The Municipality of Northern Bruce Peninsula

PARKS AND RECREATION MASTER PLAN

March 2022

McQueen Galloway Associates
GSP Group Inc.

DRAFT

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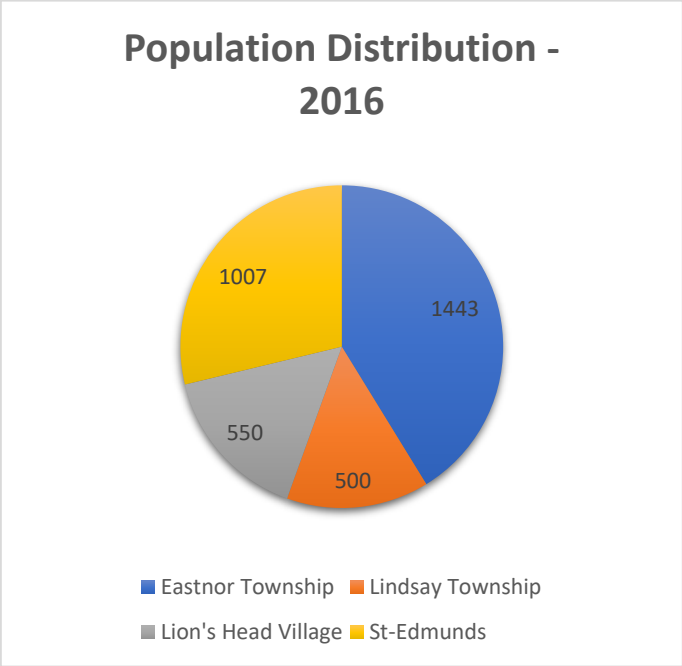
INTRODUCTION

The Municipality of Northern Bruce Peninsula is located on the Bruce Peninsula within Bruce County. The municipality was formed on January 1, 1999, when the Townships of St. Edmunds, Lindsay, and Eastnor as well as the Village of Lion's Head, were amalgamated. The municipality serves a relatively small population throughout a large geographical area of approximately 302 square miles. It is surrounded by Georgian Bay to the East and Lake Huron to the West sharing one land border with the Town of South Bruce Peninsula.

The main populated areas are Lion's Head and Tobermory, and comprise several hamlets including Ferndale, Stokes Bay, Dyer's Bay, Barrow Bay, Clarke's Corners, Hope Bay, Miller Lake, and Pike Bay.

The municipality contains an abundance of natural areas and environmental features that are highly valued by its residents and attract outdoor enthusiast on a seasonal basis. It is home to the Bruce Peninsula National Park, the Fathom Five National Marine Park, the Lion's Head Provincial Park, and the northern tip of the Bruce Trail.



The Municipality of Northern Bruce Peninsula values their investments in parks, recreation, and waterfront services. They understand how these investments contribute to the quality of life for full-time and seasonal residents throughout the municipality. They also know how these services can foster community volunteerism through its valued community and service organizations, and how residents can play an important role in shaping their leisure needs.

Municipal Council is tasked by its citizens to make informed and strategic decisions about how to invest tax-payer dollars in the community. These considerations must be balanced with the seasonal influx of visitors who are attracted to the natural features within the community and waterfront areas, and their impact on local resources. The COVID-19 pandemic intensified the impact that these visitors have had on the destinations and their support facilities.

The development of this Parks and Recreation Master Plan is focused on providing a long-range plan to support community needs, year-round, for all ages and abilities. The municipality took the time to understand the extent to which the community is being served currently through the adoption of the Situational Analysis Report previously provided to Council. The recommendations contained in this master pan are intended to guide the development of parks and recreation services for the next ten years.

ACKNOWLEDGEMENTS

The Municipality of Northern Bruce Peninsula extends thanks to all stakeholders, groups, organizations, and residents for their input in the Parks and Recreation Master Plan Process. Your passion for your community is inspiring.

The preparation of this Parks and Recreation Master Plan is to establish a clear action plan to lead the Municipality in the development of future parks and recreation infrastructure and services. It is based on qualitative evidence and informed by quantitative input gathered through a robust and inclusive community consultation program. The Parks and Recreation Master Plan will provide the Municipality with the necessary framework to manage its parks, open spaces, programs, events, facilities, and waterfront areas. It will also support the municipality in their capital budget planning, operational resourcing requirements, and future grant applications.

