Over the past three years, the number of hours booked at the indoor aquatic centre increased by 7% from 420 to 448 hours. This growth is driven by an increase in

rentals from swim organizations as usage from these groups increased by 13%. This growth is offset by a drop in private rentals, which declined by 20%.

**Table 18: Summary of Indoor Aquatic Usage, 2014 - 2016**

	2014	2015	2016	Change
<b>Registered Programs (Registrants)</b>				
Learn to Swim, Advanced	1,363	1,517	1,396	33 (2%)
<b>Drop-in Programs (Participants)</b>				
Children/Youth Swim	509	605	830	321 (63%)
Lane Swim	4,545	4,444	5,789	1,244 (27%)
Public Swim	8,181	7,746	7,885	-296 (-4%)
Aquafit	7,228	8,347	9,196	1,968 (27%)
<b>Total Drop-in Swim</b>	<b>20,463</b>	<b>21,142</b>	<b>23,700</b>	<b>3,264 (16%)</b>
<b>Rentals (Hours)</b>				
Private Rentals	82	65	66	-16 (20%)
Swim Team Rentals	338	311	382	44 (13%)
<b>Total Rentals</b>	<b>420</b>	<b>376</b>	<b>448</b>	<b>28 (7%)</b>

Source: Town of St. Marys

## Needs Analysis

Throughout the planning process, the indoor pool at the Pyramid Recreation Centre was cited as one of the most highly valued facilities in the Town. Residents are fortunate to have access to a facility of this calibre given that it is uncommon for communities of this size to offer a municipal aquatics centre.

A population-based service target of one indoor aquatic centre for every 30,000 residents is typically applied to identify facility needs in small to mid-size communities. With a 2016 Census population of 7,265, St. Marys enjoys a higher level of service since the expansion of the Pyramid Recreation Centre to include a pool. With the Town's population expected to grow to 8,320 residents by the end of the planning period, it is fully expected that the existing pool will be sufficient for meeting local needs for the next ten years.

The high level of service provided by the Town of St. Marys is well beyond the norm compared to the rest of the province as it relates to operating an indoor aquatics centre the size of the Pyramid Centre. Small to mid-size communities typically lack the critical mass of population and strength in their tax base to offset the substantial financial pressures generated by the cost to construct, operate and maintain indoor aquatic centres. Recent estimates place the PRC's indoor aquatics centre's net operating subsidy at over \$600,000 annually and while operating expenditures appear in line with other indoor pools, St. Marys limited population base appears to be constraining revenue generation potential which is one reason the operating subsidy may be what it is (i.e. the Town is unable to generate economies of scale through its population base). Notwithstanding the fiscal challenges, smaller municipalities that have chosen to operate aquatic facilities, while few and far between, usually do so in recognition that costs are offset by intangible benefits - such as improved health and physical activity levels, enhanced quality of life, ability to attract new residents and businesses to the community, etc. - that are not easily quantified with a monetary value.

In St. Marys, the previous Town Council's decision to build the indoor pool exemplifies the dichotomy of balancing fiscal reality with enhanced community benefit, an argument that is very apparent in St. Marys today. Based upon community consultations and researching public sentiment over the past number of years, there is clearly a divide in opinion between residents that use the indoor pool and those that do not. Both parties contribute taxes that fund the cost of pool infrastructure and operations, though philosophically the conflicting opinions between users and non-users extends beyond the pool but also applies to other recreation facilities provided as a community service (for example, taxpayers are funding arenas and sports fields that are also used by certain segments of the population).

The most striking difference, however, is that the net operating subsidy for an indoor pool tends to be considerably higher than many other recreation facilities. For example, an arena can generate greater revenues per hour due to prevailing market rental rates while sports fields have much lower operating costs, which means these facilities can attain greater cost-recovery levels than would an indoor pool. As a result of the significant financial burden carried by the Town's indoor pool, Town Council and Staff have requested that the Master Plan provide guidance with respect to ongoing operations over the next ten years.

Three options have been advanced for further evaluation by the Town of St. Marys. A decision to continue operations is clouded by the fact that the indoor pool was constructed in 2008 - less than ten years ago - meaning the Town's multi-million dollar investment at that time needs to be strongly considered as part of any future decision. Potential strategies for the Town include seeking a partner to share in the operational costs of the pool, continuing to operate the pool itself under the status quo, or decommissioning the indoor pool altogether.

#### **Option #1 (Preferred Strategy) – Seek a Third-Party Facility Operator/Partner**

The preferred strategy is for the Town to investigate partnership opportunities with an interested community organization(s) to operate the indoor aquatic facility at the Pyramid Recreation Centre. This approach is consistent with the Town of St. Marys Strategic Plan's Strategic Pillar #4 that directs the Town to "investigate the ability to attract the YMCA or any other organization to locate within the PRC."<sup>11</sup> YMCAs across North America have long-standing experience in operating indoor aquatic centres and more regionally, YMCAs in southwestern Ontario have been increasingly developing facility partnerships with their municipal counterparts.

Through the Master Plan process, the Consulting Team was tasked with undertaking initial discussions with the YMCA of Stratford-Perth to investigate its interest in locating certain programs and services to the Pyramid Recreation Centre. Discussions revealed that the YMCA is amenable to continue exploring the potential partnership opportunity with the Town, including assuming operations of the indoor aquatic centre (contingent upon certain parameters). The details of discussions held with both the Town and the YMCA regarding the potential partnership is discussed further in Section 4.5 (Potential Partnership with the YMCA).

There are many benefits associated with this undertaking such as the ability to transition aquatic staffing and programming to a third-party group, thereby reducing municipal resources that are currently being allocated to this area. Securing a partnership with an experienced facility provider with an established membership base provides an opportunity to draw its members to the Pyramid Recreation Centre and provide an enhanced level of aquatic programming that may attract new facility users. Should the Town be successful in establishing a partnership with a third-party operator,

<sup>11</sup> Town of St. Marys. January 2017. St. Marys Strategic Plan Revision and Update. pp.14.



consideration should also be given to third-party programming of other community spaces within the Pyramid Recreation Centre, given that its multi-purpose spaces and community halls are underutilized (discussed further in section 5.6).

The disadvantages associated with this strategy should also be considered when exploring partnership opportunities. For example, shifting pool operations and program delivery to a third-party group could limit general public access to the pool, and as a result, programming costs and pool rentals may no longer be under the control of the Town. If the third-party operator is a membership-based organization, residents who wish to participate in aquatic programs may thus be required to purchase a membership.

This option should only be considered should the Town and YMCA, or another related recreation or community organization, reach a partnership agreement that is satisfactory to each party. In the event that the Town is unable to negotiate a third-party partnership agreement that the municipality deems to be in the best interest of its residents, the other options contained in this Master Plan should be considered.

### **Option #2 (Town-Operated) – Continue with Municipal Pool Operations and Maintenance**

Under a continued Town-operated option, the Town of St. Marys would continue to be responsible for indoor aquatic operations including direct programming, staffing, and facility maintenance during the planning period. Doing so would ensure that all residents have access to indoor aquatic-based recreation activities. It is recognized that the Town has made efforts to increase pool usage over the past three years, which has led to positive results. Should this option be considered, it is recommended that the Town continue to explore opportunities to increase pool usage even further to maximize utilization (consistent with the 2012 Task Force’s recommendation associate with ‘Recreation Leadership’ to work with an “entrepreneurial mindset”), including offering new programs, partnerships, or other opportunities to attract participants. However, this option also means that the Town is responsible for all costs of operation, no matter how sizeable they may be.

### **Option #3 (Not Recommended) – Permanent or Temporary Closure of the Indoor Pool**

A third option would be to permanently or temporarily cease operations and decommission the indoor pool to provide financial relief to the Town and its taxpayers in terms of ongoing operating costs. It is recognized that the temporary closure of the pool was previously considered through the Town’s 2012 Mayor’s Task Force on Recreation, which recommended two options:

- Temporary Closure of the PRC Aquatic Facility – 2 years of full closure
- Temporary Closure of the PRC Aquatic Facility – Three Month (Spring/Summer) Seasonal Closure for Two Seasons

As a part of this master planning exercise, the option to permanently or temporarily close the indoor pool was again considered. There are a number of factors that must be considered when evaluating this option. The Master Plan identifies that swimming is a core level of service as the Town has made a conscious decision and investment in indoor (and outdoor) aquatic facilities. The ability and opportunity to learn to swim has become an essential life skill that all residents should have access to, regardless of age or ability.

Aquatic facilities are highly desirable community amenities as swimming is considered to be a 'cradle to grave' activity that can be pursued at any life stage. Young families may seek parent and tot sessions or swim lessons, while older adults and seniors may desire aquafit sessions. As St. Marys' population continues to age, proximity to an indoor pool will be highly beneficial to older adults and seniors, particularly for those who not able to travel far distances. Indoor pools may also serve to draw in new residents and assist with population retention as access to high quality recreation facilities is often a consideration when deciding where to live. While residents also have access to an outdoor swimming quarry, the indoor pool provides a swimming experience that users are familiar with as not all residents may be comfortable with swimming outdoors in a natural environment. Temporary closure of the indoor pool would be counter-productive to the benefits available to residents and it could quite likely push existing Aquatic Facility users to other facilities in adjacent municipalities during the interim or cause certain residents (e.g. seniors) to eliminate the activity from their lives. There is no certainty that existing users will return to St. Marys once the indoor is reopened, thus further impacting usage levels (and revenue) over the long term.

Moreover, the operations of the indoor pool need to be considered. Temporary closure of the indoor pool may suggest that the Town may shut off all mechanical equipment for up to two years. However, some equipment may not be able to be completely shut off and as a result, there will still be some operational and maintenance costs associated with the pool. Temporarily shutting down equipment for a two year period may also accelerate the deterioration of equipment, particularly given that the pool utilizes salt water.

Given the considerations described above, permanent or temporary closure of the pool is not recommended. The Town is encouraged to explore the options to retain the indoor pool, as they are presented in this Master Plan, in an exhaustive manner to ensure that all residents continue to have the opportunity to learn to swim as it has become an essential life skill and Canadian pastime. It is also noted that the 2012 Task Force indicated that should the Town not temporarily close the PRC pool, that the Cadzow Pool be decommissioned. With this later having occurred, the opportunity to rely on an existing outdoor pool is no longer an option placing greater local reliance on the PRC pool.

### Recommendations – Indoor Aquatics

34. Recognizing the financial burden associated with operating the indoor pool at the Pyramid Recreation Centre, the Town should investigate partnership opportunities in an effort to seek a third party facility operator / partner. Should this investigation fail to result in a partnership, the Town should consider the other, less desirable, option noted in the Master Plan.

## 6.5 Fitness Spaces

### Supply

The Town offers limited community fitness programs within its multi-purpose spaces in the Community Centre space at the Pyramid Recreation Centre.

### Market Trends

The provision of fitness facilities varies in each community. While some municipalities offer full-service fitness facilities, other municipalities refrain from entering into this level service to avoid competition with the private

sector. Municipalities most often provide aerobics studio and multi-purpose spaces that can accommodate a broad range of active living programming as they can be easily accommodated within multi-use community centres and are generally low cost to operate. Locally, the YMCA of Stratford-Perth, which has dedicated space at the St. Marys Memorial Hospital, offers a number of fitness classes for YMCA members only. Other equipment-based fitness centres can be found within driving distance to area municipalities including Stratford and London.

The emphasis being placed on personal health is resulting in growing participation across Ontario for physical fitness activities. This is translating into increasing use of private and public sector fitness services including active living programming centred on general health and wellness, cardiovascular training and stretching activities (e.g., aerobics, yoga, pilates, etc.). Group fitness programming is one of the fastest growing segments of the sector, more so than traditional weight-training, given that these programs are designed to be fun, social activities ('Zumba' is a notable example).

## Public Consultation

The online community survey found that 45% of responding households participated in fitness activities such as aerobics, yoga, or weight-training, which was the third most popular activity undertaken in the past year. When respondents were asked if there were any facilities they would like to see offered, that are not currently available, a fitness studio was a common request to accommodate fitness activities, as well as similar activities that may take place in the same space such as dance and gymnastics. When respondents were asked about spending additional funds on recreation facilities, 71% of respondents supported spending for a fitness centre, which ranked 7<sup>th</sup> among 23 facility types. This suggests that respondents viewed this as a relatively high priority.

## Needs Analysis

### Fitness Centre

Equipment-based fitness facilities are traditionally provided by the private sector given their ability to provide a premium level of service and high quality facilities. For these reasons, smaller municipalities such as St. Marys often elect to not enter into this market than directly compete with for-profit entities that can expend greater resources on the latest fitness equipment and offer an enhanced fitness experience. Smaller municipalities that decide to enter into the market tend to provide basic fitness equipment and offer a more entry-level fitness experience, often in a turnkey environment, or through a third party operator. Given that there are a number of equipment-based fitness centres in the region, municipal entry into this service is not recommended.

As mentioned in the indoor aquatics assessment (Section 6.4), the YMCA expressed interest in working with the Town to explore the feasibility of shifting its operations from its current location at the Hospital to the Pyramid Recreation Centre to operate the pool component of the facility. The YMCA indicates that it would require a fitness centre within the Pyramid Recreation Centre if it is to attain a sustainable business model; however, the YMCA also noted that it would view any capital investment required to provide a fitness centre as being the responsibility of the Town. Opportunities to establish a fitness centre at the Pyramid Recreation Centre are limited, however, there are two facility provision options that could be considered in an effort to work with the YMCA to advance a potential partnership agreement. Both strategies are subject to further discussion and investigation between the YMCA and the Town, and preferably in consultation with the public. An architectural assessment will also be required for both options to confirm evaluate space requirements, repurposing feasibility, and capital costs.

**Option #1 – Repurpose Existing Space within the Pyramid Recreation Centre**

A potentially cost-effective solution to develop a fitness centre to accommodate the YMCA is to repurpose existing space at the Pyramid Recreation Centre. The most logical space to repurpose would be a community hall, meeting room, and/or multi-purpose space given that these spaces are generally provided to support community uses or other facility components and as a result, they tend to be underutilized. As discussed in Section 5.6, the community spaces in the Pyramid Recreation Centre are in fact underutilized but unfortunately the majority of these spaces may not be appropriate to repurpose to a fitness centre due to factors such as being undersized size and may not facilitate effective user circulation within the facility.

Should investigations reveal that repurposing an existing space to a fitness centre is not cost-effective nor functionally viable, Option #2 should be explored.

**Option #2 – Expand the Pyramid Recreation Centre to Provide a Fitness Centre**

Expanding the Pyramid Recreation Centre may provide an opportunity to offer a modern space that is purpose-built to effectively function as a fitness centre. A high level examination of the site suggests that suitable expansion options are limited. It is recognized that this option is contrary to the Town's strategic goals to optimize the use of existing facilities; however, this option is worthy of consideration (should existing space not be able to be re-purposed) as it may benefit the Town in reducing long-term pool operating cost by partnering with the YMCA.

**Indoor Walking**

According to recreation surveys conducted across Ontario, walking is typically the most popular recreational activity given that it is a self-structured activity that residents can engage at ones leisure. This is one reason, among many, that has resulted in the growing popularity of indoor walking tracks and/or walking routes as they offer several benefits such as year-round training for sport organizations and providing a safe and controlled environment for walking. Given Canada's varied climate conditions, walking tracks and/or routes within community centres offer intangible benefits by promoting physical health and activity as well as being attractive for older adults/seniors and caregivers (with strollers) particularly during the winter months. The steady volume of use and foot traffic through a facility can also bolster a facility's profile as a recreation hub.

It is recognized that the original proposed design for the Pyramid Recreation Centre included an indoor walking track; however, it was removed from the final design to reduce construction costs. As a result, a walking route within the facility would be more readily achievable. By identifying designated walking routes within circulation areas or having designated walking times within large open spaces such as in a community hall, gymnasium, or arena. This approach is currently implemented in the Town through the Friendship Centre as older adults can participate in indoor walking around the arena floor pad when the ice is removed in the summer. Senior Services also offers an indoor walking program at St. Marys DCVI. In an effort to respond to community requests for more indoor walking opportunities as well as bolster foot traffic through the facility, consideration should be given to offering the walking program to all residents and expand walking routes to include circulation areas and/or the Community Hall at the Pyramid Recreation Centre.

## Recommendations – Fitness Spaces

35. If a third party partnership necessitates the provision of a fitness centre at the Pyramid Recreation Centre, investigate facility options through an architectural assessment.
36. Explore opportunities to offer the indoor walking program to all residents and expand walking routes to include circulation areas and/or the Community Hall at the Pyramid Recreation Centre to provide the program on a year-round basis when the arena is in use during the skating season.

## 6.6 Community Halls, Multi-Purpose Spaces and Meeting Rooms

### Supply

The Town provides a number of community halls, multi-purpose spaces, and meeting rooms that can be used for a broad range of activities including, but not limited to, municipal programs, meetings, birthdays, social gatherings, weddings, banquets, theatrical performances, and other special events. A summary of available spaces is listed below.

Multi-Purpose / Meeting Rooms	Community Centres / Halls
<ul style="list-style-type: none"> <li>• P.R.C. Meeting Room (4)</li> <li>• P.R.C. End Zone</li> <li>• P.R.C. Friendship Centre Multi-Purpose Room</li> <li>• Lind Sportsplex Lounge</li> </ul>	<ul style="list-style-type: none"> <li>• P.R.C. Friendship Centre Main Hall</li> <li>• P.R.C. Community Centre</li> <li>• Town Hall Auditorium</li> </ul>

Some spaces can also be partitioned into smaller facilities to accommodate users seeking smaller spaces. Space are equipped with a variety of amenities and features to accommodate an array of uses including, but not limited to, a full kitchen, table and seating, storage, washrooms, and more. The Town's capital budget allocates approximately \$277,000 towards various projects related to improving community rooms located at the Pyramid Recreation Centre including updating sound systems and replacing flooring and kitchen equipment. Various upgrades are also planned to be undertaken to the Town Hall Auditorium, which is to be funded in part by an Ontario Trillium grant.

### Market Trends

Historically, stand-alone community spaces were constructed as small single-purpose facilities often for a purpose that is no longer required. As such, these spaces have generally been re-purposed to accommodate passive activities (such as gatherings and meetings). The construction of stand-alone facilities is generally discouraged in current facility planning exercises due to a number of factors such as programming limitations, operational costs, and other variables. Multi-purpose and meeting rooms are typically incorporated within modern facility designs as complementary spaces to other facility components as they can accommodate a broader range of uses including community programs to supplement rental revenues. The multi-purpose spaces at the Pyramid Recreation Centre are examples of co-locating multiple recreation facility components to facilitate cross programming opportunities, while achieving economies of scale in facility construction and efficiencies in maintenance/management.

## Public Consultation

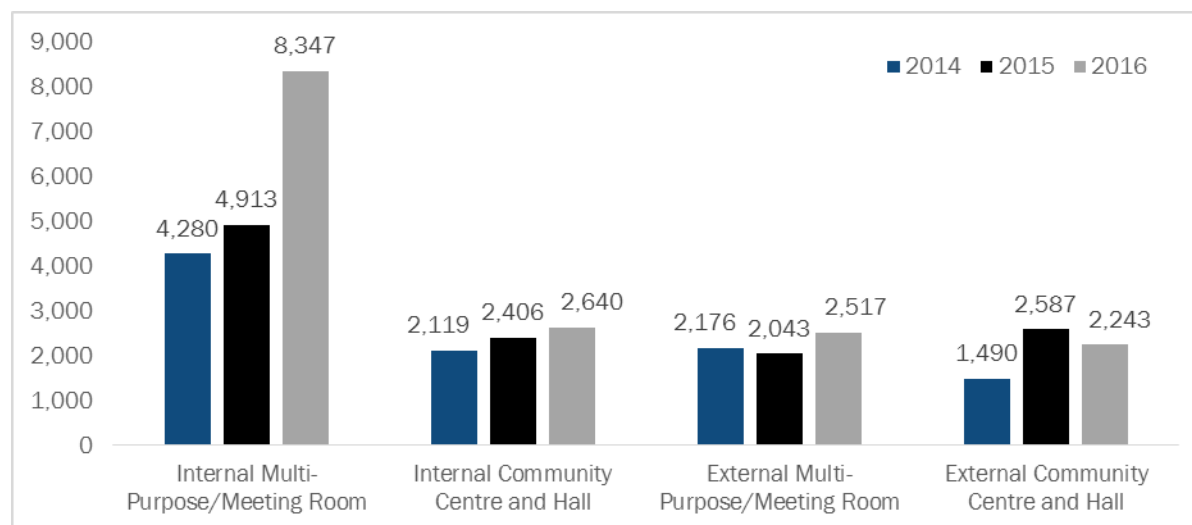
Limited input was received with respect to multi-purpose spaces and meeting rooms throughout the consultations. In the online community survey, investment in multi-purpose space and meeting rooms ranked 17<sup>th</sup> out of 23 facility types. It is recognized that a number of stakeholders regularly use these community spaces for meetings. Some requests were received for free access to some of these spaces. Other improvements were also suggested, which were specific to the Town Hall auditorium, including providing air conditioning, providing new washrooms, and updating the kitchen.

## Usage Profile

A review of usage data provided by the Town reveals that its multi-purpose spaces and meeting rooms are moderately used. In 2016, these spaces were booked for approximately 15,700 hours, representing a utilization rate of 22%. This level of usage is generally expected for these types of facilities given that they are not high demand facilities but rather support spaces to accommodate various community uses. This statistic also includes daytime hours, which contributes to the low level of utilization. It is noted that usage of these spaces have grown by 6% compared to 2014, which represents an increase of nearly 5,700 hours. This finding suggesting that the Town has made improvements in how these spaces are used, although it is recognized that the majority of this increase is driven by internal usage; increases in external rentals have been modest (Figure 18). On a Town-wide basis, there are approximately 57,000 surplus hours available for booking. According to the utilization data, the following trends were observed:

- **Multi-Purpose/Meeting Rooms** are most commonly used type of community space. In 2016, multi-purpose and meeting rooms were used for nearly 11,000 hours, which accounted for over two-thirds of all Town-wide bookings. The End-Zone and Friendship Centre Room A were the most frequently used rooms, which each had approximately 2,600 hours of bookings. Friendship Centre Room C had the fewest number of bookings (800 hours). There are approximately 29,000 surplus hours available.
- **Community Centres and Halls** were booked for approximately 4,800 hours in 2016. The auditorium at the Town Hall was the most used space with 1,625 booked hours. The least used space is the whole Community Centre Hall, which had 324 booked hours. There are approximately 28,000 surplus hours available.

Figure 18: Summary of Multi-Use Space and Meeting Room Usage (Number of Hours), 2014 – 2016



Source: Town of St. Marys. Internal uses include municipal meetings and programs. External uses includes community rentals.



## Needs Analysis

There are many factors influencing the level of usage of these spaces such as location, cost, capacity, number and type of amenities, and more. Regardless of these factors, these spaces tend to have low to moderate usage levels as they are typically used as supporting or secondary spaces. Nevertheless, the availability of convenient and affordable community space is essential to ensure that residents and community groups have formal gathering places to engage in a range of activities. With an abundance of surplus time available within the Town's existing supply, additional large or small community space is not required. This is supported by the fact that no new indoor recreation facilities are recommended during this planning period that would warrant the co-location of new multi-purpose and meeting spaces. As a result, the recommended approach is to maximize the use of existing spaces.

### Recommendations – Multi-Purpose Spaces and Meeting Rooms

37. Continue to promote and encourage the use of the Town's multi-use spaces and meeting rooms to facilitate a broad range of uses and to ensure that the community is aware of the facilities that are available.

## 6.7 Gymnasiums

### Supply

The Town does not provide a gymnasium, nor does it have regular access to any school gymnasium. The Town does, however, provide a select number of active indoor recreation and fitness programs at the Pyramid Recreation Centre in its multi-purpose rooms and community halls.

### Market Trends

Gymnasiums facilitate a wide variety of indoor sports and recreation opportunities that require a hard surface and a large open space with high ceilings. Gymnasiums support both formal and drop-in activities including basketball, volleyball, badminton, pickleball, general fitness, and other active programs. Non-recreational activities may also take place in gymnasiums such as large gatherings, trade shows, and other events.

### Public Consultation

Support for a gymnasium in St. Marys was somewhat mixed through input received through community consultations. On one hand, community survey results showed 57% support for municipal investment in gymnasiums, ranking 16<sup>th</sup> out of 23 facility priorities and suggesting there were greater community priorities among survey respondents. While the community survey did not survey respondents about gymnasium usage, it revealed that participation in certain gymnasium-based activities was low with 9% and 8% of respondents participating in basketball and pickleball, respectively, which were some of the least popular activities over the past 12 months (though this may also be due in part to few offerings being available for gym-based activities).

On the other hand, participants at the Master Plan's Launch Event made a number of requests for a multi-purpose gymnasium which is understandable given that the lack of a gymnasium and difficulties in accessing quality gym space through schools. For the latter, Launch Event attendees noted a need for the Town and the school boards to explore ways to improve community access to school gyms by way of better scheduling and

greater affordability. The stakeholder survey submitted by the St. Marys Friendship Centre articulated a need for gymnasium space in the Town while a number of requests for pickleball courts were also received through the community survey, a sport that is typically played in gymnasiums (for indoor play). St. Marys Minor Soccer also expressed the desire for a large indoor space to facilitate indoor soccer programs.

## Needs Analysis

Across the Province, gymnasium sports continue to exhibit high levels of demand among all age groups, especially youth and young adults. Gymnasiums provide flexible space where a variety of activities can be scheduled. Most often, gymnasiums are used for active sports such as basketball, volleyball, ball hockey, and, targeting the older adult demographic, pickleball. In addition, gymnasiums can be used for active living programs such as aerobics, fitness, and dance. In communities that do not have gymnasiums, such as in St. Marys, some of these types of programs can be accommodated in multi-purpose spaces and community halls provided adequate space and ceiling height exists.

Moving forward, the preferred approach is to secure regular access to school gymnasiums given that there are currently a number of schools in the area. Through the consultation process, it was identified that the Town was previously in discussions with the Avon Maitland District School Board to formulate a reciprocal use agreement, however, ultimately this agreement was never finalized. A reciprocal agreement would allow the Town to access gymnasiums and other school facilities, in exchange for the schools being able to utilize municipal facilities. Reciprocal agreements have been successfully utilized in other municipalities (e.g. London) as a means to maximize facility utilization and share responsibilities and resources, while minimizing facility duplication. Given these benefits, it is recommended that the Town continue to work with the Avon Maitland District School Board to finalize a reciprocal use agreement on agreeable terms. There is also merit in opening dialogue with the Huron-Perth Catholic School Board to explore access at Holy Name of Mary Catholic School. Achieving consistent gymnasium access to schools would allow the Town to cost-effectively expand its programming complement, particularly for youth and older adults, as well as address the pent up demand for gymnasium space from community groups such as minor soccer.