MUNICIPAL COUNCIL

Mayor Milt McIver

Deputy Mayor Debbie Myles

Councillor Laurie Golden

Councillor Megan Myles

Councillor James Mielhausen

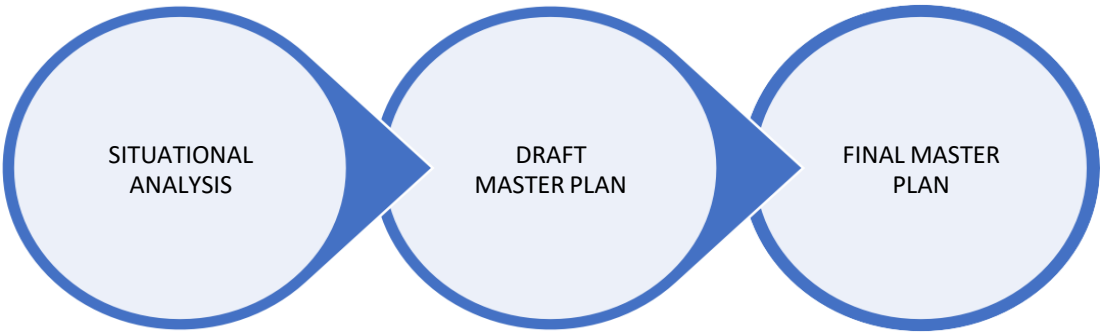
MUNICIPAL STAFF

Peggy Van Mierlo-West, CAO

Ryan Deska, Manager Of Community Services

PARKS AND RECREATION MASTER PLAN - PROCESS

The master plan process involves three main research and development outcomes. Before we understand where we need to go in the future, we need to know where we are now. Taking the time to understand the extent to which the community is being served currently is the first step in developing a master plan that will guide the development of services for the next ten years.



Situational Analysis Report

The purpose of the Situational Analysis Report was to establish just that. It was designed to create a benchmark with respect to how the Municipality is currently meeting the parks and recreation service needs of its residents. This benchmarking exercise is evidence-based. It includes quantitative results of the current inventory of assets, utilization rates, financial performance, demographics, and growth. It also includes qualitative evidence through stakeholder engagement, policy alignment, trends and best practices, and sound planning principles. The Situational Analysis Report is ultimately designed to determine what (if any) gaps currently exist and how, when, where, and why those gaps could be addressed. The report also identifies which community needs the Municipality is already positioned to meet over the ensuing ten years.

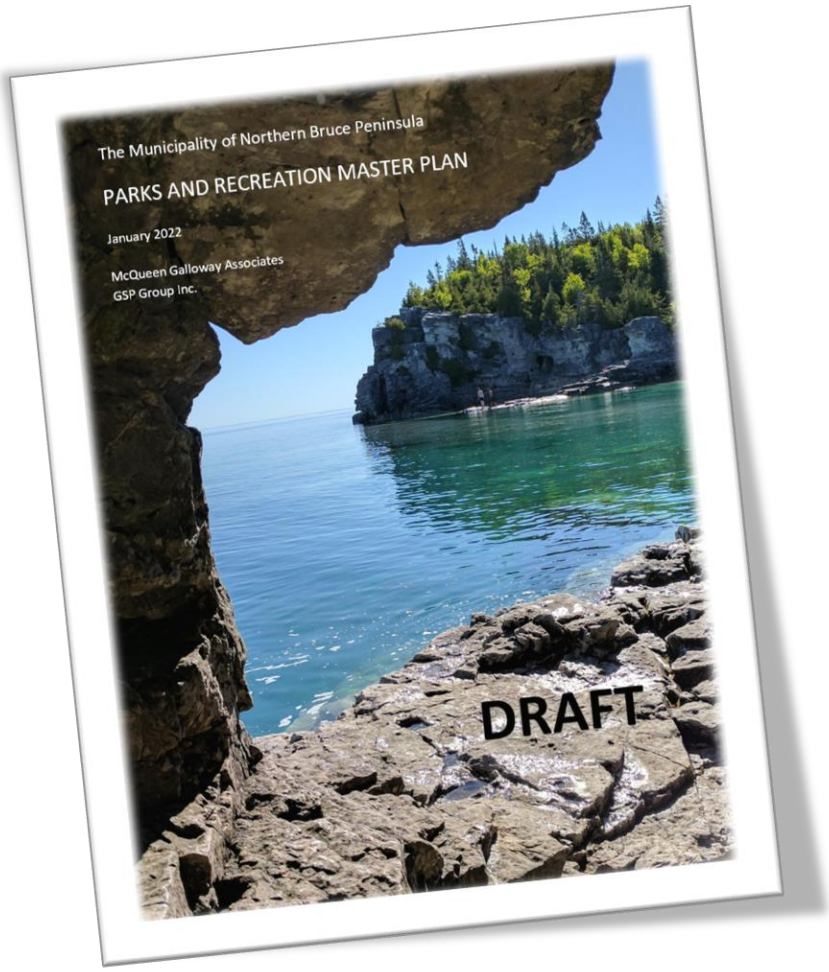
Situational Analysis Report Content

- Community Profile
- Population Growth Forecast
- Demographic Profile
- Policy Planning Context
- Facility Inventory Review
- Service Delivery Review
- Facility Utilization
- Operating Budget Analysis
- Capital Budget Analysis
- Rates and Fees Review
- Trends
- Community Engagement
- Summary of Findings
- APPENDIX A/B/C
    - Summary of Stakeholder Comments

The Situational Analysis Report (SAR) was tabled with Council in February of 2022, and serves as a companion report to the overall Parks and Recreation Master Plan. The full report can be referenced on the Municipality's website.

Draft Master Plan

The Draft Parks and Recreation Master Plan summarizes the key themes of the Situational Analysis Report, provides an assessment of any new parks and recreation infrastructure that may be required over the duration of the plan, and outlines a series of recommendations and associated timelines to be addressed. MGA was retained to complete a concurrent Lion's Head Community Centre and Arena Engagement report. Several recommendations coming from that report provide direction to the Master Plan and inform several specific recommended actions in the short term. In summary, they should be considered together when considering next steps.



The Draft Master Plan is subsequently distributed to key stakeholders and the public at large to obtain feedback on the assumptions and recommendations contained in the draft report. This part of the process is an important step in ensuring the final Master Plan is community- driven and has addressed all key areas that are important to residents and community stakeholders in recreation and parks services.

Final Master Plan

The final Master Plan incorporates required changes based on stakeholder and public input. It is intended to be approved in principle by Council as their future policy and planning document forthe next ten years.

PLANNING HIERARCHY

Where exactly does the Parks and Recreation Master Plan fit within the overall planning framework of the Municipality?

The Municipality of Northern Bruce Peninsula has three overarching long term planning documents which include a municipal-wide Official Plan and area specific Official Plans for Ferndale and Lion's Head. The Parks and Recreation Master Plan is aligned with the goals and objectives of the Official Plans and is intended to guide municipal decision making over a ten-year planning horizon. This time horizon provides a strategic framework for staff and Council for the future direction of planning parks and recreation services. With that said municipalities should also take into consideration that there may be subtle or drastic external forces that could cause a change in focus. The most recent pandemic is an example of a drastic change impacting congregate indoor and outdoor activities. It is unknown at this time if activity patterns will return to pre-pandemic levels.

Each new Term of Council offers the opportunity for Council to establish priorities for their ensuing four-year term. Councils typically establish a Corporate Strategic Plan to guide their priorities including recommendations contained in the Parks and Recreation Master Plan. In this regard Council will have the ability to revise the implementation of recommendations.