Augmenting efforts to access to school gymnasiums, the Town should continue to develop its offering of active indoor recreation programming that can be accommodated through existing multi-purpose spaces, community halls, and arena floor pads. This strategy has been employed by the Town for some time with success and it should continue on the basis that these spaces are currently underutilized.

### Recommendations – Gymnasiums

38. Engage the Huron-Perth Catholic School Board and continue to work with the Avon Maitland District School Board to formalize reciprocal agreements to facilitate regular access to school gymnasiums located in St. Marys (and other school facility space, as required).
39. Continue to develop and offer, where feasible, gymnasium-based recreation activities in the Town's community halls, multi-purpose spaces, and arena dry floor pads, to improve utilization levels in those spaces.



## 6.8 Youth Space

### Supply

The St. Marys Youth Centre, located within the Pyramid Recreation Centre, is open to all youth and teens between Grades 3 to 10, while some general fitness programs are also available for older teens outside of the youth centre. According to the Town's Program and Services Guide, the Youth Centre's mission is to provide local and area youth with a safe and inclusive space to socialize and build positive relationships, encourage development and reinforce positive play. The Youth Centre is open daily during the week between 3:00 pm and 8:00 pm where youth can drop-in to use the computers, play games, watch TV, do homework, play dodgeball, use the kitchen, and more.



St. Marys Youth Centre

### Market Trends

The provision of space for youth and teens offers a number of benefits, particularly given that these age groups are often under-represented segments of the population. Youth and teens have specific recreational needs and preferences, resulting in the need to ensure that spaces are designed appropriately. Research has revealed that youth between the ages of 10 and 19 years tend to prefer unorganized and self-structured activities, prompting the emergence of drop-in youth spaces that allow users to engage in their desired activities on their own schedule. These spaces also function as a safe environment to facilitate positive reinforcement to combat concerns surrounding mental and physical health among youth.

### Public Consultation

The online community survey revealed that 14% of responding households participated in organized youth programs. 47% of respondents were generally satisfied with the indoor recreation opportunities for youth (15% were unsatisfied) and 53% were satisfied with outdoor recreation opportunities (15% were unsatisfied). Nearly three out of four respondents (73%) supported additional spending for towards youth centres, ranking sixth out of 23 facility types, suggesting youth spaces/centres were a relatively high priority.

### Needs Analysis

There are no specific provision targets for the development of dedicated youth space as the need for these spaces are generally based on the ability to be co-located with other complementary facilities to leverage potential cross-programming opportunities, and complement available services that are offered in the area. At present, the St. Marys Youth Centre is well positioned to respond to the needs of youth and early-teens given that it is presently located at the Pyramid Recreation Centre. Its location within close proximity to the Little Falls Public School and St. Marys District Collegiate and Vocational Institute results in an ability to draw many children and youth. The existing St. Marys Youth Centre is expected to serve the needs of youth over the time frame of this Master Plan while the absence of recommended new indoor recreation facilities precludes the Town from constructing new youth space.

Moving forward, the Town should continue to focus on developing engaging youth program opportunities. The Town has made strides in this regard by exploring new program areas, including non-sport opportunities that

are complementary to youth drop-in times. Should the Town be successful in formalizing a reciprocal agreement with the public and/or catholic school board (Recommendation #38), youth programming opportunities could be expanded considerably, thereby reducing the need to provide a new youth space). Most recently, the Town has expanded the membership program to the St. Marys Youth Centre to enhance outreach, which is now open to students from grade 3 to 10 (previously from grade 4 to 8). The uptake in youth memberships as a result of this change has been very popular as the number of memberships has increased four-fold from 42 to 173 memberships. This indicates that there is demand for youth memberships and programming.

Recognizing the success of the Town's efforts of expanding opportunities for youth and early-teens in St. Marys, it is recommended that the Town continue to expand access to the Youth Centre. This will require the Town to expand the eligibility requirements for purchasing a membership to the Youth Centre to include senior high school students to enhance the recreational opportunities for this segment of the population, recognizing the fact that respondents from the Online Community Survey believed that recreation opportunities for this age cohort is underserved.

There are other strategies that the Town can explore to ensure that youth feel engaged in the community particularly as it is expected that this portion of the population is expected to increase. While the Town does not have age cohort projections for the planning period, it is estimated that there will be approximately 940 youth (ages 10-19) by 2026, assuming that the existing proportion of youth remains the same (11%). Regardless of this statistic, it can be expected that there will be some level of youth presence in the community and there is a need to ensure that they feel that their voices are heard and that their needs are being met. This can be achieved by establishing an annual youth forum to identify programming gap areas such as indoor and outdoor sports and non-sport activities, discuss opportunities to improve recreation and leisure, and other relevant matters related to youth. Soliciting input from participants at the St. Marys Youth Centre or through municipal programs or schools would represent an excellent point of departure in engaging youth in this process.

### Recommendations – Youth Space

40. Continue efforts to enhance children and youth opportunities and access to the Youth Centre and expand eligibility requirements to include senior high school students. (No additional youth spaces are recommended during this planning period)
41. Establish an annual youth forum to identify programming gap areas, discuss opportunities to improve recreation opportunities, and other relevant matters related to youth.

## 6.9 Older Adult Space

### Supply

The Town provides an older adult space known as the Friendship Centre, integrated within the Pyramid Recreation Centre, which provides a place for persons over the age of 50 to gather, socialize, and to participate in a broad range of recreation activities. The Friendship Centre also provides older adults with access to a number of home and support services such as Meals on Wheels, shopping services, wellness seminars, and more. Membership in the Friendship Centre is optional, although members are eligible for benefits such as discounts on programs and facility rentals.



St. Marys Friendship Centre

### Market Trends

The provision of older adult space is an important consideration when designing and/or improving recreation facilities as it provides a location for a growing segment of the population to gather, share common interests, and remain socially engaged within their community. As older adults and seniors become more sophisticated with their recreational expectations, municipalities are faced with increasing pressures to provide a range of recreation pursuits that respond to broad interests. Users continue to seek traditional activities such as reading and guest speakers, while others desire active recreation programs and activities centred on socialization. While communities have responded to the rise of the 'active' older adult and seniors through the provision of low impact fitness activities, municipalities frequently receive requests for new or expanded recreation activities (e.g. pickleball courts which is a popular sport among older adults and has become one of the fastest growing sports in Canada). As the majority of population growth is expected to occur among the older adult and senior population, it is essential to ensure that the needs of this age group are addressed, while ensuring that the Town offers a balanced spectrum of recreation and leisure opportunities that appeal to all age groups.

### Public Consultation

The online community survey found that 14% of respondents participated in organized older adult and senior programs, which was one of the least popular activities in the past year. Nearly two-thirds of respondents also supported additional investment in dedicated older adult centres, ranking 11<sup>th</sup> out of 23 facilities. However, as previously noted, the survey was under-represented by older adults/seniors suggesting that the results of the survey may not fully capture the needs of this age group.

A Stakeholder Survey was also submitted by the St. Marys Friendship Centre. The group reported a membership level of 343 members; this does not include the number of non-members, so the actual number of users is greater than noted. The group expects that the number of Friendship Centre users will continue to grow given the Town's aging population. The group did not suggest any facility improvements to the existing space, although they suggested that a multi-purpose gymnasium should be developed to support active recreation programs for the benefit of all residents.

## Needs Analysis

There are no specific provision targets for the development of dedicated older adult spaces. These facility types are primarily constructed based on need, ability to be co-located with other complementary facilities, and potential for cross-programming opportunities. In the Stakeholder Survey, the Friendship Centre did not indicate any immediate pressures of additional seniors' space and thus it is expected that the current facility will satisfy the need for dedicated older adult space in St. Marys over the next ten years. Continuing to meet the needs of St. Marys' older adults and seniors over the planning period is crucial given the overall aging of the population. With a broad range of activities and services provided through the Friendship Centre, together with the addition of outdoor pickleball courts recommended through this Master Plan, the Town will be well-positioned to meet the growing needs of this age segment. Efforts should be made to ensure that the Friendship Centre, and other spaces used by older adults and seniors are complemented with supporting amenities that are inviting and comfortable for older adults and seniors such as appropriate and sufficient seating and accessibility retrofits. Should the Town negotiate access to gymnasium or classroom space within public and/or catholic schools (Recommendation #38), this may also alleviate future pressures for older adult programming during the planning period.

With nearly half of the Town's population over the age of 50, there is merit in exploring opportunities to becoming an "Age-Friendly Community". This movement was established by the Public Health Agency of Canada to ensure that the appropriate policies, programs, and services related to physical and social environment are in place to help older adults and seniors lead independent, active, and healthy lives. This may involve ensuring that all public areas are accessible, ensuring that the appropriate programs and services are in place, and more. The Town has already implemented a number of strategies to enhance the lives of older adults and seniors. For example, the Town offers a range of Home and Support Services including, but not limited to, health and wellness clinics, shopping services, Meals on Wheels. To build upon these services, the Town is encouraged to facilitate regular engagement opportunities with older adults and seniors to discuss opportunities to make St. Marys more age-friendly. This may involve identifying gaps in programs and services, areas to improve recreation opportunities, and other relevant matters.

### Recommendations – Older Adult Space

42. Facilitate regular meetings to engage older adult and seniors to discuss opportunities to become an "Age-Friendly Community" which may involve identifying gaps in programming and services, areas to improve recreation opportunities, and other relevant matters. (No additional dedicated older adult and seniors spaces are recommended during this planning period)

## 6.10 Soccer Fields

### Supply

The Town offers six soccer fields at five locations (Figure 19). The supply consists of four full fields, one of which is lit and irrigated, and two junior fields. The lit soccer field is assumed to be equivalent to 1.5 unlit soccer fields to account for extended hours of play. As a result, the Town's has an unlit equivalent supply of 6.5 soccer fields. This supply includes the soccer field located at St. Marys DCVI, which is maintained and permitted by the Town. Supporting amenities found at most soccer fields include players' benches and on-site parking. The Town's soccer fields are generally in good condition and can be found at the following parks:

- **Full Soccer Fields:** St. Marys DCVI (Lit), Meadowridge Park, Solis Park (2)
- **Junior Soccer Fields:** Southvale Park, West Ward Park

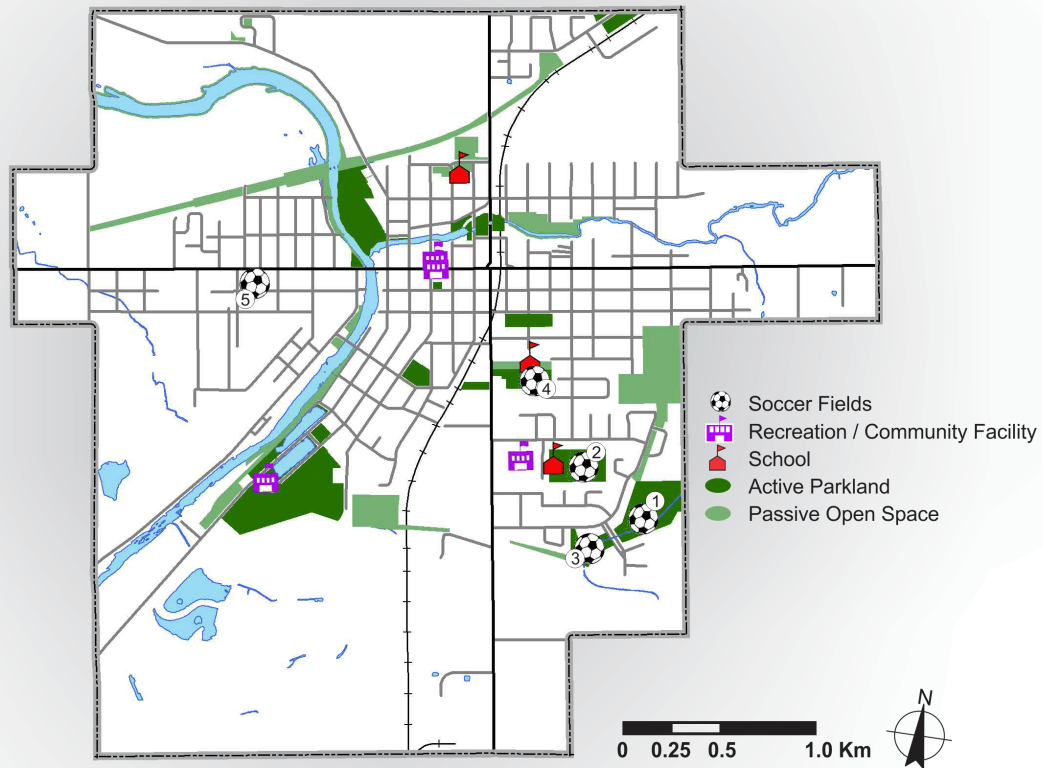
## Market Trends

Soccer experienced substantial growth in participation and popularity during the 1990s when it overtook baseball and hockey as the most popular organized sport among Canadian youth. According to the Ontario Soccer Association (O.S.A.), participation in organized minor soccer peaked in 2007 with 385,000 participants. Since this time, registration levels among sanctioned clubs declined slightly overall and has stabilized due to a number of factors such as shifting demographic trends as well as the emergence of soccer clubs and academies that are not affiliated with the O.S.A. Nevertheless, the sport's worldwide appeal, high fitness quotient, and relatively low cost to participate translates into demand for soccer fields in most municipalities. These factors drive the need for soccer fields, particularly ones that are designed to a suitable size and configuration to meet the needs of soccer groups. Since the O.S.A. adopted the Long Term Player Development (L.T.P.D.) model, which is expected to be fully implemented by 2017, organizations have been evolving the delivery of their programs, which have impacted soccer field needs.

With less emphasis on scoring and winning, L.T.P.D. focuses on improved coaching, fewer games, more ball time, and skill development. Several new standards were developed that are specific to each age group, which includes varying coaching styles, number of plays, playing time, field size, and other variables. Some of these new standards will have a direct impact on the provision of municipal soccer fields, particularly with respect to the standards in field size and the number of players, as reducing the number of players per team influences the demand for field time.



Figure 19: Distribution Map of Soccer Fields



### Soccer Fields

1. Meadowridge Park (1 Unlit)
2. Solis Park (2 Unlit)
3. Southvale Park (1 Unlit)
4. St. Marys DCVI (Town maintained) (1 Lit)
5. West Ward Park (1 Unlit)

Data provided by the Town of St. Marys.

## Public Consultation

The online community survey revealed that 18% of responding households participated in soccer in the past year. There was also a moderate level of support for investment in soccer fields. Over two-thirds (67%) of responding households supported spending additional funds towards soccer fields, ranking 10<sup>th</sup> out of 23 facility types.

A Stakeholder survey submitted by St. Marys Minor Soccer reported a membership of 250 players. The group uses a number of fields throughout St. Marys and expressed areas for improvement including reseeding and grading fields, particularly at Solis Park, and additional storage space. The use of a large indoor space for indoor soccer programs was also requested. Concerns were raised by the group including the ability to attract and retain volunteers, as well as the ability to pay for referees, field lining, and Town fees.



Meadowridge Park

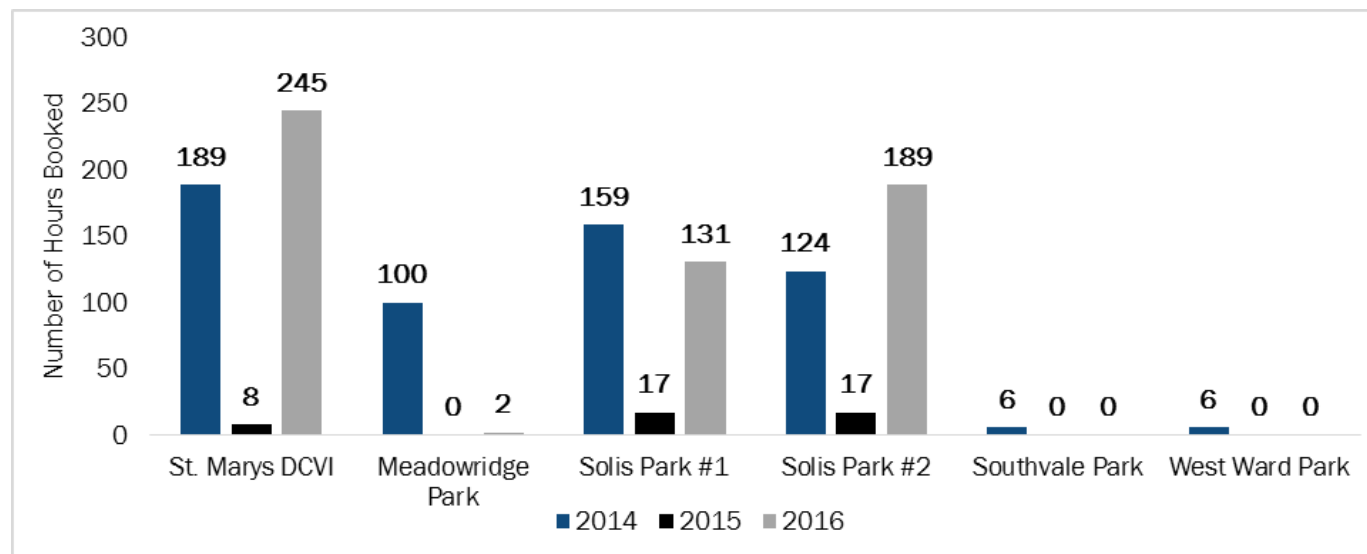
## Usage Profile

Utilization data provided by the Town revealed the following findings:

- The Town's soccer fields have very low levels of utilization. Over the past three years, the Town achieved a utilization rate of 15%, which represents 563 booked hours. To put this in perspective, the number of hours used equates to the capacity of just one soccer field being optimally used Monday to Thursday across a nine week period.
- The majority of soccer field usage occurs at Solis Park (East and West Field) and at St. Marys DCVI, which had 561 booked hours in 2016 (Figure 20).
- The low levels of soccer field usage are attributed to the fact that the Town's sole soccer group –St. Marys Minor Soccer– is comprised of youth participants and as a result, the group is able to accommodate more players on these full size fields through simultaneous programming.

- The soccer fields located at Meadowridge Park, Southvale Park, and West Ward Park receive little to no organized use. The Town indicates that these unused soccer fields are not used due to the fact that they are simply not required by the Association.

Figure 20: Summary of Soccer Field Usage, by Soccer Fields, 2014 – 2016



Source: Town of St. Marys

It is recognized that there are limitations to the data presented. Based on discussions with Town staff, the data collected may not accurately represent actual field usage given that the Town may not be fully aware of when the soccer fields are being used given that the Town does not have a sports field allocation policy nor does it have the resources to allocate staff to visit parks to observe actual usage. Nevertheless, these usage trends and discussions with staff suggests that there is ample capacity to accommodate additional usage at existing fields.

## Needs Analysis

In line with provincial best practices, a market-based provision standard is the recommended approach to identifying soccer field needs. As previously identified, St. Marys Minor Soccer is the Town's only soccer field user, reporting a total of 250 participants. This translates into a service level of one soccer field for every 42 participants, which is much higher compared to a typical provision target of one field for every 80 participants. This provision target is commonly used in comparable municipalities as it considers general standards of play, participation rates, field capacities, and other field-related inputs.

Assuming that participation rates continue to increase in line with Town-wide population growth, it is estimated that there could be up to 286 minor soccer participants by 2026. Applying the recommended provision target to the forecasted number of participants suggests that there will be a need for up to four soccer fields in total. With an unlit equivalent existing supply of 6.5 soccer fields, the Town has a surplus capacity in its existing supply of soccer fields confirming facility utilization data.

During this planning period, consideration should be given to redirecting maintenance levels and future improvements to soccer fields that are in high demand – namely those fields at Solis Park – while reducing the frequency of maintenance on lower use fields so that they can be promoted as casual open field areas serving passive or pick-up field play for the broader community. Efforts should be made to engage St. Marys



Minor Soccer to collect annual soccer game and practice schedules and participation rates to improve accuracy in tracking field usage during the preparation of the next Master Plan.

In an effort to enhance the use of municipal resources, there may be an opportunity to decommission or remove underutilized fields. According to the usage profile, only three of the six soccer fields are used frequently. As such, there is merit in reviewing the provision of soccer fields located at Meadowridge Park, Southvale Park, and West Ward Park:

**Meadowridge Park** has a full soccer field that is supported with on-site parking and complemented with a playground and over the past three years it was permitted for approximately 100 hours (the majority of which were booked in 2014). It is recommended, however, that this soccer field remain in the Town's supply due to the fact that it is a full field with the potential to program simultaneous minor soccer games, which may be a valued asset to the Association should the Town no longer have access to the full size soccer field located at St. Marys DCVI, which is currently one of the most used fields (note: there is no reason to believe that the Town will lose access to the soccer fields at St. Marys DCIV at present time).

**Southvale Park** and **West Ward Park** both offer junior size soccer fields, which have had a combined usage of 11 hours in 2014. Since this time, the Town's utilization data suggests that they have not been used since. This is contradictory to information provided by St. Marys Minor Soccer as the organization indicated that these fields are in fact being used. Due to these factors, it is premature at this time to recommend adjusting maintenance practices or decommissioning these fields until the Town has a strong understanding of how these fields are being used. Once consistent field usage data has been established, it is recommended that the Town revisit the need to consolidate field usage, adjust maintenance practices, or decommission the soccer fields at Southvale Park and West Ward Park.

### Recommendations – Soccer Fields

43. Direct greater levels of maintenance and future improvements to soccer fields at Solis Park. In doing so, redirect resources through reducing the frequency of maintenance on lower use fields and reposition them as casual open field areas intended for unstructured, passive and pick-up forms of play.
44. As a condition of soccer field permitting, require St. Marys Minor Soccer to collect and submit to the Town annual soccer game and practice schedules as well as membership figures to improve accuracy in tracking field usage and demand.
45. Once the Town has established a strong understanding of field usage trends, re-evaluate opportunities to consolidate, readjust maintenance practices, or decommission the soccer fields at Southvale Park and West Ward Park.

## 6.11 Ball Diamonds

### Supply

The Town maintains a supply of 10 ball diamonds at five locations across St. Marys (Figure 22), consisting of four lit diamonds and six unlit diamonds. Each lit diamond is equivalent to 1.5 unlit equivalent diamonds due to its extended playing opportunities in the evening and as a result, the Town has an equivalent supply of 12 ball diamonds. Supporting amenities such as spectator seating and parking can be found at most of these ball diamond locations to support games. Site visits indicate that various ball diamond components are aging and in need of replacement including replacing fencing, backstops, drainage, netting, light posts, and more. The Town has made efforts in this regard such as replacing fencing, re-grading diamonds, and general maintenance and upkeep. The Town's ball diamonds can be found at the following locations:



Canadian Baseball Hall of Fame

- **Lit Ball Diamonds:** Canadian Baseball Hall of Fame (2), Solis Park, Teddy's Field
- **Unlit Ball Diamonds:** Canadian Baseball Hall of Fame (2), East Ward Park (2), Milt Dunnell Field (2)

### Market Trends

After being considered a sport in decline for the better part of the past two decades, baseball and its variations (softball, fastball, slo-pitch, etc.) are currently experiencing a resurgence. The renewed interest in baseball is driven by a number of factors such as a greater focus in skill development and grassroots programs to engage children and youth at a young age to participate in the sport. The growing popularity and success of the Toronto Blue Jays is also likely a contributing factor. Locally, the presence of the Canadian Baseball Hall of Fame contributes to the popularity of the sport and highlights the importance of baseball sports in St. Marys.

Since Baseball Canada adopted the Long Term Player Development (L.T.P.D.) model, the organization has focused on developing and honing skills and coaching styles, as well as fostering leadership and organization. Suitable competition formats and facility types are also core components of Baseball Canada's L.T.P.D. model, the latter of which will have implications on the provision of diamond types and sizes in St. Marys.

### Public Consultation

The online community survey found that 24% of responding households participated in baseball or softball in the past year. In terms of municipal spending, 57% of respondents supported investment in ball diamonds, ranking 18<sup>th</sup> out of 23 facility types. This finding suggests that investment in ball diamonds is a low priority compared to other recreation facility types.

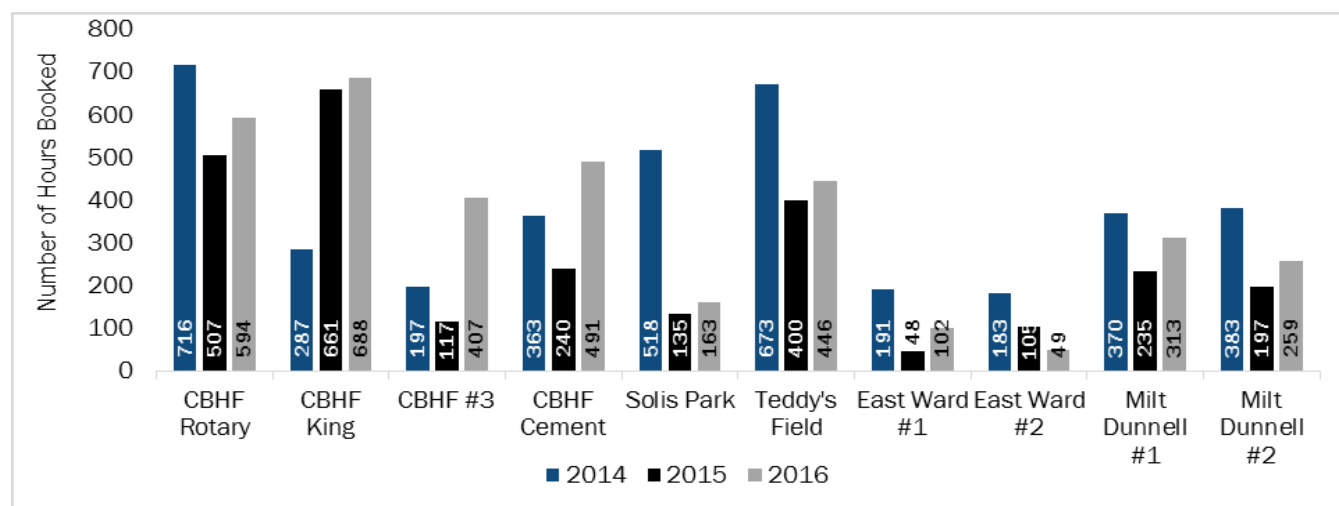
A stakeholder survey submitted by the St. Marys Minor Ball Association indicated that the group currently has 236 players. The Association uses a number of ball diamonds in St. Marys and suggested that the diamonds should have movable bases to accommodate various playing levels. Washrooms and a pavilion at the Baseball Hall of Fame was also suggested, in addition to a request for additional ball diamond time.