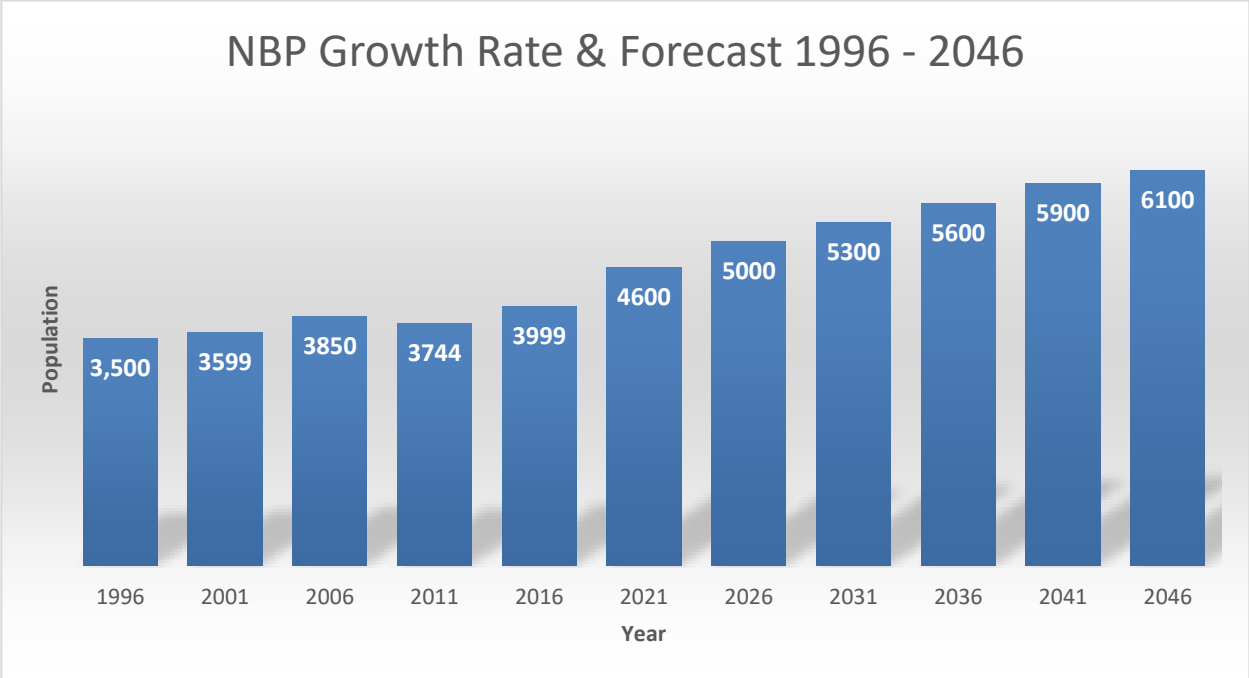
The recommendations contained in this Parks and Recreation Master Plan have been categorized under short-term (1-3 years), mid-term (3-7 years), and long-term (7-10 years) time frames. How recommendations are categorized include several factors including capability, capacity, priority, financing, time required to implement, and monitoring over time. This allows for staff and Council to address recommendations over a ten-year period, and build-in the necessary resources within Annual workplan and/or Operational Plans. It also allows for adjustments year over year as circumstances change and/or resources are redirected.

GROWTH FORECAST

The Parks and Recreation Master Plan takes into consideration Northern Bruce Peninsula's growth rate and demographic characteristics in determining future demand on parks and facility infrastructure requirements and programming focus. The first part of this section focuses on growth and the later will provides some highlights on the municipality's demographics.

The growth rate between 1996 through to 2016 has been relatively stable with an overall increase of 499 net new residents in the past 20 years. According to Bruce County's most recent planning estimates as sourced from "Plan the Bruce: Good Growth", Northern Bruce Peninsula is estimated to grow by a range between 200 to 300 residents every five-year increment beyond 2021. The largest incremental growth projection is between 2016 and 2021 at 601 net new residents or 15%. Recently released 2021 Census data revealed that the population was 4,404 representing an actual increase of 405 net new residents.

Should the County's planning estimates come to fruition the Municipality will grow by 700 net new residents in the next 10 years (2021 to 2031) representing the duration of the master plan time horizon.

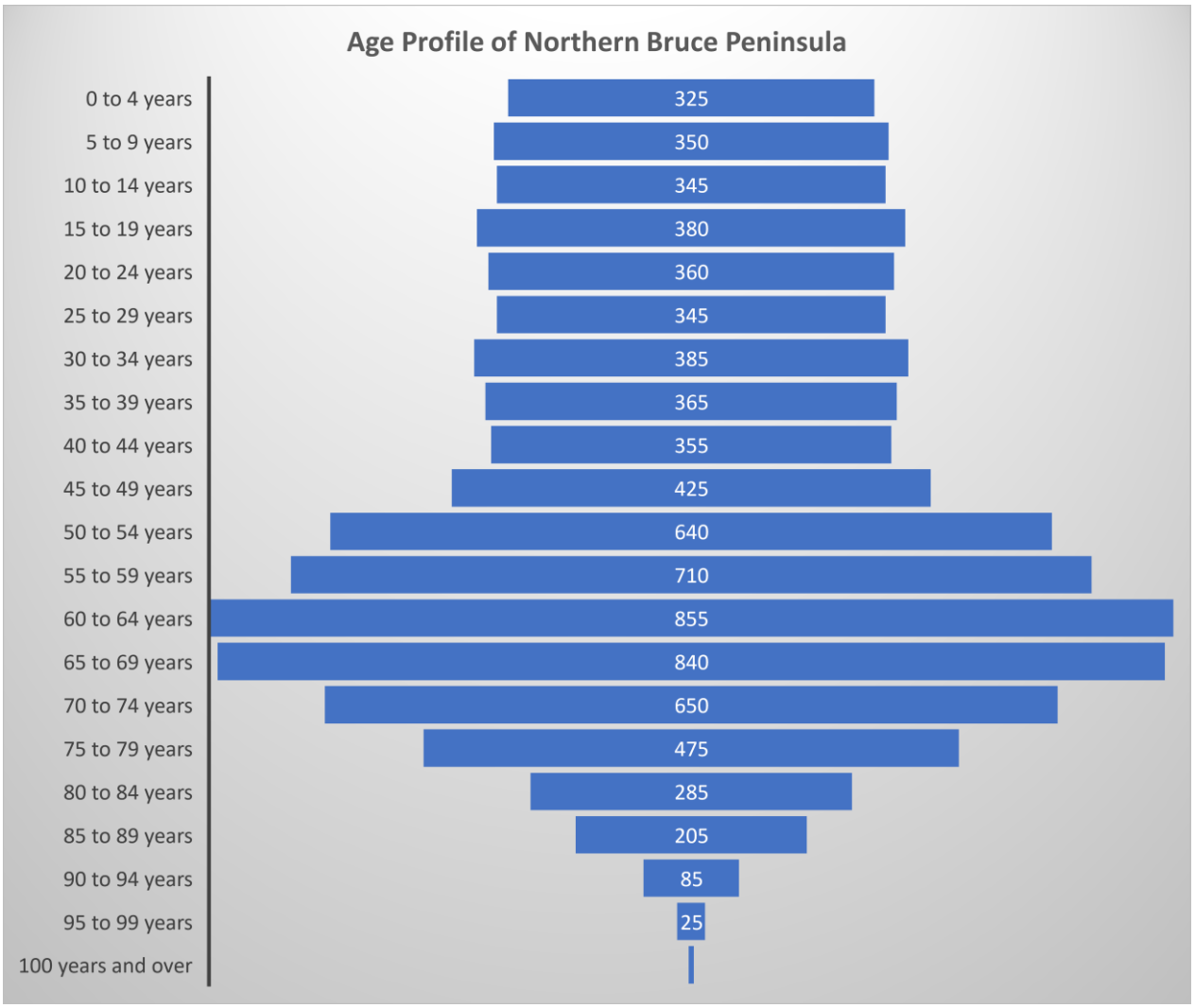


1996 to 2016 - Source - Statistics Canada (* 2021 Statistics Canada data was available after study initiation.
2021 to 2046 - Source – Bruce County "Plan the Bruce: Good Growth"

POPULATION AGE DISTRIBUTION

Understanding the Municipality's population characteristics is an important part of formulating recommendations. One can assume that the Municipality's growth projection of 700 net new residents will likely maintain the current population characteristic and age distribution. Assumptions can be made that the Municipality will continue to have a significant portion of their population that will be 50 plus years of age and will continue to place demands on adult and older adult programs and services.

In contrast the Municipality can expect a relatively stable demand on programs and services for residents under the age of 19 years.



Source: Statistics Canada 2016 Census Data

POPULATION HIGHLIGHTS

60.4 Years	***Median age of residents.***
46.5%	***Residents aged 55 to 74 years.***
$54,808	***Average After Tax Household Income.***
11.1%	***Residents 0 to 19 years.***
22.4%	***Households with one or more children***
5.3%	***Youth living in low-income household.***
99%	***Dominant language spoken at home.***
48%	***Residents with high school education or higher.***
93%	***Residents reporting non-immigrant status.***

SELECTED TRENDS

The Situational Analysis Report offers a full account of the trends impacting the parks and recreation sector on a provincial and national scale. The following is a summary of top trends that will impact the unique characteristics of Northern Bruce Peninsula from a geographic and population perspective.

Outdoor Activities – COVID-19 has further compounded the growing trend towards outdoor un-structured activities including walking, hiking, running, and cycling.

Nature / Waterfront – Providing access to nature and natural ecosystems in an environmentally sensitive manner offers multiple physical and mental heath benefits.

Universal Design – Anticipates independent access for people of all abilities as activeparticipants, and/or attendants to active participants to parks and recreation areas.

Community Trails - Tie neighbourhoods together, link park and recreationopportunities, and serve as active transportation routes.

Pickleball – Rapidly growing indoor and outdoor activity in Canada, particularly among older adults and seniors for it's social and joint-friendly attributes.