## Usage Profile

Utilization data provided by the Town revealed the following findings:

- St. Marys' ball diamonds are moderately used. In 2016, the Town's ball diamonds were used for approximately 3,500 hours, which translates into a utilization rate of 34%. This is a decline from 2014, where ball diamonds were used for nearly 3,900 hours (utilization of 38%).
- The ball diamonds at the Canadian Baseball Hall of Fame are the most used diamonds. In 2016, the four ball diamonds at this site were used for a combined total of 2,100 hours, representing an average of 545 hours per diamond.
- Ball diamonds in other areas of St. Marys had lower levels of usage, ranging between 50 and 450 hours booked (Figure 21). Ball diamonds with the lowest number of hours booked were those at East Ward Park, which were used for a combined total of 150 hours in 2016. Discussions with Town staff indicate that the variation in ball diamond usage is due to the fact that the majority of the ball games take place at the Canadian Baseball Hall of Fame ball diamonds, while the other Town diamonds are primarily used for practices. It should be noted that these utilization figures include time that was booked for unrelated baseball events such as for Summerfest, picnics, private park rentals, and other municipal events.

**Figure 21: Summary of Ball Diamond Usage, by Ball Diamond, 2014 - 2016**



Bookings include times where the ball diamonds were in use for unrelated baseball events such as Summerfest, picnics, private park rentals, and other municipal events

Source: Town of St. Marys.

## Needs Assessment

A participant-based standard is recommended to determine ball diamond needs, with communities of similar size utilizing a provision target of one ball diamond for every 100 participants, which is recommended for St. Marys. This metric considers field capacities and playing schedules that accommodate both minor and adult organizations. Through the Stakeholder Group Survey, the St. Marys Minor Baseball Association reported 236 participants. In addition, the Town has approximately 560 adult players in mens and womens slo pitch leagues. As a result, the Town has a combined membership of 796 ball diamond participants. Applying the current participation level to the recommended provision target suggests that the Town currently requires 8 ball diamonds, which implies a surplus of two diamonds (in line with current utilization data).

To determine ball diamond needs over the next ten years, the current capture rate of ball participants is applied to the projected 2026 population. A participation level of 796 participants represents approximately 11% of the Town's population. Applying the capture rate to the projected population suggests that there will be 912 players by 2026. Applying the forecasted number of participants to the recommended provision target indicates that there could be a need for 9 ball diamonds by the end of the planning period indicating a long-term surplus of one diamond. As a result, the Town is not expected to require any new ball diamonds over the next ten years, something that is confirmed by the fact that there is ample capacity at existing ball diamonds.

The presence of the Canadian Baseball Hall of Fame in St. Marys suggests that the sport an important aspect of the Town's identity and that baseball is generally valued in the community. The Hall of Fame is held in high esteem and there is benefit to the Town to continue to work with the organization to provide a quality ball-playing experience for residents, visiting teams and spectators. In attempting to maximize the sport tourism and economic spin-off potential, the Town should continue to work with the Canadian Baseball Hall of Fame, with input from its regular users, to identify and prioritize ball diamond improvements to ensure that the facility continues to operate and function as a destination for baseball sports. For example, the St. Marys Minor Baseball Association expressed the desire for washrooms and a shelter pavilion. Given that the municipality is limited by the financial resources available and there is a need for financial prudence, a cost-benefit analysis should be undertaken prior to undertaken any improvements.

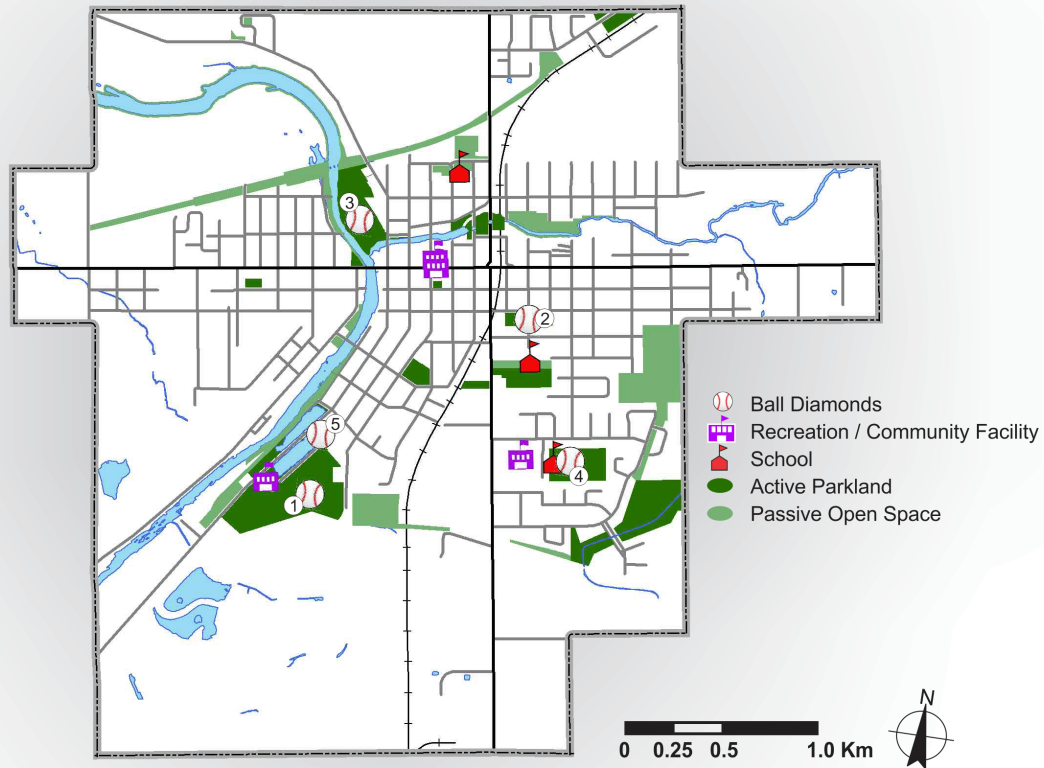
With the Canadian Baseball Hall of Fame being the preferred location for games and practices, the Town's own ball diamonds generally experience low levels of utilization. While this assessment indicated that the Town currently has a surplus of ball diamonds, it is recommended that all diamonds remain in the Town's inventory to facilitate informal and neighbourhood level play. Furthermore, continuing to maintain a surplus of ball diamonds provides flexibility for the Town to respond to any participation growth – and absorb any resulting future demand – in organized ball sports that may emerge over the master planning period.

Cost efficiency gains should be targeted through reduction of maintenance levels associated with such neighbourhood-level diamonds where little to no organized usage takes place (and thus where little revenue is generated for specific diamonds to offset their costs). Although site observations revealed that most municipal ball diamonds are aging and in need of updates (such as new fencing and screening), any investments in renewing diamonds should be carefully scrutinized based upon level of organized usage or whether they are desirable for tournament play. As a result, the Town should monitor ball diamond usage during the master planning period as enhanced improvements and maintenance at neighbourhood ball diamonds may be required should registration and utilization levels increase.

### Recommendations – Ball Diamonds

46. Continue to work with the Canadian Baseball Hall of Fame, with input from its regular users, to identify and prioritize improvements while a cost-benefit analysis should be carried out prior to undertaking any improvements.
47. Readjust maintenance practices at ball diamonds with low utilization to a suitable level to support neighbourhood play and the occasional rental. As a result, the Town should be strategic in undertaking ball diamond renewal projects at these locations. The Town should also continue to monitor usage at these locations as enhanced improvements and maintenance may be required should utilization levels increase.

Figure 22: Distribution Map of Ball Diamonds



### Ball Diamonds

1. Canadian Baseball Hall of Fame (2 Lit, 2 Unlit)
2. East Ward Park (2 Unlit)
3. Milt Funnell Field (2 Unlit)
4. Solis Park (1 Lit)
5. Teddy's Field Diamond (1 Lit)

Data provided by the Town of St. Marys.



## 6.12 Tennis Courts and Pickleball Courts

### Supply

The Town provides four lit tennis courts at the St. Marys Tennis Courts. The tennis courts are in good condition as resurfacing was completed by the Town in 2013. There are presently no outdoor pickleball courts provided in the Town.

### Market Trends

A 2014 participation study undertaken by Tennis Canada found that more than 6.5 million Canadians played tennis at least once over a 12 month period, a growth of more than 32% since 2012. This study also found that the popularity of tennis is growing among Canadians as 51% of the population indicated that they are somewhat or very interested in the sport, which is an increase from 38% in 2012. This trend is on par with research that suggests that the sport is experiencing a resurgence over the past several years.

The sport is predominantly played by the baby boomer community, though there is also a growing focus on promoting the sport at the youth level through club memberships for youth and programming opportunities that emphasizes the Long Term Athlete Development model. Tennis Canada reported that in 2013, more than 600,000 children between the ages of six and 11 played tennis.

The baby boomer generation has created a small boost in tennis and related racquet sports as participation trends suggest that older adults have a greater desire to remain physically active in their retirement years. The aging tennis playing community as well as those seeking a slower form of tennis has also driven the popularity of pickleball, which has become one of the fastest growing sports in Canada. Pickleball is a lower intensity paddle sport that can be played on modified tennis courts (it requires a badminton-sized court and a net that is slightly lower than tennis height). The sport recently debuted at the Ontario Senior Games and is easy for beginners to learn, but can develop into a quick, fast-paced, competitive game for experienced players.



St. Marys Tennis Courts

### Public Consultation

Participants at the Master Plan Launch Event made suggestions to improve the tennis courts in St. Marys, including installing a timer for the court lights, adding lighting to the adjacent parking lot, and varying views on painting multi-use markings on the courts to accommodate pickleball games. Comments were also received to construct new pickleball courts rather than utilizing the tennis courts. The tennis courts are currently utilized by the St. Marys Social Tennis Club, which has maintained approximately 45 members over the past three years. Through the stakeholder survey submitted by the Club, the cost of renting courts is currently the primary concern. In addition, Town staff indicates that the number of pickleball players is on the rise. For 2017, there are approximately 35 players (twice as many compared to 2015) that participate in indoor pickleball programming through the Friendship Centre.

The online community survey found that 15% and 8% of responding households participated in tennis and pickleball, respectively, in the past year, suggesting that these hard surface court activities have moderate to

low participation compared to other activities. There was also a moderate level of support for investing in tennis courts with 58% support. 34% of respondents supported investment in pickleball courts, which ranked last, suggesting that it may not be a high priority among respondents and, as a relatively new activity, may not be well-known.

## Utilization

According to Town staff, the St. Marys Social Tennis Club uses the tennis courts for two hours a night on Tuesdays and Thursdays whereas the general public has access to the courts at all times outside of these hours.

## Needs Analysis

A population-based target of one tennis court per 4,000 to 6,000 residents is typically used to determine tennis court needs. With a projected population of 8,320 residents by 2026, the Town's four tennis courts result in a provision level that well exceeds typical levels.

From a tennis club perspective, a provision target of one club court for every 100 members is generally used to ensure that there are a sufficient number of club courts available to support simultaneous games and tournaments. The Club currently has a membership of 45 members. Typically, a club of this size does not require the use of four courts simultaneously, although all courts may be required a few times per year for events and tournaments. A club of this size may use up to two tennis courts on a regular basis.

As a result, there is merit in exploring opportunities to add pickleball playing boundaries to two of the existing tennis courts at the complex in order to respond to growing interest in the sport and requests for pickleball courts. This strategy is the ideal approach to respond to pressures for outdoor pickleball courts as it maximizes the use of existing facilities and resources, which is one of the primary objectives of the Master Plan. In the application of pickleball playing boundaries, consideration should be given to the use of a contrasting colour to differentiate playing areas to avoid confusion between the two activities. Going forward, the Town should work with the Tennis Club and pickleball players to ensure that the nets are adjustable or changeable to respond to allow for flexibility in times of increased demand (e.g. tournaments, special events, etc.) for both sports.

### Recommendations – Tennis and Pickleball Courts

48. Delineate playing boundaries for pickleball on two of the existing tennis courts (tennis court lines are to remain). Consideration should be given to using a distinct boundary colour to differentiate playing areas in order to avoid confusion between the two sports as well as installing a strap system to allow the net to be adjusted. The Town should subsequently monitor utilization, as well as work with the St. Marys Social Tennis Club and pickleball players to ensure that game scheduling does not conflict between the two activities, particularly during tournaments and special events.

## 6.13 Basketball Courts

### Supply

The Town does not provide any outdoor basketball courts within its parks, however, basketball hoops are located at each of St. Marys' schools including St. Marys District Collegiate and Vocational Institute, Little Falls

Public School, and Holy Name of Mary School. School courts can be accessed for general community use outside of school hours and while high level visual observations of these courts reveal that they are generally in good condition, it is noted that court maintenance standards at schools are not always on par with generally accepted municipal standards.

## Market Trends

Basketball courts are flexible outdoor recreation facilities as they can accommodate many informal and unstructured activities that require a large, hard surface. Basketball continues to be a popular pastime activity due to its national appeal, driven by the popularity of the Toronto Raptors, and low barriers to participation. Basketball tends to be easy to learn, safe, affordable to play, and can be played with one person or in small groups which makes it more attractive at an introductory level compared to certain other sports.

The design template of basketball courts has remained unchanged for many generations as they are fairly rudimentary, typically constructed from concrete although asphalt is often the preferred surface material due to lower cost. Basketball courts can be provided in a variety of configurations given they are generally not programmed and primarily focus on facilitating spontaneous opportunities for active play. The traditional basketball court template consists of a full basketball court with posts, nets, and painted lines, although half courts are becoming increasingly popular as they utilize a smaller footprint that allow easier integration within smaller parks. In addition, municipalities have constructed multi-use courts with various paint markings to increase the flexibility and range of uses on a court surface (e.g. ball hockey).

## Public Consultation

Limited public input was received with respect to basketball courts. The online community survey revealed that 9% of responding households participated in basketball in the past year, which was the fourth least popular activity. This may be partially due to the fact that the Town does not provide any outdoor basketball courts and has primarily relied on non-municipal providers such as schools, as well as home driveway basketball hoops to meet this need. 54% of responding households supported investment in municipal basketball courts, ranking 20<sup>th</sup> out of 23 facility types, which suggests that this was not a priority for respondents.

## Needs Analysis

The geographic distribution of basketball courts is assessed to ensure that youth have safe and convenient access given that youth tend to be more limited in the distance that they can travel. While the Town's parks do not contain any basketball courts, courts can be found at each school and are likely sufficient to facilitate casual neighbourhood level play.

In an effort to avoid duplication of facilities, the Town has refrained from providing basketball courts given the availability of outdoor courts at the schools. While the Town does not have age cohort projections for the planning period, this Master Plan estimates that there could be up to 940 youth (ages 10-19) by 2026, assuming the current proportion of youth (11%) is carried forward. There is a need to ensure that this segment of the population is well served with a variety of geographically accessible recreation facilities. Coupled with the fact that basketball courts are generally low-cost recreation facilities to construct and maintain, the provision of at least one new basketball court to meet the needs of underserved areas should be contemplated.

Using the intersection of Queen Street and James Street as a reference, a visual scan of existing courts in the Town reveals that they are generally well distributed in the southeast quadrant of St. Marys, as well as in a



portion of the northwest quadrant. Underserved areas are identified in the southwest and north area of Town. While there are limited opportunities for a new basketball court in the southwest area, the Town should explore potential sites. An examination of parks in the north area suggests that North Ward Park is a suitable location for a basketball court, which is a complementary outdoor recreation facility that currently exists on site. Alternatively, a basketball court could be integrated within a future park as the area continues to develop. At a minimum, a basketball court should include basketball hoops and markings,

### Recommendations – Basketball Courts

49. Explore opportunities to construct at least one new basketball court in a future or existing park in an underserved area(s) to enhance outdoor recreation facilities for youth. Areas of focus include the southwest and north area of St. Marys.

## 6.14 Skateboard Parks

### Supply

The Town provides a concrete skateboard park located adjacent to the St. Marys District Collegiate and Vocational Institute and within close proximity to the Pyramid Recreation Centre. Constructed in 2013, the skateboard park provides a quality experience featuring a number of components including ramps, rails, edges, as well as a pavilion.

### Market Trends

Research reveals that youth are gravitating towards more unstructured, unscheduled, and low-cost activities. Skateboarding is a pursuit that has become increasingly popular in many municipalities. Once considered a fad, skateboarding has demonstrated sustained longevity and after being associated with negative youth behaviour, many municipalities recognize that skateboard parks can function as positive places that provide safe and accessible venues for youth to engage in physical activities, while socializing with others that share a common interest.



St. Marys Skateboard Park

Similar to other recreation facilities that facilitate informal and spontaneous active play, there is no design standard for skateboard parks, allowing the opportunity to develop a venue(s) that offer unique skating experiences. Skateboard parks can be designed on a large plaza scale or smaller skate zones using concrete with a variety of basic or challenging components such as rails, stairs, bowls, and jumps. Alternatively, modular components may also be utilized so they can be moved or reoriented as needed. Mobile skateboard parks,

which can be moved from one location to another, have also been used in communities where youth populations are dispersed across large geographical areas.

## Public Consultation

The online community survey found that 2% of responding households participated in skateboarding in the past 12 months, which was the second least popular activity. 42% of respondents also supported additional investment in skateboard parks, which ranked 22<sup>nd</sup> out of 23 facility types and suggesting that skateboarding is not a high priority (although it is also recognized that with an average age of 46 years for survey respondents, many individuals completing the survey may not represent the target market for skateboarders).

## Needs Analysis

The existing skateboard park is located adjacent to the St. Marys District Collegiate and Vocational Institute and within close proximity to the Pyramid Recreation Centre and the Little Falls Public School. This location is expected to generally satisfy local youth needs in the immediate area of St. Marys.

However, it is recognized that future residential growth is expected to occur in the north end of St. Marys. The 2016 Census indicated that there are approximately 230 youth living in the north end and residential development has the potential to draw additional youth to the area. It is estimated the travel time to the existing skateboard park is approximately 15 to 30 minutes by foot or skateboard and crossing Queen Street, which is a busy arterial, is required. On this basis, consideration should be given to integrating a few basic skateboarding components (e.g. a ramp, curb, and/or rail) into the design of an existing or future park to serve local youth in an introductory manner. Doing so could provide an opportunity for younger children and novice-level skateboarders to practice certain foundational skills prior to transitioning to the large St. Marys Skateboard Park and would also improve geographic distribution by creating a basic skateboarding “zone.”

### Recommendations – Skateboard Parks

50. Integrate a limited number of basic skateboarding components - such as a ramp, curb, and/or rail - into the design of a future park or within an existing park in the north end of St. Marys as a means to enhance geographic accessibility and provide local children and youth with introductory-level skateboarding opportunities.

## 6.15 Outdoor Aquatics

### Supply

#### Outdoor Pool

Unique to St. Marys is the Town’s Swimming Quarry, which is Canada’s largest outdoor freshwater “swimming pool”. This local treasure has been providing residents and visitors with a refreshing recreational amenity for over 70 years and is situated adjacent to the Town’s tennis courts and the Lind Sportsplex. Amenities found at the Quarry include a water trampoline and paddle board rentals (municipally-operated). An outdoor pool previously located at Cadzow Park has since been permanently closed due to its deteriorating condition.

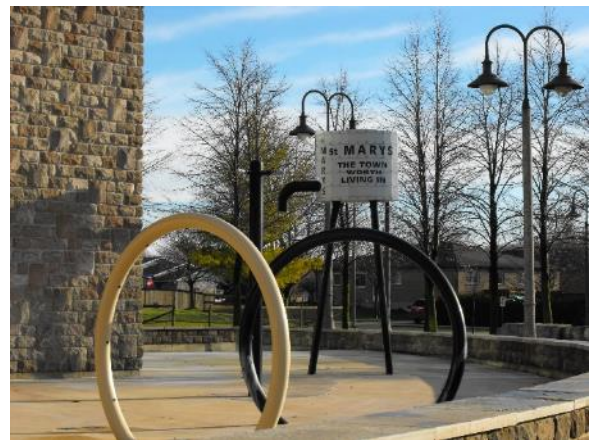
## Splash Pad

St. Marys currently offers one outdoor splash pad at the Pyramid Recreation Centre. A second outdoor splash pad is planned to be located at Cadzow Park as a replacement to the decommissioned pool.

## Market Trends

Outdoor municipal pools were once regarded as a key part of Ontario's community fabric with many municipalities constructing them in the 1960s and 1970s. New outdoor pools construction is not common in the modern era due to a number of factors such as the high cost to construct, operate, and maintain, particularly given that an outdoor pool is operational for only a few months throughout the year, declining participation levels, and the popularity of backyard pools and, as is the case in St. Marys, the availability of indoor pool opportunity..

As an alternative to outdoor swimming pools, municipalities have shifted to the provision of splash pads. Splash pads have gained in popularity over the last number of years to become one of the most sought after amenities for young families seeking affordable and accessible opportunities to cool down on a hot summer day. Splash pads have proven to be more cost effective than traditional outdoor pools to build and operate as they can be integrated into most park systems and do not require regular staffing as there is no standing water to supervise and treat frequently. Splash pads can be developed in a variety of stimulating designs with a range of apparatuses that provide an enhanced aquatic experience for residents of all ages.



St. Marys Splash Pad

## Public Consultation

Participants at the Master Plan Launch Event praised the Quarry as it provides unique swimming opportunity in St. Marys. As previously identified, swimming is a very popular activity in St. Marys. The online community survey found that 50% of responding households participated in recreational swimming in the past year, which was the second most popular activity. 34% of respondents also participated in instructional swimming or aquafit classes.

The online community survey also measured participation and support for splash pads. In the past 12 months, 30% of responding households used a splash pad, making it one of the most popular activities. Respondents made a number of requests for a new splash pad in St. Marys, particularly to replace the outdoor pool at Cadzow Park. 68% of responding households supported investment in new or improving splash pads, ranking 9<sup>th</sup> out of 23 facility types, suggesting that this was a relatively high priority among respondents.

## Needs Analysis

St. Marys' Swimming Quarry is one of the Town's most unique natural assets that is cherished by residents and visitors. Given that the Swimming Quarry functions as a recreation destination, the Town continually invests in various improvements to draw in users. Most recently, the Town invested approximately \$70,000 to renew the cliff dive.

The construction of outdoor municipal pools has become more uncommon due to a number of factors. As articulated in previous assessments, the provision of aquatic facilities are financially intensive to construct

and operate and coupled with a short operating season for outdoor facilities, they are generally not financially viable recreation facilities especially in smaller municipalities that offer indoor aquatics facilities. Additionally, the quarry provides an outdoor swimming venue to Town residents. Due to these factors, some municipalities have elected to close aging outdoor pools. St. Marys is no exception to this trend as the Town closed the outdoor pool at Cadzow Park, following the construction of the indoor pool at the Pyramid Recreation Centre.

As a replacement facility to the former outdoor pool, the Town is currently in the planning process to construct a splash pad at Cadzow Park, which will be complementary to the existing splash pad located at the Pyramid Recreation Centre. While splash pads are not considered to replace larger aquatic facilities, they are more cost effective to provide to help residents of all ages to cool off on hot summer days. With the development of a second splash pad already in the planning process, it is expected that these two locations will satisfy community needs during this planning period.

### Recommendations – Splash Pads

51. Proceed with the construction of a splash pad at Cadzow Park to support outdoor aquatic needs.

## 6.16 Off-Leash Dog Parks

### Supply

The Town currently provides one off-leash dog park located at the Junction Station Dog Park in the north end of St. Marys.

### Market Trends

With municipal by-laws regulating the use of leashes, off-leash dog parks provide pet owners with the opportunity to exercise and socialize their dogs in a controlled area. However, dog parks should be not viewed strictly for pets as observations suggest that they are also beneficial for residents and community interaction, such as residents living in isolation.

### Public Consultation

Limited input was received through the consultation process regarding off-leash dog parks. The online community survey revealed that 41% of responding households have gone dog walking in the past 12 months, which was the 4<sup>th</sup> most popular activity. 51% of respondents supported additional investment in off-leash dog parks, ranking 21<sup>st</sup> out of 23 facility types, suggesting that it was not a priority for respondents.

### Needs Analysis

There are no measurable provision standards for the development of off-leash dog parks as this facility type is generally assessed based on qualitative needs. The decision to consider the provision of an off-leash dog park is typically evaluated on a case-by-case basis with consideration given to whether significant local demands exist or if there is a willing partner available to assist with operations. At present, St. Marys' dog park at Junction Station is located within walking distance of many residents, although these facilities are typically not viewed as walk-to neighbourhood amenities. As a result, it is expected that most dog owners drive to the Town's off-leash dog park. There is currently insufficient evidence to warrant the development of a second off-leash dog park in St. Marys. As such, the existing dog park at Junction Station should continue to be

maintained; however, no additional dog parks are recommended in St. Marys over the time frame of this Master Plan.

### Recommendations – Off-Leash Dog Parks

*In the absence of quantifiable needs, no recommendations have been made for off-leash dog parks.*

## 6.17 Playgrounds

### Supply

The Town provides nine playgrounds at parks throughout St. Marys (Figure 23). This supply includes the Town-owned playground at the Early Years Learning Centre, although it is not open to the public. In addition to these locations, residents also have access to school playgrounds outside of school hours. A cursory review of the Town's playgrounds during site visits reveals that St. Marys' play structures offer both basic and creative play experiences. The Town recently completed a new playground at Cadzow Park as a part of the Canada 150<sup>th</sup> birthday celebration.

### Market Trends

The design of playgrounds has evolved from the traditional playground equipment, which typically consists of swings, slides, and other basic elements that generally do not provide engaging playing experiences. Modern playgrounds are uniquely designed to facilitate creative play that allows the user to use their imagination to create more enjoyable playing environments. This may include a broad range of design elements such as the use of vibrant colours, interactive play components, thematic designs, and components that stimulate the senses. These features are considered by the Canadian Standards Association (C.S.A.), which guides the standards for children's play spaces and equipment. Guided by the A.O.D.A., the provision of new playground structures after 2016 must have accessible components.

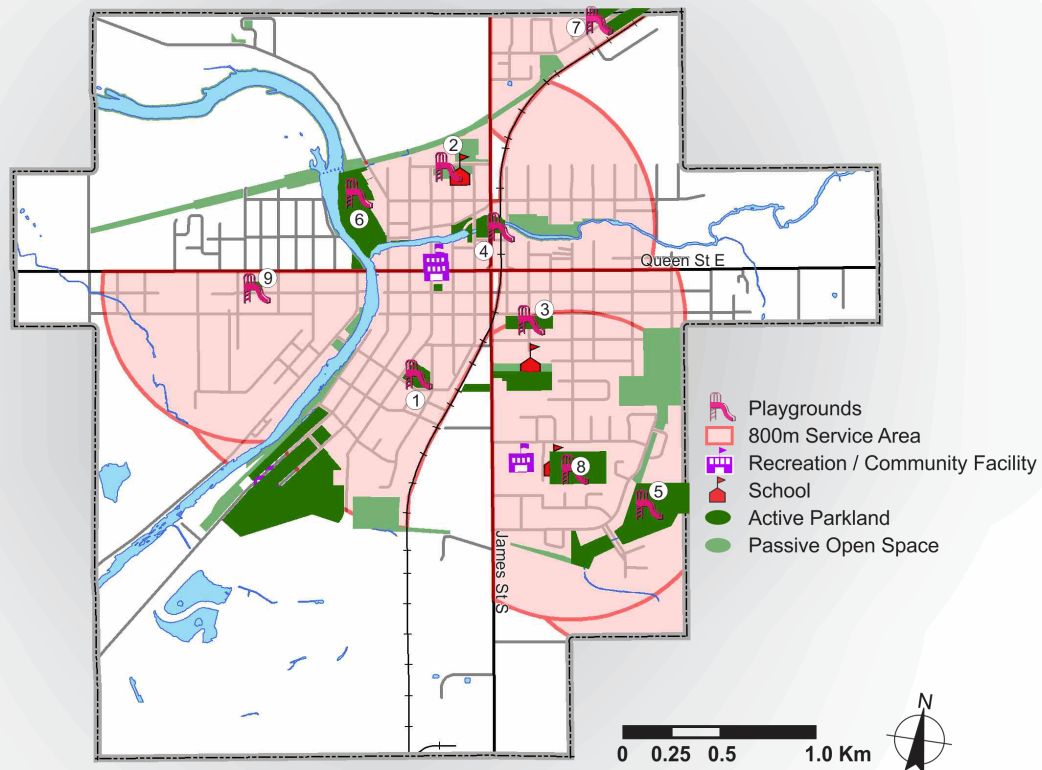
Risky play and outdoor playgrounds are becoming more popular across the world. There is no standard definition for what a risky playground is as they are intended to be designed to be unique play spaces, although risky playgrounds utilize natural materials, equipment that is positioned higher, firm surfaces, elevated walkways, climbing structures, zip lines, and more. This new styles of play encourages children and youth to take more risks through climbing, exploring, moving vigorously, and creating their own activities using their imagination. These styles of play are popular in the U.K. and U.S.A., and are gaining traction in Canada. This may be beneficial for children across the County, particularly given that the most recent ParticipACTION report card identified that the over-protection of children (due to the perceived need to ensure that they are healthy and safe) is negatively impacting their ability to be physically active and develop valuable skills. In Ontario, the Lawson Foundation is dedicating \$2.7 million towards risky play in Canada and in 2016, awarded the Y.M.C.A. of Western Ontario with \$160,000 for a pilot project focusing on self-directed and unstructured risky play.

### Public Consultation

The online community survey found that 41% of responding households used a playground in the past 12 months, which was the 5<sup>th</sup> most popular activity. Playgrounds tends to be a popular facility in municipalities and as a result, they are highly desirable and sought after. 80% of respondents supported additional spending in playgrounds in St. Marys, which was the third most popular facility. This suggests that investment in playgrounds in St. Marys was a high priority for respondents.



**Figure 23: Distribution Map of Playgrounds**



### Playgrounds

- |   |                       |
|---|-----------------------|
| 1. Cadzow Park                              | 6. Milt Dunnell Field |
| 2. Early Learning Centre (No public access) | 7. North Ward Park    |
| 3. East Ward Park                           | 8. Solis Park         |
| 4. Kin Park                                 | 9. West Ward Park     |
| 5. Meadowridge Park                         |                       |

Data provided by the Town of St. Marys.

## Needs Analysis

Playground needs are evaluated based on geography given that these facilities are primarily utilized by families with small children. Playgrounds are best suited in neighbourhood parks that are within walking distance of residential areas to maximize access, particularly as children and some young families may not have access to a vehicle. Best practices indicate that playgrounds should be located within 800 metres of all residential areas, which generally equates to a 10 minute walk. This service area should not be intersected by major obstructions that may pose as walking barriers to children such as high volume roads, railways, and waterbodies. Application of this service area in St. Marys reveals service gaps in the following areas:



Kin Park

**North of Queen Street West, west of Thames River** – There is a residential neighbourhood in this area that is currently not served by a playground within walking distance. This area is characterized by industrial and commercial land uses, as well as an older adult lifestyle community and single family dwellings. While potential locations are limited in this area, the provision of a playground should be contemplated on an opportunity-basis.

**North of Grand Trunk Trail, west of James Street North** – While this area of St. Marys is currently undeveloped, the Town's Official Plan indicates that this land is designated 'Residential'. Furthermore, Discussion Paper #4 to the Official Plan Review suggests that this area of St. Marys is poised for future residential development over the coming future. As a result, the Town should pursue opportunities to provide playground(s) in this area through future park development.

**Southwest portion of St. Marys** – A visual review of this area reveals that it is predominantly composed of industrial and extractive industrial land uses. As such, no playground is recommended for this area.

The location of a playground is also an important aspect of its success. From a safety perspective, playgrounds that are easily visible from the street tend to be more used compared to playgrounds that are hidden or tucked away within a park. A scan of the Town's playgrounds suggests that the majority of play structures are well sited within the park and are easily visible from the street, with the exception of the playground at Meadowvale Park. The location of this park is a challenge in itself given that it has limited road visibility and as a result, the playground is positioned within the interior of the park. Given that this playground is aging and due for replacement near the end of this planning period (2025), an opportunity exists to replace and relocate this playground to a more meaningful location. Southvale Park is located within a short walking distance of Meadowvale Park, thus these parks share the same service area. It is recommended that the Town remove and relocate the play structure from Meadowvale Park to Southvale Park through its replacement to enhance its use. Future playground construction should be consistent with the A.O.D.A. (2005), which requires that the design of new and redeveloping playgrounds incorporate accessible playground features such as using a firm and stable surface.

## Recommendations – Playgrounds

52. Explore opportunities to resolve playground gap areas through future park development. Consistent with the A.O.D.A. (2005), the design of new and redeveloping playgrounds should incorporate accessible playground features, such as using a firm and stable surface.
53. Through the replacement of the play structure located at Meadowridge Park at the end of its lifespan (2025), remove and construct a new playground in a more visible location in Southvale Park.

## 6.18 Lawn Bowling Facilities

### Supply

The Town has one lawn bowling facility at Milt Dunnell Field, which it operates in partnership with the Parks Lawn Bowling Club of St. Marys.

### Market Trends

Lawn bowling is largely played by seniors, although there is evidence that suggests that the sport is gaining interest among younger demographics. This is largely due to its social nature and the Ontario Lawn Bowling Association's (O.L.B.A.) buddy program that partners younger or entry-level players with experienced veterans. The O.L.B.A. estimates that there are approximately 8,800 members and 155 clubs across the Province.<sup>12</sup>

### Public Consultation

Very limited input was received relevant to the provision of lawn bowling. The online community survey reported that only 2% of responding households participated in the sport in the past 12 months, suggesting that it is not a commonly played sport compared to other recreation and leisure activities.

### Needs Analysis

Generally speaking, provincial trends suggest lawn bowling is not a growth sport, although aging population trends has the potential to increase participation rates. Growth in the sport is dependent upon whether the baby boomer generation takes an active interest in the sport. Limited input was received through the consultation process. It is expected that the existing facility will be sufficient to serve the needs of lawn bowlers in St. Marys over the planning horizon of this Master Plan.

## Recommendations – Lawn Bowling Facilities

*In the absence of quantifiable needs, no recommendations have been made for lawn bowling greens.*

<sup>12</sup> Bowls Club. Bowls Canada Boulingrin. Retrieved from <http://bowlsclub.org>



## 6.19 Other Recreation Facilities

Over time, the Town can expect to receive requests for recreation facilities - beyond those identified in this Master Plan - that are not part of its core service mandate (i.e. facilities that are currently available in St. Marys). The Town should be prepared to respond to such requests after giving consideration to several factors such as quantifiable local and regional market demand, best practices in other municipalities, local resources that are available, partnership opportunities, etc. Unsolicited proposals received from established and newly formed organizations should be supported by a proponent-led assessment and business plan that demonstrates the risks and benefits of the Town becoming involved in the provision of a non-core facility, the roles and responsibilities of the parties involved, as well as a funding strategy that is suitable to the Town.

### Recommendations – Other Recreation Facilities

54. Unsolicited proposals from established organizations should be supported by a proponent-led assessment and business plan that demonstrates the risks and benefits of the Town becoming involved in the provision of a non-core facility, the roles and responsibilities of the parties involved, as well as a funding strategy that is suitable to the Town.



St. Marys Lawn Bowling Club

## 7.0 Implementation

This Section contains a framework for reviewing and updating the Master Plan. The recommendations put forth within this Master Plan are summarized, along with their suggested priority/timing.

### 7.1 Monitoring and Updating the Master Plan

The Town should regularly review, assess, and periodically revise the recommendations contained in this Master Plan in order to ensure that they remain reflective of local conditions and continue to be responsive to community needs. This will require monitoring activity patterns, tracking user satisfaction levels, dialogue with stakeholders and community organizations, annual reporting on implementation, short-term work plans, and undertaking a 5 year high level review and a detailed 10 year update to the Master Plan. Through these mechanisms – or as a result of other internal or external factors – adjustment of resource allocations and priorities identified in this Master Plan may be required.



Reviewing the Master Plan requires commitment from Town staff, Council, stakeholders, and the public. An appropriate time for this is prior to, or during, the annual budgeting process. The following steps may be used to conduct an annual review of the Master Plan:

- Review of the past year (recommendations implemented, capital projects undertaken, success/failure of new and existing initiatives, changes in participation levels, etc.).
- Review the Master Plan to identify short-term projects and priorities based on staff review and consideration (e.g., financial limitations and opportunities – endowment fund, capital reserve fund, etc.; public input; partnership/funding potential; etc.).
- Identification of issues or constraints anticipated for the coming year.
- Communication to Town staff and Council regarding the status of projects, criteria used to prioritize projects, and upcoming projects.
- Budget requests/revisions, as necessary.

## Recommendations – Monitoring and Updating the Master Plan

55. Establish a system for the regular implementation, monitor, and review of the Master Plan, including the creation of an annual work plan to identify accomplishments and priorities for the coming year. A high level 5 year review and a detailed 10 year update should be undertaken. As part of the implementation, the Town should seek ways to improve the sustainability of the recreation system (e.g. creation of an endowment fund, developing a capital reserve fund, etc.)

## 7.2 Implementation Strategy

Throughout this Master Plan, recommendations have been identified at the end of each sub-section. This is not intended to be a definitive list of recommendations for the Community Services Department, as ongoing capital projects/repairs, operating expenditures, and other initiatives outside the scope of this Master Plan may be identified and prioritized by Town staff and Council on a case-by-case basis. By approving this Master Plan as a guiding document, the Town is not bound to implementing every recommendation; rather, this Master Plan provides guidance on community priorities and sets a general course for meeting community needs as they are presently defined.

Priority is generally synonymous with timing – the higher the priority, the sooner the recommendation should be implemented. All recommendations are important and, if properly implemented, will provide the community with enhanced parks, recreation and leisure services in St. Marys. The priority/timing of recommendations is organized into the following three categories:

- Short-term priority (1-3 years) – 2017 to 2019
- Medium-term priority (4-6 years) – 2020 to 2022
- Long-term priority (7-10+ years) – 2023 to 2026+

It bears noting that the recommendations are based on what is needed and not what is financially achievable by the Town at the present time, particularly given the Town's goal of ensuring that the use of municipal resources are scale-appropriate for current and future residents. The proposed priority/timing of each recommendation has been determined based on an assessment of need, as identified throughout the planning process (including public consultation, trends and demographic variables, assessment of parks, facilities, services, etc.), and is based on ideal circumstances. Budget pressures, changes in participation rates or demographics, availability of volunteer resources, and other factors may impact the implementation of these recommendations. The pursuit of external funding opportunities and partnership opportunities may also be a contributing factor to the timing of implementation.

The following tables contain the recommendations in the order in which they are presented in the body of the Master Plan.

Service Delivery Assessment	Term
Service Delivery Model	
1. Provide opportunities for all recreation, leisure and sport services providers to gather bi-annually (at a minimum) to discuss joint vision, guiding principles, and strategic priorities for recreation and leisure in St. Marys. Other opportunities should include the ability to share resources and training opportunities, engage in joint planning, marketing, better understand total market penetration, legislative compliance and reduce duplication where it exists.	Ongoing
2. Complete an annual analysis of trends, social issues, community priorities and determine the opportunities that are offered through other accessible organizations. Offer programs where there are gaps in the fulsome provision of programs and services.	Ongoing
3. Develop an Affiliation Policy to ensure that all volunteer based community groups are supported in a consistent fashion.	Short
Key Result Area #1 – Programs and Services for All	
4. Test the list of Recreation and Leisure Core Services offered in the Master Plan with the public to ensure that these are reflective of their needs. Further ensure that Non-Core services are fully cost recoverable to profit making to offset costs of Core Services.	Medium
5. Develop an Access Policy to Recreation that is proactive in engaging and supporting marginalized populations.	Short
6. Implement the Parks and Recreation Ontario's High 5 Active Aging quality assurance program as it applies to providing/enabling recreational opportunities to older adults.	Short
7. Work with other recreation and leisure providers to develop a level of service for each discipline (aquatics, programs, camps, etc.) and age group. Further discuss the primary organization to provide the suggested level of service with a view to decreasing duplication and sharing resources.	Ongoing
8. Implement, where possible, the newly revised criteria of the Playworks Partnership to enable the Town of St. Marys to be designated a Youth Friendly Community.	Short
9. Work to better understand market penetration of the various age groups in recreation and leisure services by identifying the unique clients of the various agencies and organizations offering programs and services.	Ongoing
10. Develop an online central data source where all programs and services regardless of the provider can be promoted. Use social media, where possible, to cross promote all opportunities.	Ongoing



Service Delivery Assessment	Term
<b>Key Result Area #2: Fiscal Sustainability in Recreation and Leisure Services</b>	
11. Develop a policy on Core and Non-Core Services and levels of service in concert with the community.	Medium
12. Articulate the costs to provide individual units of service to develop an equitable and fair-minded Pricing Policy.	Ongoing
13. Further investigate the cost reductions and revenue enhancements suggested in the Service Review and create a formalized Business Plan for the Pyramid Recreation Centre to be approved by Council – increase arena rentals during prime time, food services cost reductions/revenue enhancements, arena overtime reduction and cost recovery for contracted services at the Friendship Centre, etc. Further, develop Program Based Budgets (program and operational costs) for Recreation and Leisure to fully understand the cost to provide these services. To ensure the successful delivery of this Plan, implement a process for annual reporting to Council with effectiveness measures based on the performance measures recommended as articulated in Recommendation 19.	Ongoing
14. Consult with the public on the principles of the potential partnership between the Town of St. Marys and the YMCA. Host discussions between the Town of St. Marys and the YMCA regarding any preliminary and beneficial (no cost/low cost) arrangements that could be made in the short term. Bring any short term recommendations and longer term vision to Council for discussion.	Short
15. Obtain volunteer software to offer online volunteer opportunities, provide an online screening process, training and tracking of volunteer hours with a view to increasing volunteerism in St. Marys.	Long
16. Apply for alternate funding to cover the costs of the Swim to Survive program.	Medium
17. Coordinate discussions with Town staff to articulate the Departmental culture and supporting values and behaviours.	Medium
<b>Key Result Area #3: Organizational Effectiveness and Governance</b>	
18. Develop a Communications Plan that engages community groups and serves to better inform the public as to the recreation and leisure opportunities available using traditional and social media communications vehicles at a minimum.	Short
19. Gather the data required to support the development of performance measures. Report annually to Council and the public and compare results year over year to inform continuous improvement initiatives in community engagement and service delivery.	Short
20. Provide the tasks involved and an implementation schedule on the development of a Recreation and Leisure Advisory Committee. Articulate the skills and competencies needed to implement the Master Plan recommendations and ensure that the Town recruits and selects members transparently based the needed skills and competencies.	Short

Parks and Trails Recommendations	Term
<b>Parkland Classification System</b>	
21. Incorporate a revised parkland classification system to provide greater clarity and accuracy towards locational characteristics, service area, permitted uses and amenities, and other details into the Town of St. Marys Official Plan at the time of its next review to guide the development and redevelopment of parkland in St. Marys.	Short
<b>Parkland Supply and Distribution</b>	
22. On an opportunity basis, pursue opportunities to rectify any parkland gaps that exist, utilizing parkland development strategies identified in this Master Plan, in addition to working with local non-municipal organizations (e.g., schools, St. Marys Memorial Hospital, Conservation Authority, etc.) to maximize access to a wide range of active and passive open spaces.	Ongoing
23. Strive to achieve a minimum parkland service area of 800 metres, unobstructed by major barriers such as major roads, railways, waterbodies, etc.	Ongoing
<b>Park Naturalization</b>	
24. Consider naturalization of select areas of parklands, including Meadowvale Park and Southvale Park, in order to reduce parkland maintenance efforts. The naturalization of these parks or park areas may require the removal and/or relocation of certain recreation facilities, as articulated in this Master Plan.	Ongoing
<b>Parkland Acquisition Policies and Guidelines</b>	
<p>25. During the next Official Plan Review, explore opportunities to bolster existing parkland policies, with consideration given to the following:</p> <ul style="list-style-type: none"> <li>a. Review the Town's parkland dedication policies to ensure that they consistent with the amended <i>Planning Act</i> as a result of Bill 73.</li> <li>b. Outline criteria for accepting cash-in-lieu of parkland, such as when the required dedication fails to meet an area of suitable shape, size, or location stipulated in the Town's parkland classification system or if parkland dedication would render the remainder of the site unsuitable or impractical for development, or other constraint preventing suitable park or land use development.</li> <li>c. Clarify that the where policies currently state that 5% of land be dedicated for parkland through development applies only to residential subdivision development. Consistent with the <i>Planning Act</i>, a new policy should be developed stating that 2% of land shall be required for all other forms of development (e.g., commercial or industrial). Additionally, policies should be established to consider applying the alternative parkland rate of one hectare per 300 dwelling units.</li> <li>d. Woodlots, storm water management ponds, naturalized areas, and environmentally sensitive areas should not be accepted as a part of parkland dedication, although the Town may assume these lands (over and above) for the purposes of protecting, natural areas for passive recreation (e.g., trail development) and educational uses.</li> </ul>	Short to Medium

Parks and Trails Recommendations	Term
<b>Parkland Acquisition Policies and Guidelines</b>	
26. Accepting parkland smaller than 0.5 hectares will be discouraged, except in instances that may be advantageous to the Town to reconcile gap areas and to address shortages in parkland.	Ongoing
27. Utilize alternative parkland acquisition tools, as necessary, to supplement parkland dedications and to enhance future parkland opportunities to serve current and future residents.	Ongoing
<b>Enhancing Active Transportation Opportunities</b>	
<p>28. Through an Official Plan Review, consider the following:</p> <ul style="list-style-type: none"> <li>a. Strengthen policies that support active transportation, trail development, and pedestrian and cycling infrastructure, with reference to this Master Plan.</li> <li>b. Integrate the active transportation network (existing and conceptual trails) in Schedule “B-Road Classifications” or in a new Schedule to the Official Plan to serve as an awareness tool for Town staff, developers, planners, and interested members of the public.</li> <li>c. Establish policies requiring the dedication of land for pedestrian and bicycling facilities as a condition of plan of subdivision approval, with consideration given to the conceptual active transportation network contained in this Master Plan.</li> </ul>	Short to Medium
<b>Enhancing Active Transportation Opportunities</b>	
29. Utilize a range of strategies to secure new lands for active transportation network development.	Ongoing
30. Engage the public in the planning and design process in advance of trail construction to facilitate opportunities for public input.	Ongoing

Parks and Trails Recommendations	Term
Enhancing Active Transportation Opportunities	
<p>31. Prepare an Active Transportation Master Plan to assist with long-term implementation of the conceptual active transportation network contained in this Master Plan. The Active Transportation Master Plan should build upon the directions contained in this Recreation and Leisure Services Master Plan, including the following. The Town should identify other objectives for the Active Transportation Master Plan, as necessary.</p> <ul style="list-style-type: none"> <li>a. Establish a vision statement and guiding principles to reflect the Town's commitment to supporting and developing active transportation opportunities in St. Marys.</li> <li>b. Explore opportunities to enhance active transportation connections to the existing trail system. Modifications to existing conceptual trail routes may be permitted to recognize terrain and landscape features, as well as new trail opportunities.</li> <li>c. Identify active transportation design guidelines in the planning and development of trail routes, with consideration of provincial and municipal construction standards (including accessibility requirements).</li> <li>d. Engage the public and community groups to solicit input and feedback with respect to planning and designing active transportation infrastructure.</li> <li>e. Develop a trail hierarchy system to define types of active transportation routes, permitted uses, and design standards.</li> <li>f. Provide direction on the provision of active transportation amenities including, but not limited to, lighting, signage, parking, rest areas, and other ancillaries.</li> </ul>	Ongoing

Recreation and Leisure Facility Assessment	Term
Arenas	
<p>32. To maximize the efficient use of the Town's ice pads, effort should be made to encourage greater use of available ice, particularly during shoulder and weekend hours. Other strategies may include, but not be limited to, promoting drop-in skating programs during available prime time hours on the weekend and co-ordinating blackout periods with user groups to ensure that it does not negatively impact playing schedules. (The existing supply of two ice pads is expected to be sufficient to serve ice users over the planning period)</p>	Ongoing
Curling Pads	
<p>33. The Town should work with the St. Marys Curling Association to explore ways in which to maximize utilization and participation levels by attracting new members, programs, and events. (No additional curling pads are expected to be required during the planning period)</p>	Medium



Recreation and Leisure Facility Assessment	Term
<b>Indoor Aquatics</b>	
34. Recognizing the financial burden associated with operating the indoor pool at the Pyramid Recreation Centre, the Town should investigate partnership opportunities in an effort to seek a third party facility operator / partner. Should this investigation fail to result in a partnership, the Town should consider the other, less desirable, option noted in the Master Plan.	Short
<b>Fitness Spaces</b>	
35. If a third party partnership necessitates the provision of a fitness centre at the Pyramid Recreation Centre, investigate facility options through an architectural assessment.	Short
36. Explore opportunities to offer the indoor walking program to all residents and expand walking routes to include circulation areas and/or the Community Hall at the Pyramid Recreation Centre to provide the program on a year-round basis when the arena is in use during the skating season.	Short
<b>Community Halls, Multi-Purpose Spaces and Meeting Rooms</b>	
37. Continue to promote and encourage the use of the Town's multi-use spaces and meeting rooms to facilitate a broad range of uses and to ensure that the community is aware of the facilities that are available.	Ongoing
<b>Gymnasiums</b>	
38. Engage the Huron-Perth Catholic School Board and continue to work with the Avon Maitland District School Board to formalize reciprocal agreements to facilitate regular access to school gymnasiums located in St. Marys (and other school facility space, as required).	Short
39. Continue to develop and offer, where feasible, gymnasium-based recreation activities in the Town's community halls, multi-purpose spaces, and arena dry floor pads, to improve utilization levels in those spaces.	Ongoing
<b>Youth Spaces</b>	
40. Continue efforts to enhance children and youth opportunities and access to the Youth Centre and expand eligibility requirements to include senior high school students. (No additional youth spaces are recommended during this planning period)	Ongoing
41. Establish an annual youth forum to identify programming gap areas, discuss opportunities to improve recreation opportunities, and other relevant matters related to youth.	Ongoing
<b>Older Adult Space</b>	
42. Facilitate regular meetings to engage older adult and seniors to discuss opportunities to become an "Age-Friendly Community" which may involve identifying gaps in programming and services, areas to improve recreation opportunities, and other relevant matters. (No additional dedicated older adult and seniors spaces are recommended during this planning period)	Ongoing

Recreation and Leisure Facility Assessment	Term
<b>Soccer Fields</b>	
43. Direct greater levels of maintenance and future improvements to soccer fields at Solis Park. In doing so, redirect resources through reducing the frequency of maintenance on lower use fields and reposition them as casual open field areas intended for unstructured, passive and pick-up forms of play.	Short
44. As a condition of soccer field permitting, require St. Marys Minor Soccer to collect and submit to the Town annual soccer game and practice schedules as well as membership figures to improve accuracy in tracking field usage and demand.	Ongoing
45. Once the Town has established a strong understanding of field usage trends, re-evaluate opportunities to consolidate, readjust maintenance practices, or decommission the soccer fields at Southvale Park and West Ward Park.	Short
<b>Ball Diamonds</b>	
46. Continue to work with the Canadian Baseball Hall of Fame, with input from its regular users, to identify and prioritize improvements while a cost-benefit analysis should be carried out prior to undertaking any improvements.	Ongoing
47. Readjust maintenance practices at ball diamonds with low utilization to a suitable level to support neighbourhood play and the occasional rental. As a result, the Town should be strategic in undertaking ball diamond renewal projects at these locations. The Town should also continue to monitor usage at these locations as enhanced improvements and maintenance may be required should utilization levels increase.	Short
<b>Tennis Courts and Pickleball Courts</b>	
48. Delineate playing boundaries for pickleball on two of the existing tennis courts (tennis court lines are to remain). Consideration should be given to using a distinct boundary colour to differentiate playing areas in order to avoid confusion between the two sports as well as installing a strap system to allow the net to be adjusted. The Town should subsequently monitor utilization, as well as work with the St. Marys Social Tennis Club and pickleball players to ensure that game scheduling does not conflict between the two activities, particularly during tournaments and special events.	Short
<b>Basketball Courts</b>	
49. Explore opportunities to construct at least one new basketball court in a future or existing park in an underserved area(s) to enhance outdoor recreation facilities for youth. Areas of focus include the southwest and north area of St. Marys.	Medium
<b>Skateboard Parks</b>	
50. Integrate a limited number of basic skateboarding components - such as a ramp, curb, and/or rail - into the design of a future park or within an existing park in the north end of St. Marys as a means to enhance geographic accessibility and provide local children and youth with introductory-level skateboarding opportunities.	Long

Recreation and Leisure Facility Assessment		Term
<b>Outdoor Aquatics</b>		
51. Proceed with the construction of a splash pad at Cadzow Park to support outdoor aquatic needs.		Short
<b>Playgrounds</b>		
52. Explore opportunities to resolve playground gap areas through future park development. Consistent with the A.O.D.A. (2005), the design of new and redeveloping playgrounds should incorporate accessible playground features, such as using a firm and stable surface.		Ongoing
53. Through the replacement of the play structure located at Meadowridge Park at the end of its lifespan (2025), remove and construct a new playground in a more visible location in Southvale Park.		Long
<b>Other Recreation Facilities</b>		
54. Unsolicited proposals from established organizations should be supported by a proponent-led assessment and business plan that demonstrates the risks and benefits of the Town becoming involved in the provision of a non-core facility, the roles and responsibilities of the parties involved, as well as a funding strategy that is suitable to the Town.		Ongoing

Implementation		Term
<b>Monitoring and Updating the Master Plan</b>		
55. Establish a system for the regular implementation, monitor, and review of the Master Plan, including the creation of an annual work plan to identify accomplishments and priorities for the coming year. A high level 5 year review and a detailed 10 year update should be undertaken. As part of the implementation, the Town should seek ways to improve the sustainability of the recreation system (e.g. creation of an endowment fund, developing a capital reserve fund, etc.)		Medium / Long

## Appendix A – Master Plan Launch Event

The following is a transcription of input received from the Master Plan Launch Event held at the Pyramid Recreation Centre on February 23, 2017.

### Community Values

- Fortunate to have the facilities and programs for a Town of this size
  - Swimming pool
  - Skateboard park
  - Have services that aren't available elsewhere
  - Excellent seniors program
- Facilities are well operated and well used
- Very proud of the trail system and green spaces
- People are friendly

### Improving Parks and Outdoor Recreation/Leisure Facilities

#### Parks

- Improved lighting along all trails, specifically the South End of loop trail.
- Have equipment for adults to use at all outdoor trails and/or playgrounds.
- Have a walking path, washrooms, adult fitness equipment at Cadzow.
- Accessibility to trails in the North End.
- Better signage on the trails for the “loop”
- Exercise activities on the trails
- Trail from Lions Park up to the Grand Trunks trail must be made a high priority for repairs and maintenance from a safety and accessibility standpoint.
- Maintaining walkability and trails for new developments in the North Ward and everywhere else.
- Keep existing trails well signed and connected—like the trail running in the Meadowridge area.
- Cross-country skiing on trails
- Maintain sights of the loop.

#### Outdoor recreation facilities

- Skateboard park improvements
  - To improve safety and visibility of the skate park, it needs enhanced lighting. It is still very hard to see users at night (2)
  - Vandalism at the skatepark needs to be brought to public's attention.
- Tennis court improvements
  - Tennis courts could be multi-purpose surface (to accommodate basketball, pickleball and badminton)
  - Have tennis court lights on a timer or have someone turn them off (2)
  - Could tennis courts be shared with pickleball players?
  - Parking lot south of tennis courts needs to be larger and have lighting (benefit to shufflers, curlers, tennis players and swimmers).
- Cadzow Park
  - Cadzow Park needs to be developed as soon as possible to provide a picnic area (roofed) with provision area for the addition of washrooms and food preparation area for groups.

Location must be where the existing services are located and an area for a splash pad must be included.

- A plan for Cadzow Park- Can we get a swim area for young children?
- Increased checks at playgrounds/outdoor facilities in spring/summer for damage, glass, litter etc.
- Easier access to Quarry for those who cannot jump or dive.
- Splash pad improvements.
- Shade for baseball diamonds in East Ward Park.
- Baseball Hall of Fame needs a pavilion for their league participants.

## Improving Indoor Recreation/Leisure Facilities

### General Improvements

- Library space to increase program space.
- Indoor walking track within the Pyramid Recreation Centre (2)
- Gymnasium accessible for all ages to use to further available programs.
- Multi-purpose play space more frequently and available for indoor sports (i.e. pickleball, badminton, basketball, walking track).
- Wooden floor for dry ice surface.
- Pickleball Court (permanent!)
- Indoor area for green gym equipment

### Access and Comfort

- All facilities must be financially accessible for all users.
- Rental fees must be kept reasonable.
- Keep what we have maintained
- Town hall auditorium needs heating and air conditioning
- Climate control in the change rooms needs to be warmer (the warmer pool is appreciated)
- Viewing for the blue rink needs improvement
- More capacity for pool viewing; more people want to watch then there are seats
- Pool and change room areas have salt damage—can these be made to withstand the pool atmosphere?

## Improving Programs and Services

### Advertising and promotion

- More awareness of what's available.
- Need to advertise the programs available for all age groups
- More advertising to improve the pool's use for all age groups
- Show a printed schedule of what is going on at ball diamonds to make public aware
- Less 'areas' of advertisement—just one internet page.

### Increase programs

- Increase family programs, especially outdoor programs in the summer (i.e. campfire nights similar to seniors one, or communicate that it is a community campfire)
- More family events not just family skate/swims (i.e. Foam Fest/Mud runs at Boler Mountain).
- Have older adult programs in other locations such as parks and other facilities (i.e. exercise in the park).

- stage areas or places to have performances (music/dance) indoors or outdoors (i.e. bandshell)
- Break the barrier of stigma of the word ‘senior’; redefine what ‘senior’ means.
- Economical and flexible programs.
- Mom and tots skating.
- Is the mobility bus sufficient and affordable to provide access to facilities for those who cannot drive or walk? (now and in the future).
- Take care with scheduling swimming lessons that age groups and skill levels are able to share the correct areas of the pool.
- More open leisure swim and skate sessions (perhaps with earlier or later hours).
- Accessible times for adult programs (sport and non-sport variety) that take into account working hours.
- Town provision of services should be customer-focused. Sometimes people asking for help or information feel like nuisances.
- Geo-caching/scavenger hunts for older youth in Town or on the trails? What about an architectural or historical scavenger hunt, maybe with an app?
- Summer ice-time—existing deadlines to commit to use ice are too early; February would be better than November.
- There seems to be a good variety of programs for seniors
- Minor ball is currently using the Baseball Hall of Fame parking lot; need more parking
- Make sure that all people have access, regardless of income.
- More activities such as cross-country skiing, more outdoor winter activities.
- Scuba diving in the Old Quarry.
- Paddleboat/kayak/other rentals on the river by the flats.

## Future Priorities

- Continue maintenance (5)
  - lighting, signage and usability of existing trails and parks and extending those trails and parks into newly built communities.
- Continuing on senior focus—friendly and accessible programs (3)
- Financially accessible (3)
  - Strive for equitable rates of subsidy between different programs; give preferential support to groups less able to afford their own recreation.
  - Consider a higher rate of fees for out-of-town users.
- New facilities (3)
  - Multi-purpose gymnasium space with accessories (i.e. basketball, pickleball etc.)
  - Indoor walking track.
  - Lighting and washroom facilities of outdoor facilities and trails.
- Revitalize Cadzow Park (2)
- Communication of local parks, trails, events and programs (2)
- Inter-generational programs; ‘learn to’ programs for sports and leisure.
- More partnerships with high school and senior public school to assist in programs as part of their 40 hour requirement

## Appendix B – Online Community Survey Summary

1. In the past 12 months, which of the following recreational activities have you or anyone in your household participated in, in St. Marys or elsewhere? By participation, we mean situations where you or a member of your household actively participate (which does not include attending an event or watching others), either at home or in public.

Activity	#	%	Activity	#	%
Walking or Hiking for Leisure	470	80%	Organized Hockey, Ringette, or Figure Skating	136	23%
Swimming (Recreational)	294	50%	Soccer	107	18%
Aerobics, Yoga, Fitness, or Weight-training	264	45%	Tennis	89	15%
Dog Walking (on or off leash)	243	41%	Organized Youth Programs (e.g., summer camp, youth club, etc.)	81	14%
Use of Playground Equipment	240	41%	Organized Older Adult and Seniors Programs (e.g., cards, dancing, luncheons, etc.)	81	14%
Swimming (Instructional or Aquafit)	197	34%	Basketball	51	9%
Cycling or Mountain Biking	187	32%	Pickleball	46	8%
Use of Splash Pad	176	30%	Lawn Bowling	10	2%
Recreational Skating	153	26%	Skateboarding	12	2%
Running or Jogging	143	24%	None of the above	13	2%
Baseball or Softball (or other forms)	140	24%	<b>Total Respondents</b>	<b>586</b>	

2. Where does your household primarily participate in recreation activities?

Response	#	%
Public park or facility in the Town of St. Marys	464	83%
At home	237	42%
Public park or facility in another municipality	137	25%
School	47	8%
<b>Total Respondents</b>		<b>559</b>

3. Are you and members of your household able to participate in recreation pursuits (e.g. sports, physical wellness, outdoor play, etc.) as often as you would like?

Response	#	%
Yes	367	67%
No	178	33%
<b>Total Respondents</b>		<b>545</b>

4. Why are you and members of your household not able to participate in recreation pursuits as often as you would like?

Barrier	#	%
Lack of personal time / Too busy	65	38%
Program not offered at a convenient time	58	34%
Lack of money / Too expensive	51	30%
Lack of desired facilities or programs	44	26%
Health problems / Disability / Age	25	15%
Lack of information / Unaware of opportunities	24	14%
Lack of transportation / Facility too far away	8	5%
Lack of Child Care	8	5%
Not interested in participating in recreation pursuits	2	1%
<b>Total Respondents</b>	<b>172</b>	

5. Generally, what proportion of your household's recreation needs are met within the Town of St. Marys?

Proportion	#	%
All (100%)	95	17%
Most (67-99%)	226	42%
About Half (34-66%)	122	22%
Some (1-33%)	90	17%
None (0%)	10	2%
<b>Total Respondents</b>	<b>543</b>	

6. What activities do you or members of your household typically participate in outside of the Town of St. Marys and where do you participate in them?

Top 10 activities participated in outside of St. Marys	Top 10 locations to participate in activities
<ul style="list-style-type: none"> <li>Swimming (e.g., outdoor swim, public swim, aqua fit, paddleboard, etc.)</li> <li>Walking, Hiking, Running</li> <li>Fitness training, Weight-training, Aerobics, Yoga, Crossfit</li> <li>Gymnastics</li> <li>Dancing</li> <li>Ice sports (e.g., hockey, ringette, figure skating, etc.)</li> <li>Soccer</li> <li>Cross Country Skiing / Skiing</li> <li>Baseball / Softball</li> <li>Performing / Fine Arts (e.g., theatre, art classes, music)</li> </ul>	<ul style="list-style-type: none"> <li>Stratford</li> <li>London</li> <li>Mitchell</li> <li>Waterloo / Kitchener</li> <li>Kirkton</li> <li>Provincial Parks</li> <li>Thames Centre</li> <li>United States</li> <li>Woodstock</li> <li>Exeter</li> </ul>



## 7. Why does your household participate in these activities outside of the Town of St. Marys?

Response	#	%
Facility/program is not available in the Town	171	56%
Quality of facility/program is superior	74	24%
"Connected" to other community/used to live there	63	21%
Less expensive	58	19%
Facility/program not available at the preferred time	51	17%
Tournaments / Special Events / travel teams	43	14%
Closer to home	35	11%
Closer to work or school	23	7%
<b>Total Respondents</b>	<b>307</b>	

## 8. Are there any recreation facilities/activities that you or members of your household would like to see offered in the Town of St. Marys that are not currently available?

	#	%
Yes	226	62%
No	136	38%
<b>Total Respondents</b>	<b>362</b>	

## 9. What facilities/activities would you like to see offered?

Top Facilities	Top Activities
<ul style="list-style-type: none"> <li>• Fitness studio</li> <li>• Indoor walking track</li> <li>• Outdoor pool</li> <li>• Squash courts</li> <li>• Indoor playground</li> <li>• Pickleball courts</li> <li>• Outdoor skating rink</li> <li>• Splash pad</li> <li>• Indoor soccer</li> </ul>	<ul style="list-style-type: none"> <li>• Gymnastics classes</li> <li>• Fitness classes (Crossfit, yoha, tai chi, etc.)</li> <li>• Dance classes</li> <li>• Volleyball</li> <li>• Canoeing / Kayak / Paddleboarding</li> <li>• Recreational soccer</li> <li>• Archery</li> <li>• Rock climbing</li> </ul>

## 10. In your opinion, which of the following organizations should provide these new facilities/activities?

Response	#	%
A combination of the above providers	120	57%
Town of St.Marys	62	30%
Community / volunteer organization	10	5%
Other (please specify)	10	5%
Private sector	8	4%
<b>Total Respondents</b>	<b>210</b>	

11. In general, how important are the following items to your household?

	Not Important / Not Important at All		Neutral		Important / Very Important		Total
	#	%	#	%	#	%	
Active transportation facilities such as sidewalks, trails, and bike paths.	5	1%	18	4%	444	95%	467
Passive parks that preserve natural areas and open spaces.	15	3%	20	4%	435	93%	470
Outdoor recreation facilities such as sports fields, playgrounds, pavilions, etc.	18	4%	42	9%	407	87%	467
Indoor facilities such as arenas and aquatics.	30	6%	55	12%	388	82%	473

12. Thinking about those facilities that currently exist in the Town of St. Marys, what is your level of satisfaction with the following?

	Unsatisfied / Strongly Unsatisfied		Neutral		Satisfied / Strongly Satisfied		Total
	#	%	#	%	#	%	
Active transportation facilities such as sidewalks, trails, and bike paths.	36	8%	68	15%	360	78%	464
Passive parks that preserve natural areas and open spaces.	29	6%	84	18%	342	75%	455
Outdoor recreation facilities such as sports fields, playgrounds, pavilions, etc.	31	7%	80	18%	342	75%	453
Indoor facilities such as arenas and aquatics.	45	10%	69	15%	347	75%	461

13. What is your level of satisfaction with the indoor recreation opportunities in the Town of St. Marys for the following age groups?

	Unsatisfied / Strongly Unsatisfied		Neutral		Satisfied / Strongly Satisfied		Total
	#	%	#	%	#	%	
Children (0-12 years)	54	17%	77	24%	193	60%	324
Teens (13-18 years)	39	15%	95	37%	120	47%	254
Adults (19-54 years)	53	15%	111	31%	196	54%	360
Older Adults (55-69 years)	25	9%	61	22%	189	69%	275
Seniors (70+)	8	3%	58	24%	176	73%	242

14. What is your level of satisfaction with the outdoor recreation opportunities in the Town of St. Marys for the following age groups?

	Unsatisfied / Strongly Unsatisfied		Neutral		Satisfied / Strongly Satisfied		Total
	#	%	#	%	#	%	
Children (0-12 years)	53	16%	75	23%	198	61%	326
Teens (13-18 years)	38	15%	82	32%	138	53%	258
Adults (19-54 years)	40	11%	102	29%	208	59%	350
Older Adults (55-69 years)	20	8%	87	33%	157	59%	264
Seniors (70+)	13	6%	76	33%	141	61%	230

15. To what degree do you oppose or support the Town spending additional public funds on developing new or improving existing recreation facility types?

	Oppose / Strongly Oppose		Neutral		Support / Strongly Support		Total
	#	%	#	%	#	%	
Unpaved Nature Trails	16	4%	63	14%	363	82%	442
Paved Multi-use Trails	21	5%	59	13%	358	82%	438
Playgrounds	17	4%	69	16%	349	80%	435
Passive Parks and Open Spaces	16	4%	74	17%	348	79%	438
Outdoor Swimming Pools	39	9%	79	18%	319	73%	437
Dedicated Youth Centre	16	4%	102	24%	316	73%	434
Fitness Centres	35	8%	94	21%	312	71%	441
Indoor Walking Track	51	12%	79	18%	313	71%	443
Splash Pads	54	12%	88	20%	299	68%	441
Soccer Fields	30	7%	113	26%	284	67%	427
Dedicated Older Adult / Seniors' Centre	41	9%	115	26%	279	64%	435

	Oppose / Strongly Oppose		Neutral		Support / Strongly Support		Total
	#	%	#	%	#	%	
Arenas	100	23%	76	17%	267	60%	443
Indoor Swimming Pools	103	23%	77	17%	265	60%	445
Off-road Cycling Trails	35	8%	142	33%	253	59%	430
Tennis Courts	46	11%	135	32%	246	58%	427
Gymnasiums	45	10%	138	32%	247	57%	430
Community Halls and Multi-purpose Rooms	63	14%	127	29%	254	57%	444
Baseball or Softball Diamonds	59	13%	129	29%	250	57%	438
On-road Cycling Pathways	49	11%	139	32%	242	56%	430
Basketball Courts (outdoor)	39	9%	154	36%	229	54%	422
Off-Leash Dog Parks	70	16%	142	33%	217	51%	429
Skateboard Parks	70	17%	173	41%	176	42%	419
Pickleball Courts	59	16%	190	51%	127	34%	376

16. Please indicate your level of agreement with the following statements.

	Disagree / Strongly Disagree		Neutral		Agree / Strongly Agree		Total
	#	%	#	%	#	%	
Recreation and leisure opportunities should be a high priority for Town Council.	18	4%	62	14%	367	82%	447
The Town's recreation facilities are generally well maintained.	47	11%	59	13%	341	76%	447
My household is generally satisfied with the geographic distribution of recreation facilities in the Town.	35	8%	86	19%	322	73%	443
The Town's recreation programs are generally affordable.	57	13%	85	20%	284	67%	426
The Town's recreation facilities are generally affordable.	75	17%	76	17%	285	65%	436

17. Please provide any additional comments you may have regarding recreation facilities in the Town of St. Marys.

Due to the open ended nature of this question, the responses have not been included. However, the key themes expressed by respondents have been considered as a part of this Master Plan.

18. How many people, including yourself, live in your household?

Number of Persons	#
1	38
2	166
3	68
4	118
5	50
6	14
7+	4
<b>Total Respondents</b>	<b>458</b>
<b>Average Household Size</b>	<b>3.1</b>
<b>2016 Census Household Size</b>	<b>2.3</b>

19. Please indicate the total number of persons within your household that fall into the following age categories.

	Number of People	Proportion of Sample	2016 Census
Under 10 years	271	19%	11%
10-19 years	182	13%	11%
20-34 years	237	17%	16%
35-54 years	361	25%	25%
55-69 years	247	17%	21%
70 years and over	128	9%	16%
Total Persons	1,424	100%	100%
<b>Total Respondents</b>			<b>456</b>

20. In what year were you born?

	#	%
1929 or earlier (88 yrs or older)	2	1%
1930 to 1939 (78 to 87 yrs)	16	4%
1940 to 1949 (68 to 77 yrs)	65	15%
1950 to 1959 (58 to 67 yrs)	76	18%
1960 to 1969 (48 to 57 yrs)	49	12%
1970 to 1979 (38 to 47 yrs)	89	21%
1980 or later (16 to 37 yrs)	127	30%
<b>Total Respondents</b>	<b>424</b>	
<b>Average (Median) Age</b>	<b>45 (46)</b>	

21. Are you a resident of the Town of St. Marys?

	#	%
Yes	389	85
No	68	15
<b>Total Respondents</b>	<b>457</b>	

22. If you are not a resident of the Town of St. Marys. In which community do you reside?

#### Other Municipalities

- Perth South
- Thames Centre
- Stratford
- Granton
- Kirkton
- London
- Woodstock
- Zorra

## Appendix C – Stakeholder Group Survey Summary

### Arena Groups

#### St. Marys Minor Hockey Association

St. Marys Hockey provides opportunities to develop and hone hockey skills in a positive atmosphere that encourages good sportsmanship and fair play. The group has 372 players for the 2016/17 season, which is decline of about 20 players from the previous seasons. This drop is attributable to older players moving on and fewer newcomers, although it is expected that participation over the future will be stable. The group uses the arena and meeting room at the Pyramid Recreation Centre and suggested improvements included having a dedicated meeting room for all sports groups to use at no charge, a warmup area for players, and a central location for sports groups to report issues to Town staff. The need to improve communication between the Town and all user groups was also suggested and could be achieved by holding annual or biannual meetings to discuss a variety of topics between parties. The greatest challenge identified by the Association is the ability to keep registration costs affordable, although the group offers financial assistance through the Canadian Tire Jumpstart program.

#### St. Marys Model T Hockey Club

St. Marys Model T Hockey Club is an older adult pick-up hockey league that has maintained 25 players over the last three ice seasons. The group uses the ice at the Pyramid Recreation Centre and did not suggest any areas for improvement, although scheduling earlier ice times was requested.

#### St. Marys NBC Hockey

St. Marys NBC Hockey is an adult hockey league that has 116 members for the 2016/2017 season. Participation is expected to remain fairly stable over the future as the group indicated that the number of players who are too old to play is generally offset by the number of newcomers. The group uses the ice at the Pyramid Recreation Centre and reported no areas for improvement.

#### St. Marys Ringette Association

The St. Marys Ringette Association provides organized ringette for local girls as well as a learn-to-skate program for girls and boys, with a focus on developing skills and self-confidence on and off the ice. The organization reported 127 members for the 2016/17 year, which is an increase of about 30 players from the previous season. The Association expects that participation will continue to increase over the coming years as they believe that they can continue to attract new participants due to the organization's ability to offer an engaging and high quality experience at an affordable price. The organization is dedicated to keeping registration costs low to minimize financial barriers. The group uses the ice pads and meeting rooms at the Pyramid Recreation Centre and noted a number of areas for improvement including the need for a larger storage room (to accommodate the necessary equipment), a more reliable scorekeeping system, and a smoother ice surface. The Association reported that their biggest concern is that the blackout ice periods impacts the group's ability to schedule practices and games.

### Outdoor Sports Groups

#### St. Marys Minor Soccer

St. Marys Minor Soccer provides recreational and competitive soccer to children and youth. The organization has maintained about 250 participants over the past few years and expects to remain stable over the foreseeable future. The group uses the soccer fields throughout St. Marys, including those located at

Southvale Park, West Ward Park, and Solis Park. The meeting rooms at the Pyramid Recreation Centre are also used, as well as storage rooms for equipment. Soccer field improvements suggested by the group included reseeding and grading, particularly at Solis Park. The use of a large indoor space to facilitate indoor soccer programs was also suggested, in addition to the desire for additional storage space. A number of ongoing concerns were raised by the organization including securing and retaining volunteers, costs associated with field lining, referees, and associated Town fees.

### **St. Marys Minor Ball Association**

The St. Marys Minor Ball Association provides baseball and softball for local children and youth. In the past three years, the organization has grown to 236 players and the group expects that participation will continue to increase as a result of heightened interest in the sport due to the growing popularity of the Toronto Blue Jays. The Association uses ball diamonds located throughout St. Marys and indicated that the ball diamonds should be designed to be flexible to accommodate a range of players (e.g., movable bases). Washrooms and pavilion at the Baseball Hall of Fame was also suggested. Concerns over adequate diamond time was raised by the group as they are having to compress their practice and game schedules.

### **St. Marys Social Tennis Club**

The St. Marys Social Tennis Club provides a tennis opportunities in a friendly environment. The group has maintained about 45 players over the past three years and they expect that participation will remain stable over the future. The potential for growth was suggested as the group continues to hold events and indicated that their mixed-doubles nights are becoming increasingly popular. As the Town continues to provide lessons and camps, interest in the sport will continue to grow. The group uses the tennis courts in Town and appreciate having access to washroom facilities located near or on site. The greatest concern raised by the group is the ability to continue to raise money to maintain the facilities, while keeping registration costs affordable.

## **Service Clubs and Other Provider Themes**

### **McConnell Club**

The McConnell Club is a social group that partakes in a range of interesting activities with guest speakers, demonstrations, and fund raising initiatives. The group is comprised of 27 members and it is expected that membership will remain unchanged for the next five years. The Club uses the meeting rooms at the Pyramid Recreation Centre and did not suggest any improvements, although the rental cost was raised as a concern.

### **Rotary Club of St. Marys**

The Rotary Club of St. Marys is a local service club that focuses on the betterment of the community. The Club has 31 members and hopes to attract new members over the next five years. The Club uses a number of municipal facilities including the meeting rooms at the Pyramid Recreation Centre and various parks in St. Marys. A number of improvements were suggested to the Town's facilities including upgrading sound equipment at the Pyramid Recreation Centre, constructing a pavilion and washrooms at the Baseball Hall of Fame, and improving the quality of the parks and trails.

### **St. Marys Community Players**

The St. Marys Community Players is a non-profit community theatre group that offers live theatre productions. The theatre company has 125 members with expectations to increase as there are more interest in being involved in productions every year. The Community Players provides 20 shows each year at the Town Hall auditorium, which draws over 2,000 patrons each year. Suggested improvements to the Town Hall auditorium



included updating the kitchen and adding more washrooms. The need for air condition was also suggested, which was also the biggest concern raised by the group.

### The Friendship Centre

The Friendship Centre provides programs and services to St. Marys' older adults and seniors to allow them to live independently in the community. There are over 340 members at the Friendship Centre and it is expected that membership will grow as the Town continues to age. The group uses a number of facilities including the Pyramid Recreation Centre, Lind Sportsplex, and parks. The Centre suggested that the use of a multi-purpose gymnasium for sports and activities such as basketball and pickleball would be a benefit to its members, as well as the community as a whole.



# Summary of Recommendations

## Recreation and Leisure Services Master Plan - **DRAFT**

October 2017

**DRAFT** – Recreation and Leisure Services Master Plan  
Summary of Recommendations

Service Delivery Assessment	Term
Service Delivery Model	
1. Provide opportunities for all recreation, leisure and sport services providers to gather bi-annually (at a minimum) to discuss joint vision, guiding principles, and strategic priorities for recreation and leisure in St. Marys. Other opportunities should include the ability to share resources and training opportunities, engage in joint planning, marketing, better understand total market penetration, legislative compliance and reduce duplication where it exists.	Ongoing
2. Complete an annual analysis of trends, social issues, community priorities and determine the opportunities that are offered through other accessible organizations. Offer programs where there are gaps in the fulsome provision of programs and services.	Ongoing
3. Develop an Affiliation Policy to ensure that all volunteer based community groups are supported in a consistent fashion.	Short
Key Result Area #1 – Programs and Services for All	
4. Test the list of Recreation and Leisure Core Services offered in the Master Plan with the public to ensure that these are reflective of their needs. Further ensure that Non-Core services are fully cost recoverable to profit making to offset costs of Core Services.	Medium
5. Develop an Access Policy to Recreation that is proactive in engaging and supporting marginalized populations.	Short
6. Implement the Parks and Recreation Ontario's High 5 Active Aging quality assurance program as it applies to providing/enabling recreational opportunities to older adults.	Short
7. Work with other recreation and leisure providers to develop a level of service for each discipline (aquatics, programs, camps, etc.) and age group. Further discuss the primary organization to provide the suggested level of service with a view to decreasing duplication and sharing resources.	Ongoing
8. Implement, where possible, the newly revised criteria of the Playworks Partnership to enable the Town of St. Marys to be designated a Youth Friendly Community.	Short
9. Work to better understand market penetration of the various age groups in recreation and leisure services by identifying the unique clients of the various agencies and organizations offering programs and services.	Ongoing
10. Develop an online central data source where all programs and services regardless of the provider can be promoted. Use social media, where possible, to cross promote all opportunities.	Ongoing

**DRAFT** – Recreation and Leisure Services Master Plan  
Summary of Recommendations

Service Delivery Assessment	Term
<b>Key Result Area #2: Fiscal Sustainability in Recreation and Leisure Services</b>	
11. Develop a policy on Core and Non-Core Services and levels of service in concert with the community.	Medium
12. Articulate the costs to provide individual units of service to develop an equitable and fair-minded Pricing Policy.	Ongoing
13. Further investigate the cost reductions and revenue enhancements suggested in the Service Review and create a formalized Business Plan for the Pyramid Recreation Centre to be approved by Council – increase arena rentals during prime time, food services cost reductions/revenue enhancements, arena overtime reduction and cost recovery for contracted services at the Friendship Centre, etc. Further, develop Program Based Budgets (program and operational costs) for Recreation and Leisure to fully understand the cost to provide these services. To ensure the successful delivery of this Plan, implement a process for annual reporting to Council with effectiveness measures based on the performance measures recommended as articulated in Recommendation 19.	Ongoing
<b>Key Result Area #2: Fiscal Sustainability in Recreation and Leisure Services</b>	
14. Consult with the public on the principles of the potential partnership between the Town of St. Marys and the YMCA. Host discussions between the Town of St. Marys and the YMCA regarding any preliminary and beneficial (no cost/low cost) arrangements that could be made in the short term. Bring any short term recommendations and longer term vision to Council for discussion.	Short
15. Obtain volunteer software to offer online volunteer opportunities, provide an online screening process, training and tracking of volunteer hours with a view to increasing volunteerism in St. Marys.	Long
16. Apply for alternate funding to cover the costs of the Swim to Survive program.	Medium
17. Coordinate discussions with Town staff to articulate the Departmental culture and supporting values and behaviours.	Medium
<b>Key Result Area #3: Organizational Effectiveness and Governance</b>	
18. Develop a Communications Plan that engages community groups and serves to better inform the public as to the recreation and leisure opportunities available using traditional and social media communications vehicles at a minimum.	Short
19. Gather the data required to support the development of performance measures. Report annually to Council and the public and compare results year over year to inform continuous improvement initiatives in community engagement and service delivery.	Short
20. Provide the tasks involved and an implementation schedule on the development of a Recreation and Leisure Advisory Committee. Articulate the skills and competencies needed to implement the Master Plan recommendations and ensure that the Town recruits and selects members transparently based the needed skills and competencies.	Short

Parks and Trails Recommendations	Term
<b>Parkland Classification System</b>	
21. Incorporate a revised parkland classification system to provide greater clarity and accuracy towards locational characteristics, service area, permitted uses and amenities, and other details into the Town of St. Marys Official Plan at the time of its next review to guide the development and redevelopment of parkland in St. Marys.	Short
<b>Parkland Supply and Distribution</b>	
22. On an opportunity basis, pursue opportunities to rectify any parkland gaps that exist, utilizing parkland development strategies identified in this Master Plan, in addition to working with local non-municipal organizations (e.g., schools, St. Marys Memorial Hospital, Conservation Authority, etc.) to maximize access to a wide range of active and passive open spaces.	Ongoing
23. Strive to achieve a minimum parkland service area of 800 metres, unobstructed by major barriers such as major roads, railways, waterbodies, etc.	Ongoing
<b>Park Naturalization</b>	
24. Consider naturalization of select areas of parklands, including Meadowvale Park and Southvale Park, in order to reduce parkland maintenance efforts. The naturalization of these parks or park areas may require the removal and/or relocation of certain recreation facilities, as articulated in this Master Plan.	Ongoing
<b>Parkland Acquisition Policies and Guidelines</b>	
<p>25. During the next Official Plan Review, explore opportunities to bolster existing parkland policies, with consideration given to the following:</p> <ul style="list-style-type: none"> <li>a. Review the Town's parkland dedication policies to ensure that they consistent with the amended <i>Planning Act</i> as a result of Bill 73.</li> <li>b. Outline criteria for accepting cash-in-lieu of parkland, such as when the required dedication fails to meet an area of suitable shape, size, or location stipulated in the Town's parkland classification system or if parkland dedication would render the remainder of the site unsuitable or impractical for development, or other constraint preventing suitable park or land use development.</li> <li>c. Clarify that the where policies currently state that 5% of land be dedicated for parkland through development applies only to residential subdivision development. Consistent with the <i>Planning Act</i>, a new policy should be developed stating that 2% of land shall be required for all other forms of development (e.g., commercial or industrial). Additionally, policies should be established to consider applying the alternative parkland rate of one hectare per 300 dwelling units.</li> <li>d. Woodlots, storm water management ponds, naturalized areas, and environmentally sensitive areas should not be accepted as a part of parkland dedication, although the Town may assume these lands (over and above) for the purposes of protecting, natural areas for passive recreation (e.g., trail development) and educational uses.</li> </ul>	Short to Medium

**DRAFT – Recreation and Leisure Services Master Plan**  
**Summary of Recommendations**

Parks and Trails Recommendations	Term
26. Accepting parkland smaller than 0.5 hectares will be discouraged, except in instances that may be advantageous to the Town to reconcile gap areas and to address shortages in parkland.	Ongoing
27. Utilize alternative parkland acquisition tools, as necessary, to supplement parkland dedications and to enhance future parkland opportunities to serve current and future residents.	Ongoing
<b>Enhancing Active Transportation Opportunities</b>	
<p>28. Through an Official Plan Review, consider the following:</p> <ul style="list-style-type: none"> <li>a. Strengthen policies that support active transportation, trail development, and pedestrian and cycling infrastructure, with reference to this Master Plan.</li> <li>b. Integrate the active transportation network (existing and conceptual trails) in Schedule “B-Road Classifications” or in a new Schedule to the Official Plan to serve as an awareness tool for Town staff, developers, planners, and interested members of the public.</li> <li>c. Establish policies requiring the dedication of land for pedestrian and bicycling facilities as a condition of plan of subdivision approval, with consideration given to the conceptual active transportation network contained in this Master Plan.</li> </ul>	Short to Medium
29. Utilize a range of strategies to secure new lands for active transportation network development.	Ongoing
30. Engage the public in the planning and design process in advance of trail construction to facilitate opportunities for public input.	Ongoing
<p>31. Prepare an Active Transportation Master Plan to assist with long-term implementation of the conceptual active transportation network contained in this Master Plan. The Active Transportation Master Plan should build upon the directions contained in this Recreation and Leisure Services Master Plan, including the following. The Town should identify other objectives for the Active Transportation Master Plan, as necessary.</p> <ul style="list-style-type: none"> <li>a. Establish a vision statement and guiding principles to reflect the Town’s commitment to supporting and developing active transportation opportunities in St. Marys.</li> <li>b. Explore opportunities to enhance active transportation connections to the existing trail system. Modifications to existing conceptual trail routes may be permitted to recognize terrain and landscape features, as well as new trail opportunities.</li> <li>c. Identify active transportation design guidelines in the planning and development of trail routes, with consideration of provincial and municipal construction standards (including accessibility requirements).</li> <li>d. Engage the public and community groups to solicit input and feedback with respect to planning and designing active transportation infrastructure.</li> <li>e. Develop a trail hierarchy system to define types of active transportation routes, permitted uses, and design standards.</li> <li>f. Provide direction on the provision of active transportation amenities including, but not limited to, lighting, signage, parking, rest areas, and other ancillaries.</li> </ul>	Ongoing

Recreation and Leisure Facility Assessment	Term
<b>Arenas</b>	
32. To maximize the efficient use of the Town's ice pads, effort should be made to encourage greater use of available ice, particularly during shoulder and weekend hours. Other strategies may include, but not be limited to, promoting drop-in skating programs during available prime time hours on the weekend and co-ordinating blackout periods with user groups to ensure that it does not negatively impact playing schedules. (The existing supply of two ice pads is expected to be sufficient to serve ice users over the planning period)	Ongoing
<b>Curling Pads</b>	
33. The Town should work with the St. Marys Curling Association to explore ways in which to maximize utilization and participation levels by attracting new members, programs, and events. (No additional curling pads are expected to be required during the planning period)	Medium
<b>Indoor Aquatics</b>	
34. Recognizing the financial burden associated with operating the indoor pool at the Pyramid Recreation Centre, the Town should investigate partnership opportunities in an effort to seek a third party facility operator / partner. Should this investigation fail to result in a partnership, the Town should consider the other, less desirable, option noted in the Master Plan.	Short
<b>Fitness Spaces</b>	
35. If a third party partnership necessitates the provision of a fitness centre at the Pyramid Recreation Centre, investigate facility options through an architectural assessment.	Short
36. Explore opportunities to offer the indoor walking program to all residents and expand walking routes to include circulation areas and/or the Community Hall at the Pyramid Recreation Centre to provide the program on a year-round basis when the arena is in use during the skating season.	Short
<b>Community Halls, Multi-Purpose Spaces and Meeting Rooms</b>	
37. Continue to promote and encourage the use of the Town's multi-use spaces and meeting rooms to facilitate a broad range of uses and to ensure that the community is aware of the facilities that are available.	Ongoing
<b>Gymnasiums</b>	
38. Engage the Huron-Perth Catholic School Board and continue to work with the Avon Maitland District School Board to formalize reciprocal agreements to facilitate regular access to school gymnasiums located in St. Marys (and other school facility space, as required).	Short
39. Continue to develop and offer, where feasible, gymnasium-based recreation activities in the Town's community halls, multi-purpose spaces, and arena dry floor pads, to improve utilization levels in those spaces.	Ongoing

**DRAFT** – Recreation and Leisure Services Master Plan  
Summary of Recommendations

Recreation and Leisure Facility Assessment	Term
<b>Youth Spaces</b>	
40. Continue efforts to enhance children and youth opportunities and access to the Youth Centre and expand eligibility requirements to include senior high school students. (No additional youth spaces are recommended during this planning period)	Ongoing
41. Establish an annual youth forum to identify programming gap areas, discuss opportunities to improve recreation opportunities, and other relevant matters related to youth.	Ongoing
<b>Older Adult Space</b>	
42. Facilitate regular meetings to engage older adult and seniors to discuss opportunities to become an “Age-Friendly Community” which may involve identifying gaps in programming and services, areas to improve recreation opportunities, and other relevant matters. (No additional dedicated older adult and seniors spaces are recommended during this planning period)	Ongoing
<b>Soccer Fields</b>	
43. Direct greater levels of maintenance and future improvements to soccer fields at Solis Park. In doing so, redirect resources through reducing the frequency of maintenance on lower use fields and reposition them as casual open field areas intended for unstructured, passive and pick-up forms of play.	Short
44. As a condition of soccer field permitting, require St. Marys Minor Soccer to collect and submit to the Town annual soccer game and practice schedules as well as membership figures to improve accuracy in tracking field usage and demand.	Ongoing
45. Once the Town has established a strong understanding of field usage trends, re-evaluate opportunities to consolidate, readjust maintenance practices, or decommission the soccer fields at Southvale Park and West Ward Park.	Short
<b>Ball Diamonds</b>	
46. Continue to work with the Canadian Baseball Hall of Fame, with input from its regular users, to identify and prioritize improvements while a cost-benefit analysis should be carried out prior to undertaking any improvements.	Ongoing
47. Readjust maintenance practices at ball diamonds with low utilization to a suitable level to support neighbourhood play and the occasional rental. As a result, the Town should be strategic in undertaking ball diamond renewal projects at these locations. The Town should also continue to monitor usage at these locations as enhanced improvements and maintenance may be required should utilization levels increase.	Short
<b>Tennis Courts and Pickleball Courts</b>	
48. Delineate playing boundaries for pickleball on two of the existing tennis courts (tennis court lines are to remain). Consideration should be given to using a distinct boundary colour to differentiate playing areas in order to avoid confusion between the two sports as well as installing a strap system to allow the net to be adjusted. The Town should subsequently monitor utilization, as well as work with the St. Marys Social Tennis Club and pickleball players to ensure that game scheduling does not conflict between the two activities, particularly during tournaments and special events.	Short



**DRAFT** – Recreation and Leisure Services Master Plan  
Summary of Recommendations

Recreation and Leisure Facility Assessment		Term
<b>Basketball Courts</b>		
49. Explore opportunities to construct at least one new basketball court in a future or existing park in an underserved area(s) to enhance outdoor recreation facilities for youth. Areas of focus include the southwest and north area of St. Marys.		Medium
<b>Skateboard Parks</b>		
50. Integrate a limited number of basic skateboarding components - such as a ramp, curb, and/or rail - into the design of a future park or within an existing park in the north end of St. Marys as a means to enhance geographic accessibility and provide local children and youth with introductory-level skateboarding opportunities.		Long
<b>Outdoor Aquatics</b>		
51. Proceed with the construction of a splash pad at Cadzow Park to support outdoor aquatic needs.		Short
<b>Playgrounds</b>		
52. Explore opportunities to resolve playground gap areas through future park development. Consistent with the A.O.D.A. (2005), the design of new and redeveloping playgrounds should incorporate accessible playground features, such as using a firm and stable surface.		Ongoing
53. Through the replacement of the play structure located at Meadowridge Park at the end of its lifespan (2025), remove and construct a new playground in a more visible location in Southvale Park.		Long
<b>Other Recreation Facilities</b>		
54. Unsolicited proposals from established organizations should be supported by a proponent-led assessment and business plan that demonstrates the risks and benefits of the Town becoming involved in the provision of a non-core facility, the roles and responsibilities of the parties involved, as well as a funding strategy that is suitable to the Town.		Ongoing

Implementation		Term
<b>Monitoring and Updating the Master Plan</b>		
55. Establish a system for the regular implementation, monitor, and review of the Master Plan, including the creation of an annual work plan to identify accomplishments and priorities for the coming year. A high level 5 year review and a detailed 10 year update should be undertaken. As part of the implementation, the Town should seek ways to improve the sustainability of the recreation system (e.g. creation of an endowment fund, developing a capital reserve fund, etc.)		Medium / Long



OFFICE OF THE MAYOR  
CITY OF HAMILTON

November 10, 2017

The Honourable Kathleen Wynne,  
Premier of Ontario  
795 Eglinton Avenue East, Suite 101  
Toronto, ON M4G 4E4

Dear Premier Kathleen Wynne:

**Re: Provincial Flood Insurance Program**

At its meeting of November 8, 2017, City Council endorsed the Town of Lakeshore's resolution (attached) respecting the above matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Fred Eisenberger", with a long, sweeping underline.

Mayor Fred Eisenberger

cc. Hon. Patrick Brown, Leader of the Progressive Party  
Hon. Andrea Horwath, Leader of the New Democratic Party  
Association of Municipalities of Ontario (AMO)  
Via Email – MPPs in the Province of Ontario



5.11

## TOWN OF LAKESHORE

419 Notre Dame St.  
Belle River, ON N0R 1A0

October 11, 2017

Honourable Kathleen Wynne, Premier  
Legislative Building, Room 281  
Queen's Park  
Toronto, ON M7A 1A1

Dear Premier Wynne:

**RE: PROVINCIAL FLOOD INSURANCE PROGRAM**

At their meeting of October 10, 2017 the Council of the Town of Lakeshore duly passed the following resolution.

Councillor Wilder moved and Councillor Janisse seconded:

**That:**

**WHEREAS** weather patterns seem to have changed, in that excessive and prolonged rains are now becoming more frequent and regular,

**WHEREAS** there is an increased chance of flooding, as result of excessive and prolonged rains;

**WHEREAS** property owners in areas that are at an increased risk of flooding are often unable to purchase flood insurance to protect their properties; and

**WHEREAS** the cost of property repairs after a flood cause financial hardship for individuals, families and businesses.

**NOW THEREFORE BE IT RESOLVED** that the Government of Ontario be urged to create a Provincial Flood Insurance Program, to cover those individuals, families and businesses who are unable to secure flood insurance for their properties;

**BE IT FURTHER RESOLVED** that a copy of this motion be sent to the Honourable Kathleen Wynne, Premier of Ontario, the Honourable Patrick Brown, Leader of the Progressive Conservative Party, the Honourable Andrea Horwath, Leader

**of the New Democratic Party, and all MPPs in the Province of Ontario; and**

**BE IT FURTHER RESOLVED THAT a copy of this Motion be sent to the Association of Municipalities of Ontario (AMO) and all Ontario municipalities for their consideration.**

**Motion Carried Unanimously**

Should you require any additional information with respect to the above matter, please contact the undersigned.

Yours truly,

A handwritten signature in black ink, appearing to read 'Mary Masse', with a long horizontal flourish extending to the right.

Mary Masse  
Clerk

/cl

cc: Hon. Patrick Brown, Leader of Progressive Conservative Party  
cc: Hon. Andrea Horwath, Leader of New Democratic Party  
cc: Association of Municipalities Ontario (AMO)  
cc: Via Email - All Ontario Municipalities  
cc: Via Email - MPPs in the Province of Ontario



## COUNCIL RESOLUTION

AGENDA ITEM NO.: 7.1Date: November 13, 2017RESOLUTION NO.: 4b

MOVED BY:

SECONDED BY:

THAT Council receives the presentation FROM Oxford People Against Landfill Group;

AND THAT the Town of Tillsonburg calls upon the Government of Ontario, and all political parties, to formally grant municipalities the authority to approve landfill projects in or adjacent to their communities, prior to June 2018;

AND THAT in the case of a two-tier municipality, the approval be required at both the upper-tier and affected lower-tier municipalities;

AND FURTHER THAT the Town of Tillsonburg encourage all other municipalities in Ontario to consider this motion calling for immediate provincial action.

☒

Carried

☐

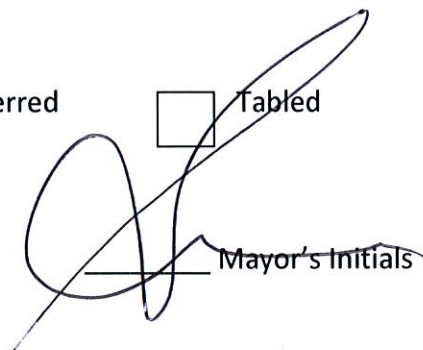
Defeated

☐

Deferred

☐

Tabled

☐Recorded  
Vote  
Mayor's Initials



## The Corporation Of The Municipality Of South Huron

### By-Law # 67-2017

#### **Being a By-Law to authorize Financing Agreement No. 1243 with Ontario Infrastructure and Lands Corporation ("OILC")**

Whereas the *Municipal Act, 2001, as amended*, provides under Section 5(1) that the powers of a Municipality shall be exercised by its Council and under Section 5(3) provides that a municipal power shall be exercised by By-Law; and

Whereas the *Municipal Act, 2001, as amended* provides under Section 9 that the municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the Act; and

Whereas OILC has advised the Municipality that its loan application to provide for temporary and long term borrowing from OILC in respect of the Capital Work(s) has been approved; and

Whereas the Municipality of South Huron deems it desirable to enter into this Agreement with OILC for Financing Agreement No. 1243 to make financing available to the Corporation of the Municipality of South Huron up to a maximum aggregate principal amount of \$2,669,150.75;

Now therefore be it resolved that the Council of The Corporation of the Municipality of South Huron enacts as follows:

1. That the Mayor and Treasurer are authorized to execute Financing Agreement No. 1243 with OILC authorized by Municipality of South Huron By-Law #59-2017 and identified as Schedule 'A' and attached hereto.
2. That Schedule 'A' shall form an integral part of this By-Law.
3. That this By-Law takes effect upon the date of final passing.

Read a first and second time this 20<sup>th</sup> day of November, 2017.

Read a third and final time this 20<sup>th</sup> day of November, 2017.

---

Maureen Cole, Mayor

---

Genevieve Scharback, Clerk

## Schedule "A" to By-Law 67-2017

Financing Agreement No. 1243  
Program Year: 2017/2018  
Long Term Only Single-tier/County/Region's purposes

**FINANCING AGREEMENT**

THIS AGREEMENT (the "**Agreement**"), made in duplicate, dated and effective as of 30th day of October, 2017.

**BETWEEN: ONTARIO INFRASTRUCTURE AND LANDS CORPORATION**  
(hereinafter referred to as "**OILC**");

And

**THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON**  
(hereinafter referred to as the "**Municipality**")

**WHEREAS:**

OILC has advised the Municipality that its loan application 1243, (the "**Application**"), has been approved;

OILC agrees to make financing available to the Municipality up to a maximum aggregate principal amount of \$2,669,150.75 (Two Million Six Hundred Sixty Nine Thousand One Hundred Fifty Dollars and Seventy Five Cents) (the "**Committed Amount**") for the project(s) listed in the Application and more particularly described in Schedule "A" hereto (each, a "**Project**"), subject to the terms and conditions set out in this Agreement.

**NOW THEREFORE** for good and valuable consideration, the receipt and sufficiency whereof are hereby acknowledged by the parties, the Municipality and OILC hereby agree as follows:

**1. Definitions.** In this Agreement:

- (a) "**Act**" means the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended from time to time.
- (b) "**Agreement**" means the agreement constituted by this agreement including all schedules attached hereto and referenced documents, as the same may be amended, restated, supplemented, replaced, otherwise modified or terminated from time to time. Terms such as "hereof", "herein" and "hereto" refer to this Agreement.
- (c) "**Business Day**" means a day on which banking institutions in Toronto, Ontario, Canada and the Municipality are not authorized or obligated by law or executive order to be closed, other than Saturday or Sunday.
- (d) "**Committed Amount**" has the meaning given to it in the second recital hereof; and when used in reference to a particular Project, "Committed Amount" means

- (e) **"Facility Termination Date"** means the earlier of Termination Date and the date on which the obligations of OILC hereunder have been terminated pursuant to paragraphs 8(b) or 8(c) hereof.
- (f) **"Issue Date"** for a Debenture means the date on which the Debenture is issued. The date on which the Debenture is issued will be either be "Requested Date of Debenture" or the "Revised Date of Debenture" as such dates are further identified on Schedule "A".
- (g) **"Open Data"** means data that is required to be released to the public pursuant to the Open Data Directive.
- (h) **"Open Data Directive"** means the Ontario government's Management Board of Cabinet's Open Data Directive, updated on April 29, 2016, as amended from time to time.
- (i) **"Principal Amount"** of an interest-bearing Debenture means the amount stated to be payable by the maturity date of the Debenture, exclusive of any interest.

## 2. **Representations and Warranties.**

The Municipality represents and warrants to OILC that:

- (a) the information contained in the Application, to the extent that it relates to the Municipality or the Project(s), is true and correct in all material respects as of the date of this Agreement;
- (b) the financing applied for in the Application relates only to expenditures in respect of the Project(s) that were or will be actually made by the Municipality on or after January 1, 2012;
- (c) long term financing for the Project(s) by way of one or more debentures (individually a **"Debenture"**, collectively the **"Debentures"**) to be issued to OILC, and the entering into of this Agreement have been approved by authorizing by-law duly passed by the Council of the Municipality in full compliance with the Act and the regulations made thereunder and more particularly described in Schedule "B" hereto (the **"Authorizing By-law"**);
- (d) the principal amount of financing allocated to each Project in the Authorizing By-law does not exceed the expenditures approved by the Municipality in respect of such Project;
- (e) the Municipality is not now subject to any restructuring order under Part V of the Act; accordingly, no approval of the Project(s), the Application or the borrowings applied for in the Application is required to be given by any transition board or commission appointed in respect of the restructuring of the Municipality and the Municipality undertakes to notify OILC if it becomes subject to any restructuring order under Part V of the Act; and



- (f) the Municipality is not currently in default under any debentures and undertakes to immediately inform OILC if it is in default under any such financial obligations at any time.

**3. Use of Proceeds.**

- (a) The Municipality covenants and agrees that:
  - (i) the proceeds of each Debenture shall be applied only to either:
    - (1) capital expenditures in respect of hard and soft capital costs actually made or to be made if OILC in its sole discretion has agreed to purchase a Debenture prior to the expenditure of all or any portion of the Committed Amount on the Project(s), by the Municipality on or after January 1, 2012 if such costs are directly related to the Project(s) in respect of which the Debenture is being issued; or
    - (2) legal costs and expenses directly related to the issue of such Debenture;

and not to any other purpose.
  - (b) For greater certainty, OILC is not responsible for ensuring that the proceeds of and Debentures are in fact used in the manner specified in paragraph 3(a) above.

**4. Conditions Precedent to Debenture Purchases.** OILC shall not purchase any Debenture until each of the following conditions precedent, has been satisfied, in which case OILC may purchase any Debenture in accordance with paragraphs 5 and 6:

- (i) OILC shall have received a Treasurer's Certificate, dated as of the Issue Date ("**Debenture Treasurer's Certificate**");
- (ii) OILC shall have received a legal opinion from the municipality's external legal counsel, dated as of the Issue Date, addressed to OILC in form and substance satisfactory to OILC;
- (iii) the purchase price for any Debenture, when added to the aggregate amount of Debentures then outstanding in respect of a Project, does not exceed the Committed Amount for that Project;
- (iv) the representations and warranties of the Municipality set out in paragraph 2 hereof shall be true and correct as at the date of the request to purchase a Debenture, as evidenced by the Debenture Treasurer's Certificate;
- (v) the Municipality shall not be in material default of any of its obligations under this Agreement as at the Issue Date, as evidenced by the Debenture Treasurer's Certificate;

- (vi) at OILC's sole discretion, if any issues that were raised in any audit conducted under paragraph 11 (a) have been resolved to OILC's satisfaction and/or OILC has neither required an audit under paragraph 11 (a) nor is such an audit ongoing; and
- (vii) none of the events specified in paragraph 8(c) shall have occurred and be continuing.

## **5. Purchase of Debentures.**

- (a) Provided that the Municipality is not in default under this Agreement, that all of the conditions precedent listed in paragraph 4 have been satisfied and that none of the events specified in paragraph 8(c) shall have occurred and be continuing, and upon satisfaction of such other usual and customary conditions precedent as OILC and its legal counsel may reasonably require, and subject to paragraph 6 hereof, OILC agrees to purchase Debentures from the Municipality on the Issue Date that is identified on the attached Schedule "A". The Issue Date being the 1st or 15<sup>th</sup> or the next following Business Day of a calendar month or at a time or times to be determined at the sole discretion of OILC, on or prior to the Facility Termination Date in an aggregate Principal Amount not to exceed the Committed Amount and subject to the detailed Debenture purchase process to be provided to the Municipality. Notwithstanding OILC's ability to purchase Debentures from the Municipality at its sole discretion as noted above and subject to its rights contained in paragraphs 6(a), 8(b) and 8(c) below, should the Municipality not issue Debenture(s) on the Issue Date, the Municipality shall have a period of one year from the Issue Date to issue Debenture(s) to OILC. Should the Municipality fail to issue Debenture(s) within the one year period, OILC shall have the right to terminate this Agreement in accordance with paragraphs 8(b) and (c) below.
- (b) If OILC agrees to purchase Debenture(s) from the Municipality prior to the expenditure of all or any portion of the Committed Amount on the Project(s), the Municipality agrees that it will submit an annual Treasurer's Report, in the form to be provided by OILC, to OILC verifying that all proceeds of such Debenture(s) have been used exclusively for the financing of the Project(s) during the relevant period. The first such report shall be due on the first anniversary of the purchase of the Debenture(s) by OILC and subsequent reports shall be due annually thereafter on subsequent anniversaries until such time as all the proceeds of such Debenture(s) have been expended.
- (c) The purchase price for Debentures will be tendered to the Municipality by electronic transfer of funds to an account of the Municipality maintained with a deposit-taking institution, such account to be designated by notice in writing to OILC by the execution and delivery of the attached Schedule "D" to this Agreement and the Municipality undertakes to notify OILC immediately in writing of any changes in its designated account for the purposes of such deposit.

## **6. Issue of Debentures**

- (a) The Municipality shall notify OILC sixty (60) days in advance of the Issue Date as noted on Schedule "A" hereto. If the Debenture(s) will not be offered for purchase

on such date the Municipality shall propose another Issue Date subject to OILC's rights under paragraph 5(a) and subject to OILC's right to reject the new Issue Date.

- (b) OILC is not responsible for ensuring that the proceeds of any Debenture are in fact used for the Debenture Project(s) designated as such by the Municipality pursuant to paragraph 3(a) above.
- (c) The interest rate for each Debenture (the "**Debenture Interest Rate**") shall be fixed by OILC based on OILC's cost of funds plus OILC's prevailing spread assigned to the borrower sector for program delivery costs and risks. A rate confirmation letter will be sent to the Municipality by OILC confirming the Debenture Interest Rate to be offered for the Debenture and the Municipality's acceptance of such rate shall be conclusive proof of acceptance of the Debenture Interest Rate offered.
- (d) Payments of principal and interest due on each Debenture shall be made by pre-authorized debit from an account of the Municipality maintained with a deposit-taking institution, such account to be designated by notice in writing to OILC by the execution and delivery of the attached Schedule "D" to this Agreement, together with such other authorizations, voided cheques and other documentation as the deposit-taking institution and the rules of the Canadian Payments Association may require for such pre-authorized debit, and the Municipality undertakes to notify OILC immediately in writing of any changes in its designated account for the purposes of pre-authorized debits.

## **7. Right of Deduction.**

As security for the satisfaction by the Municipality of its payment obligations under the Debenture(s), the Municipality hereby agrees, pursuant to section 25 of the *Ontario Infrastructure and Lands Corporation Act, 2011* (Ontario), as amended from time to time hereafter, that the Minister of Finance is entitled, without notice to the Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Municipality, amounts not exceeding the amounts that the Municipality fails to pay OILC on account of any Debenture(s) and to pay such amounts to OILC from the Consolidated Revenue Fund.

## **8. Term, Termination and Default.**

- (a) This Agreement shall terminate ten (10) Business Days following the date on which the last obligations outstanding hereunder are paid in full or following the purchase by OILC of the last Debenture to be issued pursuant to this Agreement (the later of the two dates means the "Termination Date") unless earlier terminated in accordance with paragraphs (b) or (c) below, in which case the "Termination Date" means the date on which this Agreement shall terminate, in accordance with such paragraph.
- (b) OILC may terminate its obligations under this Agreement on thirty (30) days prior notice in writing to the Municipality if in the reasonable opinion of OILC the Municipality is in material default under this Agreement, other than for any cause enumerated in (c) below or if OILC rejects a new Issue Date pursuant to section

- 6(a) or the Municipality fails to issue Debenture(s) within the specified time period enumerated in section 5(a).
- (c) OILC may terminate any or all of its obligations under this Agreement immediately, subject to paragraph (d) below,
- (i) if the Municipality:
    - (1) reaches or exceeds its updated debt and financial obligation limit received from the Ministry of Municipal Affairs and Housing;
    - (2) has failed to meet and pay any of its obligations under any debentures issued by the Municipality or interest thereon when due and after payment thereof has been duly demanded;
    - (3) has failed to meet and pay any of its other debts or liabilities when due and default in payment is occasioned from financial difficulties affecting the Municipality;
    - (4) has or may become involved in financial difficulties such that default or unusual difficulty in meeting debts or obligations or in providing adequate funds to meet current expenditures may ensue, or has failed to levy the necessary rates to meet current expenditures; or
    - (5) uses the proceeds of any Debenture for any purpose other than financing the Project(s) in the manner specified in Schedule "A" of this Financing Agreement.
  - (ii) if the Ontario Municipal Board makes an order under section 21 of the *Municipal Affairs Act* (Ontario), as amended, or any successor legislation to vest in the Ministry of Municipal Affairs and Housing control and charge over the administration of all the affairs of the Municipality as set forth in the order; or
  - (iii) if issues raised in an audit required under paragraph 16(a) have not been resolved to OILC's satisfaction within a reasonable time after the Municipality has been notified of such issues.
- (d) If OILC elects to terminate its obligations under this Agreement pursuant to paragraph 8(c) hereof, it shall give notice in writing of such termination to the Municipality, specifying the reason for such termination. Upon delivery of such notice OILC shall have no further obligation to purchase any Debentures hereunder. In addition to any rights or remedies that OILC may have at law or in equity to enforce such obligations, OILC may request that the Minister of Finance exercise the authority described in paragraph 7.
- (e) If OILC elects to terminate its obligations under this Agreement in accordance with paragraphs 8(b) or (c) above, OILC, at its discretion, shall assess any losses that

it may incur as a result of the early termination as follows: if on the Termination Date the outstanding principal balance on the Debenture(s) is less than the net present value of the Debenture(s), the Municipality shall pay the difference between these two amounts to OILC.

## **9. Communications Requirements**

- (a) OILC and the Municipality will work together to ensure that OILC financing of Project(s) receives recognition and prominence through agreed upon communications activities. An example of such activity could include signage at each Project site signifying Government of Ontario project financing.
- (b) OILC reserves the right to undertake its own communications activities in relation to OILC financing of the Project(s) at any time in its sole discretion and at its expense.
- (c) All joint communications activities between the Municipality and OILC must comply with the Government of Ontario's Visual Identity Directive and guidelines.

## **10. Indemnity**

To the fullest extent permitted by law, the Municipality shall indemnify and hold harmless OILC, its officers, directors, agents, subcontractors and employees and agents (collectively, the "**Indemnified Parties**") from and against all (a) claims and causes of action, pending or threatened, of any kind (whether based in contract, tort or otherwise) by third parties or by whomever made related to or arising out of or in any way related to this Agreement or the Project(s) and (b) liabilities, losses, damages, costs and expenses (including, without limitation, legal fees and disbursements) suffered or incurred by any of the Indemnified Parties in connection with any claims or causes of action described in paragraph (a) above. The obligations contained in this paragraph shall survive the termination or expiry of this Agreement.

## **11. General Provisions**

- (a) (i) OILC reserves the right to audit compliance with this Agreement at any time. Such right will survive any termination of this Agreement. The cost of any such audit will be at OILC's or the Municipality's expense at OILC's sole discretion. Municipalities are required to keep any supporting documents required for any such audit for a minimum of seven (7) years.
- (ii) The Municipality's obligation to provide an annual Treasurer's Report as described in paragraph 5(b) shall survive any termination of this Agreement.
- (b) No amendment, restatement, supplement, replacement, other modification or termination of any provision of this Agreement is binding unless it is in writing and signed by each party.
- (c) The Municipality may not assign its rights or transfer its obligations under this Agreement without the prior written consent of OILC. OILC may assign its rights or transfer its obligations under this Agreement without the prior written consent of

the Municipality by giving thirty (30) days notice of such assignment or transfer to the Municipality. This Agreement enures to the benefit of and binds the parties and their respective successors and permitted assigns.

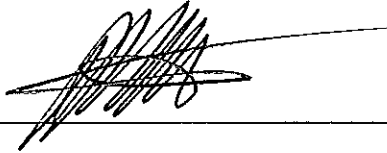
- (d) This Agreement, together with the Schedules, the Application, the Note, the Treasurer's Certificate, the Debenture Treasurer's Certificate, the annual Treasurer's Report and the Debenture(s), constitutes the entire agreement between the parties with respect to the subject matter referenced in those documents and supersedes all prior agreements, negotiations, discussions, undertakings, representations, warranties and understandings, whether written or oral.
- (e) Each party shall from time to time promptly execute and deliver all further documents and take all further action reasonably necessary or appropriate to give effect to the provisions and intent of this Agreement.
- (f) Subject to paragraph (g) below, OILC acknowledges the confidential nature of the financial, operational and other information and data provided and to be provided to it by the Municipality pursuant to this Agreement (the "**Information**") and agrees to use all reasonable efforts to prevent its disclosure provided, however, that:
  - (i) it may disclose all or any part of the Information if, in its opinion, such disclosure is required in connection with any actual or threatened judicial, administrative or governmental proceeding; and
  - (ii) it shall incur no liability in respect of any disclosure of Information to any, or pursuant to the requirements of any, judicial authority, law enforcement agency or taxation authority.
- (g) The Municipality acknowledges that OILC is an institution to which the *Freedom of Information and Protection of Privacy Act* (Ontario) ("**FIPPA**") applies and in the event of an access request under FIPPA for records in the control of OILC that may be in the possession of the Municipality, the Municipality will co-operate in identifying, copying and returning such records to OILC. OILC agrees that if it collects or receives Personal Information (as such term is defined in FIPPA) it will only do so, and it will only use, disclose or destroy such information, in accordance with the provisions of FIPPA relating to Personal Information in the custody or control of OILC to which FIPPA applies.
- (h) The Municipality acknowledges that this Agreement is subject to the Open Data Directive and OILC retains the right to publish Open Data.
- (i) This Agreement is governed by, and is to be construed and interpreted in accordance with, the laws of the Province of Ontario and the laws of Canada applicable in the Province of Ontario.
- (j) This Agreement and any amendment, restatement, supplement, replacement, other modification or termination of any provision of this Agreement may be executed and delivered in any number of counterparts, each of which when executed and delivered is an original but all of which taken together constitute one and the same instrument.

- (k) Either party may deliver an executed copy of this Agreement by fax but that party shall immediately deliver to the other party an original executed copy of this Agreement.
- (l) Unless otherwise specified, each notice to a party must be given in writing and delivered personally or by courier, sent by prepaid registered mail or transmitted by fax to the address or fax number set out in Schedule "C".
- (m) If any provision of this Agreement is or becomes illegal, invalid or unenforceable in any jurisdiction, the illegality, invalidity or unenforceability of that provision will not affect:
  - (i) the legality, validity or enforceability of the remaining provisions of this Agreement; or
  - (ii) the legality, validity or enforceability of that provision in any other jurisdiction.

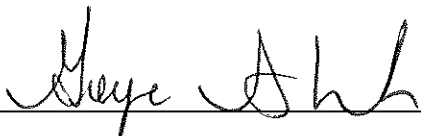
**[the remainder of this page has been left intentionally blank]**

IN WITNESS WHEREOF the parties hereto have executed the Agreement effective as of the date first above written.

**ONTARIO INFRASTRUCTURE AND LANDS CORPORATION**

per: \_\_\_\_\_

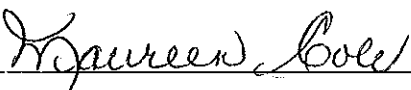
John Peters  
Vice President, Credit Risk

per: \_\_\_\_\_

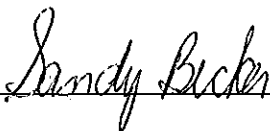
George Skariah  
Senior Vice President, Finance and Risk

We have the authority to bind the corporation

**THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON**

per: \_\_\_\_\_

Maureen Cole, Mayor

per: \_\_\_\_\_

Sandy Becker, Treasurer

We have the authority to bind the corporation

Executed by the above parties as authorized by By-Law 59-2017 of the Municipality.



**SCHEDULE "A"**  
**FINANCING SCHEDULE**

## Ontario Infrastructure and Lands Corporation

## Financing Schedule

Program Year: 2017/2018

Organization Name:

THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON

Date: October 30, 2017

Approved Loan Amount:

\$2,669,150.75

Please review, complete areas where indicated, sign, date and return the form to OILC. The following information will be incorporated into the OILC Financing Agreement.

The following lists the project information outlined in your application. Please verify that the project details are correct. You may amend the project completion dates or the total project cost if this information has changed since the application was submitted. Transfers between projects or categories are at OILC's discretion and require pre-approval.

## A. Project Details

Project Information					Financing Information					
Project ID	Project Name	Category	Start Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)	Total Project Cost	OILC Loan Amount	Term	Type	Requested Date of debenture* (mm/dd/yyyy)	Revised Date of Debenture (mm/dd/yyyy)
1	GBSTF PS2 Projects**	STI	08/01/2014	12/30/2016	\$7,009,925.46	\$2,669,150.75	20 y	Amortizing	12/01/2017	
					\$7,009,925.46	\$2,669,150.75				

\*Please note, debentures are to be purchased after expenditures have been incurred. Please review and adjust the Date of Debenture if required ensuring adequate time for the debenture purchase. For further clarifications or questions, please contact Jennifer Tang, Manager – Loan Administration at 416-314-5363.

\*\*These projects are not eligible for Construction Advances. Funds can only be requested for these projects by way of Debentures.

## Ontario Infrastructure and Lands Corporation

## Financing Schedule

Program Year: 2017/2018

Date: October 30, 2017

Organization Name:

THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON

Approved Loan Amount:

\$2,669,150.75

## B. Construction Financing Quarterly Forecast

If you wish to participate in the construction loan program, please indicate the amount of construction financing you require per fiscal quarter and per debenture. A reminder that OILC provides construction advances based on incurred project expenditures, unless prior approval has been sought.

Project ID	NOV-JAN 2017	FEB-APR 2017	MAY-JUL 2017	AUG-OCT 2017	NOV-JAN 2018	FEB-APR 2018	MAY-JUL 2018	AUG-OCT 2018	NOV-JAN 2019	FEB-APR 2019
1										
Project ID	MAY-JUL 2019	AUG-OCT 2019	NOV-JAN 2020	FEB-APR 2020	MAY-JUL 2020	AUG-OCT 2020	NOV-JAN 2021	FEB-APR 2021	MAY-JUL 2021	AUG-OCT 2021
1										

## Ontario Infrastructure and Lands Corporation

**Financing Schedule**

Program Year: 2017/2018

Date: October 30, 2017

Organization Name:

Approved Loan Amount: \$2,669,150.75

THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON

**C. Authorization**

I agree that these are the terms for the OILC loan. I understand that OILC will use this information to draft the Financing Agreement.

Treasurer

Sandy Becker

Signature

Sandy Becker

Date

Nov 6/17

PRINT NAME

**DIRECTIONS:** Please mail or courier the original signed Financing Schedule to OILC, 1 Dundas Street West, 20th Floor, Toronto, ON M5G 2L5

**SCHEDULE "B"**

**CERTIFIED COPY OF AUTHORIZING BY-LAW**



The Corporation of The Municipality Of South Huron

By-Law #59-2017

Being a by-law to authorize certain new capital works of the Corporation Of The Municipality Of South Huron (the "municipality"); to authorize the submission of an application to Ontario Infrastructure And Lands Corporation ("OILC") for financing such capital works; to authorize temporary borrowing from OILC to meet expenditures in connection with such works; and to authorize long term borrowing for such works through the issue of debentures to OILC

WHEREAS the *Municipal Act, 2001* (Ontario), as amended, (the "Act") provides that a municipal power shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it is now deemed to be expedient to authorize for the purposes of the Municipality the new capital work(s) described in column (2) of Schedule "A" (individually a "**Capital Work**", collectively the "**Capital Works**", as the case may be) attached hereto and forming part of this By-law ("**Schedule "A"**") in the amount of the respective estimated expenditure set out in column (3) of Schedule "A", subject in each case to approval by OILC of the financing for such Capital Work(s) that will be requested by the Municipality in the Application as hereinafter defined;

AND WHEREAS in accordance with section 4 of Ontario Regulation 403/02 (the "**Regulation**"), the Council of the Municipality had its Treasurer calculate an updated limit in respect of its most recent annual debt and financial obligation limit received from the Ministry of Municipal Affairs and Housing (as so updated, the "**Updated Limit**"), and, on the basis of the authorized estimated expenditure for the Capital Work or each Capital Work, as the case may be, as set out in column (3) of Schedule "A" (the "**Authorized Expenditure**" for any such Capital Work), the Treasurer calculated the estimated annual amount payable in respect of the Capital Work or each Capital Work, as the case may be, (collectively the "**Estimated Annual Amount Payable**") and determined that the Estimated Annual Amount Payable does not cause the Municipality to exceed the Updated Limit, and accordingly the approval of the Ontario Municipal Board pursuant to the Regulation, is not required before any such Capital Work is authorized by the Council of the Municipality;

AND WHEREAS subsection 405(1) of the Act provides, amongst other things, that a municipality may authorize temporary borrowing to meet expenditures made in connection with a work to be financed in whole or in part by the issue of debentures if, the municipality is an upper-tier municipality, a lower-tier municipality in a county or a single-tier municipality and it has approved the issue of debentures for the work;

AND WHEREAS subsection 401(1) of the Act provides that a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other

- 2 -

way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

AND WHEREAS the Act also provides that a municipality shall authorize long term borrowing by the issue of debentures or through another municipality under section 403 or 404 of the Act;

AND WHEREAS OILC has invited Ontario municipalities desirous of obtaining temporary and long term debt financing in order to meet capital expenditures incurred on or after January 1, 2004 in connection with eligible capital works to make application to OILC for such financing by completing and submitting an application on the form provided by OILC;

AND WHEREAS the Municipality has completed and submitted an application to OILC (the "**Application**") to request financing for the Capital Work(s) by way of long term borrowing through the issue of debentures to OILC and by way of temporary borrowing from OILC pending the issue of such debentures;

AND WHEREAS OILC has accepted and has approved the Application;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON ENACTS AS FOLLOWS:

1. The Council of the Municipality hereby confirms, ratifies and approves the execution by the Treasurer of the Application and the submission by such authorized official of the Application, duly executed by such authorized official, to OILC for the financing of the Capital Work(s) in the maximum aggregate principal amount of \$2,669,150.75 substantially in the form of Schedule "B" hereto and forming part of this By-law, with such changes thereon as such authorized official may hereafter approve, such execution and delivery to be conclusive evidence of such approval.
2.
  - (a) The undertaking of the Capital Work or of each Capital Work, as the case may be, in the amount of the respective estimated Authorized Expenditure set out in column (3) of Schedule "A" is hereby approved and authorized;
  - (b) any one or more of the Mayor and the Treasurer are hereby authorized to conclude contracts on behalf of the Municipality for the undertaking of the Capital Work or of each Capital Work, as the case may be, in accordance with the Municipality's usual protocol;
  - (c) where applicable, the Engineer of the Municipality will forthwith make such plans, profiles and specifications and furnish such information as in the opinion of the Engineer are necessary for the undertaking of the Capital Work or of each Capital Work, as the case may be; and
  - (d) where applicable, the undertaking of the Capital Work or of each Capital Work, as the case may be, shall be carried on and executed under the

- 3 -

superintendence and according to the direction and orders of such Engineer.

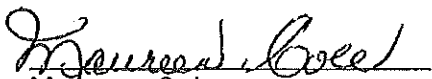
3. The Mayor and the Treasurer are hereby authorized to negotiate and enter into, execute and deliver for and on behalf of the Municipality a financing agreement (a "**Financing Agreement**") with OILC that provides for temporary and long term borrowing from OILC in respect of the Capital Work(s) on such terms and conditions as such authorized officials may approve, such execution and delivery to be conclusive evidence of such approval.
4. The Mayor and/or the Treasurer are hereby authorized, pending the substantial completion the Capital Work or each Capital Work, as the case may be, or as otherwise agreed with OILC, to make temporary borrowings pursuant to section 405 of the Act in respect of the Capital Work or of each Capital Work, as the case may be, on the terms and conditions provided in the Financing Agreement and on such other terms and conditions as such authorized officials may agree, and to sign such evidence of indebtedness as OILC may require (the "**Note**") and to deliver the Note to OILC, such execution and delivery to be conclusive evidence of such agreement; and the Treasurer is authorized to sign such certifications as OILC may require in connection with such borrowings in respect of the Capital Work(s); provided that the amount of borrowings allocated to the Capital Work or to each Capital Work, as the case may be, does not exceed the Authorized Expenditure for such Capital Work and does not exceed the related loan amount set out in column (4) of Schedule "A" in respect of such Capital Work.
5. Subject to the terms and conditions of the Financing Agreement and such other terms and conditions as OILC may otherwise require, the Mayor and the Treasurer are hereby authorized to long term borrow for the Capital Work(s) and to issue debentures to OILC on the terms and conditions provided in the Financing Agreement and on such other terms and conditions as such authorized officials may agree (the "**Debentures**"); provided that the principal amount of the Debentures issued in respect of the Capital Work or of each Capital Work, as the case may be, does not exceed the Authorized Expenditure for such Capital Work and does not exceed the related loan amount set out in column (4) of Schedule "A" in respect of such Capital Work.
6. In accordance with the provisions of section 25 of the *Ontario Infrastructure and Lands Corporation Act, 2011*, as amended from time to time hereafter, as security for the payment by the Municipality of the indebtedness of the Municipality to OILC under the Note and/or the Debentures, as the case may be (the "**Obligations**"), the Municipality is hereby authorized to agree in writing with OILC that the Minister of Finance is entitled, without notice to the Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Municipality, amounts not exceeding the amounts that the Municipality fails to pay OILC on account of the Obligations and to pay such amounts to OILC from the Consolidated Revenue Fund.

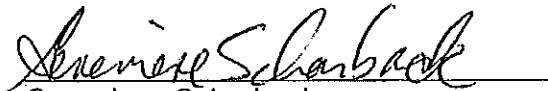


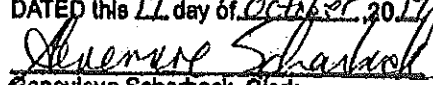
- 4 -

7. For the purposes of meeting the Obligations, the Municipality shall provide for raising in each year as part of the general levy, the amounts of principal and interest payable in each year under the Note and/or any outstanding Debenture, to the extent that the amounts have not been provided for by any other available source including other taxes or fees or charges imposed on persons or property by a by-law of any municipality.
8.
  - (a) The Mayor and/or the Treasurer are hereby authorized to execute and deliver the Note, the Mayor and the Treasurer are hereby authorized to enter into, execute and deliver the Financing Agreement, and to issue the Debentures, one or more of the Clerk and the Treasurer are hereby authorized to generally do all things and to execute all other documents and papers in the name of the Municipality in order to perform the Obligations of the Municipality under the Financing Agreement and to execute and deliver the Note and to issue the Debentures, and the Treasurer is authorized to affix the Municipality's municipal seal to any such documents and papers.
  - (b) The money realized in respect of the Note and the Debentures, including any premium, and any earnings derived from the investment of that money, after providing for the expenses related to the execution and delivery of the Note and to the issue of the Debentures, if any, shall be apportioned and applied to the respective Capital Work and to no other purpose except as permitted by the Act.
9. This By-law takes effect on the day of passing.

Enacted and passed this 16<sup>th</sup> day of October, 2017.

  
Maireen Cole  
Mayor

  
Genevieve Scharback  
Clerk

I, Genevieve Scharback, Clerk of the  
Mun. of South Huron, in the County  
of Huron and Province of Ontario,  
do hereby certify this to be a true copy  
of South Huron By-Law 59-2017  
DATED this 17 day of October, 2017  
  
Genevieve Scharback, Clerk  
Municipality of South Huron

- 5 -

**Schedule "A"**  
**to By-Law Number 59-2017**  
**Grand Bend Sewage Treatment Facility & Pumping Station 2**

(1)	(2)	(3)	(4)
<u>Capital Work Number</u>	<u>Description of Capital Work</u>	<u>Estimated Expenditure</u>	<u>Loan Amount</u>
GBSTF_PS_2016	Grand Bend Sewage Treatment Facility and PS2 Projects	\$7,009,925.46	\$2,669,150.75

**Schedule "B"**

**Attached**



Schedule "B" to By-law 59-2017

## Webloans Loan Application PDF

FA Number 1243  
 Application for South Huron, The Corporation of The Municipality of

## Projects

ID	SIT Project ID	Project Name	Construction/Purchase Start	Construction/Purchase End	Project Cost	OILC Loan Amount
447	0	GBSTF & PS2 Projects	08/01/2014	12/30/2016	\$7,009,925.46	2,669,150.75

## Details of Project GBSTF &amp; PS2 Projects

Project Category	Sewage Treatment Infrastructure
Project Name	GBSTF & PS2 Projects
Construction/Purchase Start	08/01/2014
Construction/Purchase End	12/30/2016
Energy Conservation	
Project Address 1	70145 Mollard Line
Project Address 2	
City / Town	Grand Bend
Province	ON
Postal Code	N0M 1T0
Description	GBSTF - This project is the expansion and upgrade of an existing sewage lagoon to an extended aeration tertiary mechanical treatment plan with a wet land for final effluent polishing. The new plant is a pre-engineered structural steel building complete with all associated site work, pumps, screen and grit removal, aeration tanks, mechanical filters, UV disinfection and specialized sewage treatment equipment, including all mechanical, electrical, instrumentation and SCADA. PS2- this project is the retrofitting and upgrade of an existing sewage pumping station, including the replacement of pumps, motor controls,
Comments and/or Special Requests	These projects were cost shared with Lambton Shores (lead municipality). Project financial information reflects South Huron's share of the project costs and financing
Project Life Span (Years)	20

## Project Financial Information

Project Cost (A)	\$7,009,925.46
<u>Other Project Funding / Financing (B):</u>	
Description	Timing Amount
BCF Grant	Existing \$4,292,388.09
Property Owners	Existing \$48,388.62
Other Project Funding/Financing Total (B)	\$4,340,774.71
OILC Loan Amount (A-B)	\$2,669,150.75

Only include long-term borrowing in this section. If you anticipate that you will require short-term financing during the construction phase of the project, the information will be gathered as part of the Financing Agreement.

Required Date Amount Term Type

12/01/2017	\$2,669,150.75	20	<input checked="" type="checkbox"/> Amortizing
Long-term Borrowing Total	\$2,669,150.75		

### Debt and Re-payments Summary

Has there been any new/undisclosed debt acquired since last FIR was submitted? ☐ Yes ☒ No

Please describe any re-financing plans for any existing "Interest only" debt, if applicable.

### Non Re-payments of Loans or Debenture

In the last 10 years, has the borrower ever failed to make a loan payment or debenture repayment on time to any lender, including the Provincial Government?

If yes, please provide details.

### OILC Loan Repayment Information

Please indicate the source(s) of revenue you plan to use to repay the OILC Loan

Taxation	0.00	
User Fees	20.00	
Service Charges	0.00	
Development Charges	0.00	
Connection Fees	0.00	
Repayment Subsidies	0.00	
Other	80.00	Benefiting Property Owners
Total	100.00%	

### Documentation and Acknowledgements

Please ensure all required documents are submitted with the signed application. OILC requires originals as noted below to be mailed or couriered. Also, please retain a copy of all documents submitted to OILC for your records.

To obtain templates for documents see listed below.

- Loan Application Signature Page signed and dated by the appropriate individual (original to be submitted)
- Certificate and sealed copy of OILC template By-Law authorizing project borrowing and applying for a loan (original with seal)
- Certificate of Treasurer Regarding Litigation using the OILC template (original, signed & sealed)
- Updated Certified Annual Repayment Limit Calculation (original)

☒ I acknowledge and agree that all of the above referenced documents must be submitted in the form required by OILC and understand that the application will not be processed until such documents have been fully completed and received by Infrastructure Ontario.

Please note: OILC retains the right to request and review any additional information or documents at its discretion.

#### Confidential Information

OILC is an institution to which the Freedom of Information and Protection of Privacy Act (Ontario) applies. Information and supporting documents submitted by the Borrower to process the loan application will be kept secure and confidential, subject to any applicable laws or rules of a court or tribunal having jurisdiction.

**ONTARIO INFRASTRUCTURE  
AND LANDS CORPORATION (OILC)  
LOAN APPLICATION SIGNATURE PAGE**

Application ID: 190

Printed Date: 10/10/2017  
Application Submit Date: 10/10/2017

I/We acknowledge that a Loan Application has been submitted to Ontario Infrastructure and Lands Corporation (OILC) containing the following information.

Eligible Category	Loan Amount
Sewage Treatment Infrastructure	\$2,669,150.75
	-----
<b>Total</b>	<b>\$2,669,150.75</b>

<b>Name of Borrower:</b>	South Huron, The Corporation of The Municipality of	<b>Name of Treasurer's (or equivalent):</b>	<u>Sandy Becker</u>
<b>Address:</b>	322 Main Street South N0M1S6 ON	<b>Telephone Number:</b>	<u>519-235-0310 Ext 229</u>
		<b>ID:</b>	<u>40003</u>

The undersigned certifies that he/she has read the OILC loan program guidelines and all information provided to OILC is accurate and complete. The undersigned acknowledges that some information provided may be shared with the line ministries to provide technical expertise to OILC. Applicant agrees to provide OILC with additional information as required in order to process the loan.

<b>Treasurer's (or equivalent) Signature:</b>	<u>Sandy Becker</u>	<b>Date:</b>	<u>October 10/17</u>
---	---------------------	--------------	----------------------

**SCHEDULE "C"**  
**ADDRESSES FOR NOTICE**

Ontario Infrastructure and Lands Corporation

1 Dundas, 20<sup>th</sup> floor

Toronto, Ontario

M5G 2L5

Attn: Loan Operations

Fax: 416-263-5900

The Corporation of The Municipality of South Huron

322 Main Street South PO Box 759

Exeter, ON

N0M1S6

Attn: Sandy Becker, Treasurer

Fax: 5192350310

Financing Agreement No. 1243  
Program Year: 2017/2018  
Long Term Single-tier/County/Region's purposes

**SCHEDULE "D"****PRE-AUTHORIZED DEBIT ("PAD") AND ACCOUNT FOR DEPOSIT****THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON****(1) Company Information**

Full Legal Name: Ontario Infrastructure and Lands Corporation

Address: 1 Dundas Street West Suite 2000 City: Toronto

Province: ON Postal Code: M5G 2L5 Phone #: 416-326-1149

**(2) Customer Information**

Full Legal Name: Corporation of the Municipality of South Huron

Exact account name: Municipality of South Huron

Address: 322 Main St S, City: Exeter

Province: Ont Postal Code: N0M 1S6 Phone #: 519-235-0310

**[THE REMAINDER OF THIS PAGE HAS INTENTIONALLY BEEN LEFT BLANK]**



(3) **Financial Institution Information** (Note: Please attach VOID cheque)

(i) **Inflow of Deposits**

Name of Financial Institution: Bank of Nova Scotia

Address: 4715 Tahoe Boulevard City: Mississauga

Province: Ont Postal Code: L4W 0B5 Phone #: 1-888-855-1234

Transit #: 67876 Institution #: 002 Account #: 03439 19

(ii) **Outflow of Pre-Authorized Debit**

☒ Same as above

☐ If different from above fill out banking information below

Name of Financial Institution: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_

Province: \_\_\_\_\_ Postal Code: \_\_\_\_\_ Phone #: \_\_\_\_\_

Transit #: \_\_\_\_\_ Institution #: \_\_\_\_\_ Account #: \_\_\_\_\_

Sample of the numbering at the bottom of a cheque

001234	01234 - 001		111-222-3
↓	↙	↘	↓
Cheque #	Transit #	Institution #	Account #

**MUNICIPALITY OF SOUTH HURON**

322 MAIN STREET, BOX 759  
EXETER, ONTARIO N0M 1S6  
TEL. (519) 235-0310

THE BANK OF NOVA SCOTIA 67876  
www.scotiabank.com/businessservices 1-888-855-1234  
www.banquescotia.com/servicesauxentreprises

Page 000004

DATE

/DOLL

VOID

\$

PAY  
TO

MUNICIPALITY OF SOUTH HURON

PER \_\_\_\_\_

PER \_\_\_\_\_

⑈000004⑈ ⑆67876⑈002⑆ 03439⑈19⑈

Financing Agreement No. 1243  
 Program Year: 2017/2018  
 Long Term Single-tier/County/Region's purposes

**PRE-AUTHORIZED DEBIT AND ACCOUNT FOR DEPOSIT**  
**THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON**

Attach VOID Cheque Here:

Sample:

001		
YOUR NAME 123 ANY STREET YOUR TOWN, PROVINCE M1P 1V5		DATE Y Y Y Y M M D D
PAY TO THE ORDER OF		\$ <span style="border: 1px dashed black; display: inline-block; width: 100px; height: 20px;"></span>
		/ 100 DOLLARS
YOUR FINANCIAL INSTITUTION 456 MAIN STREET YOUR TOWN, PROVINCE D1L1		
MEMO	<b>Transit/Branch #</b> <div style="border: 1px solid black; padding: 2px; display: inline-block;">1 2 3 4 5 6 7 8</div>	<b>Financial Institution #</b> <div style="border: 1px solid black; padding: 2px; display: inline-block;">1 2 3 4 5 6 7 8</div>
<b>Bank Account #</b> <div style="border: 1px solid black; padding: 2px; display: inline-block;">1 2 3 4 5 6 7 8</div>		

### 1. Purpose of Debits

☒ Business PAD

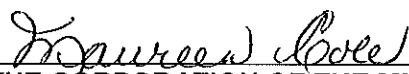
### 2. Pre Notification of Amounts

**Fixed Amounts:** The Company will provide written notice of the amount to be debited and the date of the debit at least ten (10) calendar days before the date of the first debit and every time there is a change in the amount or payment date.

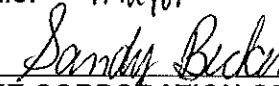
**Variable Amounts:** The Company will provide written notice of each amount to be debited and the date of the debit at least ten (10) calendar days before the date of each debit.

The Customer and Company hereby agree to waive the above pre notification requirements.

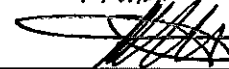
Authorized Signature of Customer:

  
 THE CORPORATION OF THE MUNICIPALITY OF  
 SOUTH HURON  
 Name: Maureen Cole  
 Title: Mayor

Authorized Signature of Customer:

  
 THE CORPORATION OF THE MUNICIPALITY OF  
 SOUTH HURON  
 Name: Sandy Becker  
 Title: Treasurer

Authorized Signature of Company:

  
 ONTARIO INFRASTRUCTURE AND LANDS  
 CORPORATION  
 Name: John Peters  
 Title: Vice President, Credit Risk

### 3. Rights of Dispute

The Customer has certain recourse rights if any debit does not comply with this Authorization. For example, the Customer has the right to receive reimbursement for any debit that is not authorized or is not consistent with this Authorization. To obtain more information on the Customer's recourse rights, the Customer may contact its financial institution or visit [www.cdnpay.ca](http://www.cdnpay.ca).

The Customer may dispute a debit under the following conditions: (i) the debit was not drawn in accordance with this Authorization; or (ii) amounts were drawn after this Authorization was revoked or cancelled in accordance with paragraph 4 below.

In order to be reimbursed, the Customer must complete a declaration form / reimbursement claim, in the form provided by the Bank, at the above indicated branch of

the Bank up to and including ten (10) business days after the date on which the debit in dispute was posted to the Customer's account.

The Customer acknowledges that disputes after the above noted time limitations are matters to be resolved solely between the Company and Customer.

#### **4. Terms of Authorization to Debit the Above Account**

The Customer authorizes the Company to debit the above account(s) for all payments of principal, interest and other amounts payable to the Company from time to time in respect of the Customer's indebtedness to the Company in accordance with the terms of the financing agreement between the Company and the Customer dated as 30th day of October, 2017 (the "Financing Agreement").

The Customer authorizes the Company to debit the above account(s) for amounts payable to the Company if the Customer fails to provide written notice to the Company of any change to the terms of a Debenture at least five (5) Business Days prior to the date the Company is scheduled to set the interest rate for a Debenture, as defined in the Financing Agreement.

The Bank is not required to verify that any debits drawn by the Company are in accordance with this Authorization or any agreement made between the Customer and the Company.

This Authorization is to remain in effect and may not be revoked or cancelled until the Company has received written notification from the Customer of its change or cancellation in accordance with this Authorization. This Authorization may only be revoked or cancelled by the Customer upon thirty (30) days' written notice to the Company and provided that the Customer designates alternative account(s) and delivers new pre-authorized debit agreement(s) in respect of the new account(s) for purposes of effecting debits of the Customer's obligations under the Financing Agreement. The Customer may obtain a sample cancellation form, or more information on the right to cancel a PAD Agreement by visiting [www.cdnpay.ca](http://www.cdnpay.ca).

This Authorization applies only to a method of payment and cancellation of this Authorization does not mean that the Customer's contractual obligations to the Company are ended, and nor does this Authorization otherwise modify or detract from any of the Customer's obligations to the Company.

The Customer will notify the Company promptly in writing if there is any change in the above account information. The Customer may contact the Company in accordance with notification provisions set forth in the Financing Agreement.

The Customer consents to the disclosure of any personal information that may be contained in this Authorization to the Bank at which the Company maintains its account to be credited with the debits as far as any such disclosure of personal information is related to and necessary for the proper application of the Rules of the Canadian Payments Association.

Financing Agreement No. 1243  
Program Year: 2017/2018  
Long Term Single-tier/County/Region's purposes

Any delivery of this Authorization to the Company constitutes delivery by the Customer to the Bank. It is warranted by the Customer that all persons whose signatures are required to sign on the above account have signed this Authorization. The Customer acknowledges receipt of a signed copy of this Authorization.

Maureen Love Nov 6/2017  
Signature(s) or Authorized Signature(s) of Account Holder(s) (Date)

Sandy Beck Nov 6/17  
Signature(s) or Authorized Signature(s) of Account Holder(s) (Date)



## **The Corporation Of The Municipality Of South Huron**

### **By-Law #68-2017**

#### **To change the name of a certain road within the Municipality of South Huron**

Whereas the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, provides that municipalities may pass By-laws respecting highways; and

Whereas the Council of the Corporation of the Municipality of South Huron deems it desirable to change the name of a certain road within the Municipality of South Huron, and

Whereas notice of intention to pass this by-law was given according to By-law 20-2003, being a by-law to provide for public notice.

Now therefore be it resolved that the Council of The Corporation of the Municipality of South Huron enacts as follows:

1. That "Dump Road" between Kirkton Road and Union Line in the former Township of Usborne be renamed "Foster Road", more particularly as shown on Schedule "A" to this By-law.
2. That the Mayor and Clerk are hereby authorized to sign the Agreement on behalf of the Municipality of South Huron.
3. That this By-law takes effect upon the date of final passing.

Read a first and second time this 20<sup>th</sup> day of November, 2017.

Read a third time and passed this 20<sup>th</sup> day of November, 2017.

---

Maureen Cole, Mayor

---

Genevieve Scharback, Clerk

Schedule "A" to By-law 68-2017







## The Corporation of the Municipality of South Huron

### By-Law # 69 - 2017

#### **To amend By-Law #012-84, being the Zoning By-Law for the former Township of Stephen for the lands known as CON B N PT Lot 7 AS RP22R43; Part 10 Part 15, Stephen Ward, Municipality of South Huron.**

Whereas the Council of The Corporation of the Municipality of South Huron considers it advisable to amend Zoning By-Law #12-84, of the former Township of Stephen, Corporation of the Municipality of South Huron.

Now therefore be it resolved that the Council of The Corporation of the Municipality of South Huron enacts as follows:

1. That this By-Law shall apply to CONC B N PT Lot 7 AS RP22R43; Part 10 Part 15, Stephen Ward, Municipality of South Huron.
2. That By-Law #12-84 is hereby amended by changing the zone symbol from General Agriculture (AG1) to Agricultural Small Holding (AG4) on the lands designated 'zone change' on Key Maps, identified as Schedule "C", attached hereto and forming an integral part of this by-law.
3. That the purpose and effect of this amendment, identified as Schedule "A", attached hereto, forms an integral part of this by-law.
4. That the Township of Stephen Location Map, identified as Schedule "B", attached hereto, forms an integral part of this by-law.
5. That this By-Law shall come into effect upon final passing, pursuant to Section 34(21) of the *Planning Act, 1990*.

Read a first and second time this 20<sup>th</sup> day of November, 2017.

Read a third time and finally passed this 20<sup>th</sup> day of November, 2017.

---

Maureen Cole, Mayor

---

Genevieve Scharback, Clerk

**Schedule “A” to By-Law # 69-2017  
Corporation of the Municipality of South Huron**

By-Law # 69-2017 has the following purpose and effect:

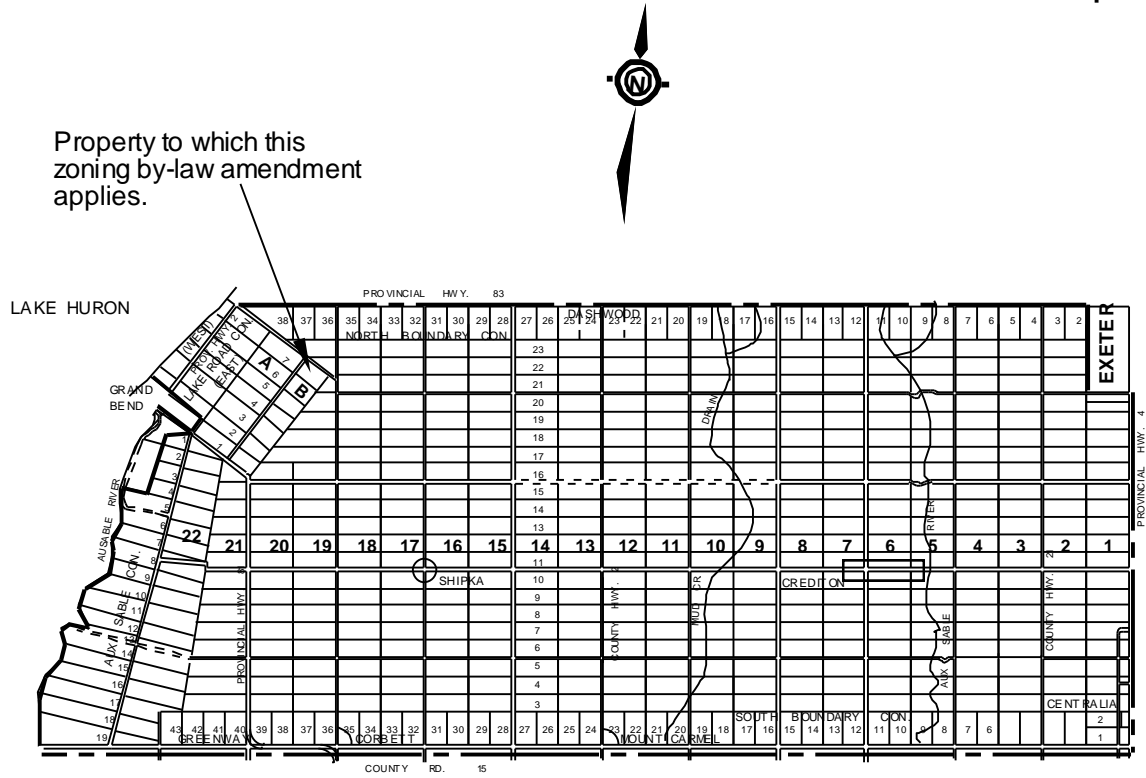
This By-law affects the property known legally as CONC B N PT Lot 7 AS RP22R43; Part 10 Part 15, Stephen Ward. The property is currently zoned AG1 (General Agriculture) which permits a range of agricultural uses.

The purpose of this By-law is to change the zoning from AG1 to AG4 (Agricultural Small Holding) to permit a single detached dwelling as the main use. The subject lands are currently vacant but it is the intent by the applicant to construct a residential dwelling on the subject lands and operate the site for residential purposes.

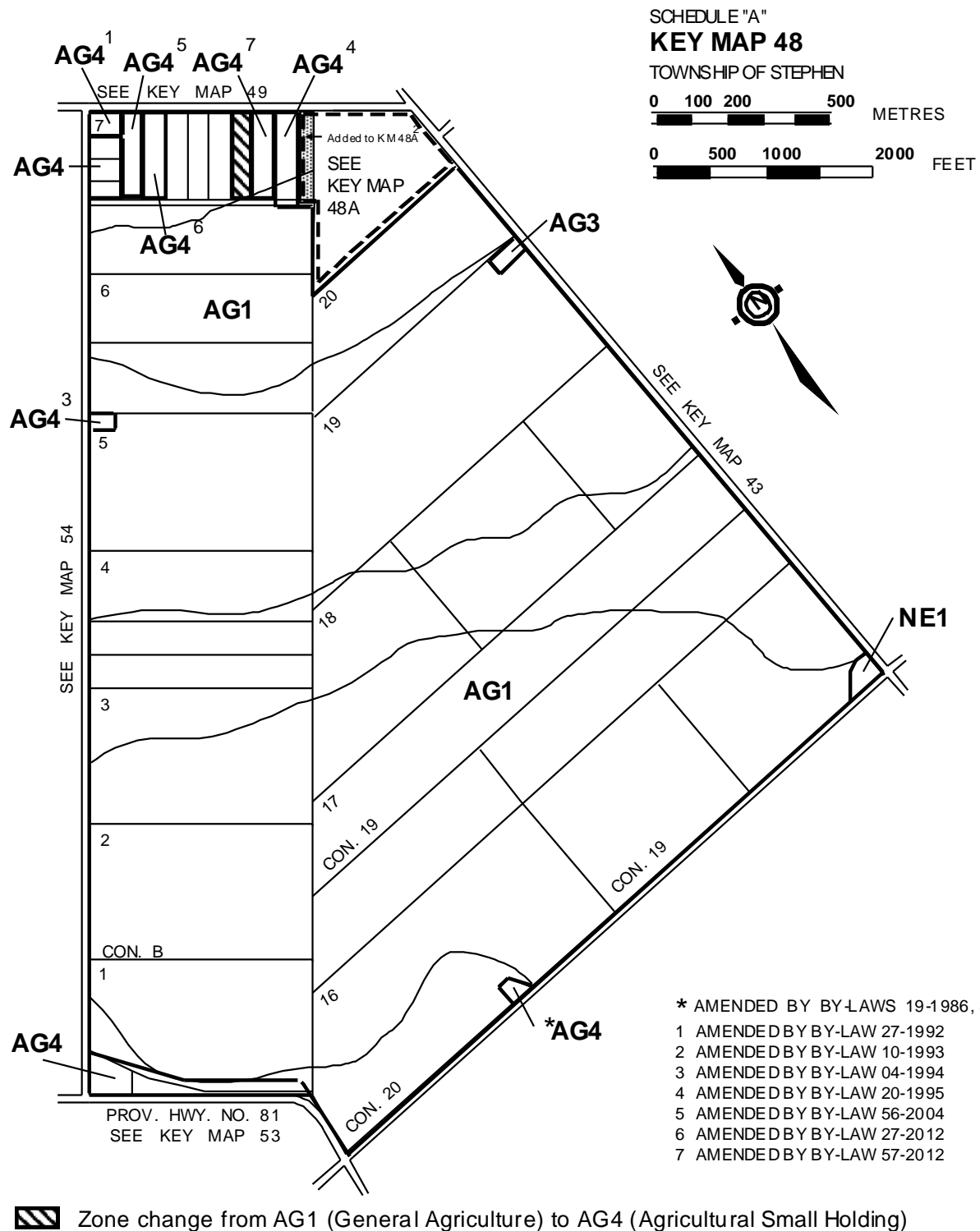
This By-law amends Zoning By-law #12-1984 of the former Township of Stephen. The effect of this application permits the use of the site for residential purposes as the main permitted use.

**Schedule "B" to By-Law # 69- 2017  
Corporation of the Municipality of South Huron**

**Schedule 'A'  
STEPHEN WARD  
Location Map**



**Schedule "C" – Showing the Area Subject to the Amendment  
Corporation of the Municipality of South Huron  
By-Law #69 -2017**





## The Corporation of the Municipality of South Huron

### By-Law #70-2017

#### **Being a By-Law to amend By-Law #62-2014, being a by-law to to authorize entering into a Community Funding Agreement between The Municipality of South Huron and Goshen Wind GP, ULC, as general partner for and on behalf of, Goshen Wind, LP**

Whereas Section 5(3) of the *Municipal Act 2001, S.O. 2001*, as amended, provides that a municipal power, including a municipality's capacity, rights, powers and privileges shall be exercised by by-law unless the municipality is specifically authorized to do otherwise; and

Whereas Section 9 of the *Municipal Act 2001, S.O. 2001*, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority; and

Whereas Council of The Corporation of the Municipality of South Huron deems it desirable to amend the Community Funding Agreement dated August 11, 2014 with Goshen Wind LP, successor in interest to Goshen Wind, Inc. to confirm the amounts of the annual Amenity Fees due pursuant to Part III of the Agreement;

Now therefore be it resolved that the Council of The Corporation of the Municipality of South Huron enacts as follows:

1. That By-law #62-2014 a by-law to authorize the Community Funding Agreement between the Municipality of South Huron and Goshen Wind LP be amended and identified as Schedule 'A' and attached hereto;
2. That this by-law shall come into force and take full effect on its date of final passing and supersede any other by-laws and/or resolutions inconsistent with the provisions set out herein.

Read a first and second time this 20<sup>th</sup> day of November, 2017.

Read a third time and passed this 20<sup>th</sup> day of November, 2017.

---

Maureen Cole, Mayor

---

Genevieve Scharback, Clerk

**AMENDMENT TO COMMUNITY FUNDING AGREEMENT**

**THIS AMENDMENT TO COMMUNITY FUNDING AGREEMENT ("Amendment")  
made this 13 day of November, 2017.**

**BETWEEN:**

**GOSHEN WIND, LP, by its general partner, GOSHEN WIND GP,  
ULC ("Goshen")**

**- and -**

**THE CORPORATION OF THE MUNICIPALITY OF SOUTH HURON ("Municipality")**

WHEREAS Goshen Wind, LP, successor in interest to Goshen Wind, Inc., has entered into a Community Funding Agreement dated August 11, 2014 ("Agreement") with the Municipality; and

WHEREAS Goshen and Municipality desire to amend the Agreement to confirm the amounts of the annual Amenity Fees due pursuant to Part III of the Agreement.

NOW THEREFORE in consideration of the mutual covenants and agreements contained herein and other good and valuable consideration, the parties have agreed to amend the Agreement as follows:

1. Section 4 of the Agreement is hereby deleted the following shall be substituted therefor:

The Amenity Fee for a given year shall be an amount equal to the fixed turbine rate of Three Thousand Five Hundred Dollars (\$3,500.00) multiplied by the number of megawatts of rated capacity of Goshen Wind Energy Centre turbines located in the Municipality. As of the date of this Amendment, the total rated capacity of the Goshen Wind Energy Centre is 51 turbines each with a rated capacity of 1.62 megawatts for a total of 82.62 megawatts. In the event that the number and/or rated capacity of turbines is increased or decreased above 51 turbines during the Term or any Extension Term, the Amenity Fee shall be proportionately adjusted based on the number of turbines and/or their rated capacity. In addition, the parties hereby agree and acknowledge that in the event the Contract Price (as defined in the Supply Contract) under the Supply Contract is reduced or increased during the Extension Term relative to the Contract Price in the last year prior to the commencement of the Extension Term, the Amenity Fee shall also be proportionately adjusted to reflect such reduction or increase. Notwithstanding anything to the contrary contained herein, the Amenity Fee shall be reduced by the total amount of the fees charged to Goshen by the Municipality in excess of (i) \$15,000.00 per turbine; and (ii) \$100.00 plus \$0.75 per square foot for the transformer substation and switchyard control house buildings, with respect to building permits issued in connection with the Goshen Wind Energy Centre on or before the Commercial Operation Date.

2. All capitalized terms used herein and not otherwise defined shall have the meaning given such terms in the Agreement.
3. Except as expressly amended hereby, all of the terms, conditions and provisions of the Agreement shall be and remain in full force and effect and unamended.
4. This Amendment shall be governed by and interpreted in accordance with the laws of Canada and the Province of Ontario.
5. This Amendment may be executed in multiple counterparts, each of which shall be deemed an original, and all of which together shall constitute a single instrument.
6. This Amendment shall enure to the benefit of the Municipality and Goshen, and their respective successors and assigns.


IN WITNESS WHEREOF, the parties hereto have executed this Agreement the day and year first written above.

**THE CORPORATION OF THE MUNICIPALITY  
OF SOUTH HURON**

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Clerk  
We have authority to bind the Corporation.

**GOSHEN WIND, LP, by its general partner,  
GOSHEN WIND GP, ULC**

Per:   
\_\_\_\_\_  
Michael Sheehan, Vice-President  
I have authority to bind the Corporation.



## The Corporation Of The Municipality Of South Huron

### By-Law #71-2017

### Confirming By-Law

#### Being a by-law to adopt, confirm and ratify matters dealt with by the Council of the Corporation of the Municipality of South Huron.

Whereas Section 8 of the *Municipal Act, 2001*, as amended, provides that the powers of a Municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the Municipality's ability to respond to municipal issues; and

Whereas Section 5(3) of the *Municipal Act, 2001*, as amended, provides that a municipal power, including a municipality's capacity, rights, powers and privileges under section 9, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise; and

Whereas the Council of The Corporation of the Municipality of South Huron deems it expedient to adopt, confirm and ratify matters dealt with at all meetings of Council;

Now therefore be it resolved that the Council of The Corporation of the Municipality of South Huron enacts as follows:

1. That the proceedings and actions taken by Council and municipal officers of the Corporation of the Municipality of South Huron at the November 20, 2017 Regular Council and Public Meetings in respect of each report, motion, recommendation, by-law and any other business conducted are, except where the prior approval of the Ontario Municipal Board or other authority is required by law, hereby adopted, ratified and confirmed and shall have the same force and effect as if each and every one of them had been the subject matter of a separate by-law duly enacted.
2. That the Mayor and Members of Council of the Corporation of the Municipality of South Huron are hereby authorized and directed to do all things necessary to give effect to the said actions of Council of the Corporation of the Municipality of South Huron or to obtain approvals where required.
3. That on behalf of The Corporation of the Municipality of South Huron, the Mayor, or the Presiding Officer of Council, and the Clerk or the Chief Administrative Officer, where instructed to do so, are hereby authorized and directed to execute all necessary documents and to affix thereto the Corporate Seal.
4. That this By-Law shall not be amendable or debatable.

Read a first and second time this 20<sup>th</sup> day of November, 2017.

Read a third time and passed this 20<sup>th</sup> day of November, 2017.

---

Maureen Cole, Mayor

---

Genevieve Scharback, Clerk