Fitness and Wellness Programs – Yoga, Tai Chi and general fitness classes promotephysical activity and mental health for all ages.

Multi-Use Facilities and Parks – Increase participation rates, promote inter-generational interaction, build's community spirit, and operate more efficiently.

Partnerships & Collaborations – Will continue to emerge as a preferred and economical way to deliver services, optimize resources, and eliminate duplication.

GUIDING PRINCIPLES

1) The Municipality of Northern Bruce Peninsula should adopt guiding principles as the underlying framework for the provision of parks and recreation services into the future.

Sector Alignment - Adopt the Framework for Recreation in Canada to promote the five pillars that support individual well-being and community well-being.

Accessibility - Ensure new and renewal projects meet or exceed AODA, Age-Friendly, and Universal Design standards and guidelines.

Quality – Ensure that all facilities and programs are compliant with prevailing quality standards such as CSA, HIGH FIVE, Department of Fisheries and Oceans, Ministry of Natural Resources.

Community Engagement – Develop community engagement as a priority action in any future capital projects, as well as provide annual guidance on programs and priorities.

Balance – Ensure programs and facilities are accessible to residents on a year-round basis, particularly during peak season for visitors.

Capacity - Recognize and establish capacity limitations to ensure that resident and visitor services can be successfully managed.

Affordability - Recognize there is a willingness to pay user fees for certain programs and services by residents, while considering subsidy provisions for individuals.

Demography - Recognize the importance of the updated Census Data as a key planning consideration going forward.

Facilitation – Embrace and promote the Municipality's role is one of "Facilitator" rather than direct delivery agent.

Benchmarking - Establish a list of comparator municipalities that Northern Bruce Peninsula can consider when assessing options and priorities.

Sustainability – Consider the environmental, social, and economic pillars of sustainability in planning and provision of facilities and programs.

Sector Alignment

The Municipality should adopt the Vision, Values, Principles, Goals, and Priorities as outlined in the Framework for Recreation in Canada and endorsed by the Province of Ontario.

Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council (February 2015). *A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing*. Ottawa: Canadian Recreation and Parks Association. 40 pages. www.lin.ca

SUMMARY OF RECOMMENDATIONS

The Situational Analysis identified several "strategic themes" that became evident through the analysis and subsequent findings throughout the report. Those themes were identified as follows.

- Community Development
- Marketing and Communications
- Facility Improvements & Open Space
- Capacity Building
- Festivals and Events
- Policies and Agreements
- Sustainability

The following section offers a summary of all recommendations contained in the Parks and Recreation Master Plan under these strategic themes. There is no implied priority given to the order of the themes or the recommendations themselves. Each of the recommendations and supporting rationale is provided in separate section of this report. Lastly, the recommendations and associated actions and deliverable are further presented in the "Implementation Plan". The Implementation Plan is illustrated in a table format that identifies:

(i) the recommendation

(ii) actions and deliverables

(iii) funding or resourcing requirements (if any),

(iv) status column to assist with documenting implementation activities

(v) recommendations to be considered in the short-term/medium-term, and long-term

1) The Municipality of Northern Bruce Peninsula should adopt guiding principles as the underlying framework for the provision of parks and recreation services into the future.

2) The Municipality of Northern Bruce Peninsula establish and promote its role as a Facilitator of Recreation and Parks Services

3) Develop a Community Development Policy and Guidelines for individuals, groups, and organizations interested in offering parks, recreation, events, and festivals in municipal facilities.

4) Create a dedicated community group website page that assembles resources for community groups to access topical information.

5) Create policies and procedures on branding, website and community engagement that are consistent, transparent, and authentic that will improve citizens and visitors' recreation experiences and satisfaction levels.

6) Develop and adopt a long-term Capital Budget Forecast that identifies the short, medium- and longer-term investments needed in existing and new facilities and parks. The Forecast should be informed by existing Plans and Partner activity and be reviewed on an annual basis and integrated into the annual budget process.

7. Continue to invest in human resources, policies, and processes that support continued community engagement and support.

8) Establish a mechanism that facilitates ongoing feedback from the community to staff, assist with setting priorities and contributing to enhanced communication efforts.

9) Develop a "Special Events & Festivals Policy" and supporting implementation framework to promote and manage existing and new special events and festivals in the future.

10) Continue to ensure that relationships are formalized through the review and development of Policy and Agreements, including the use of consistent language, role clarity, evaluation processes, dispute resolution and other considerations that provide transparency to all parties.

11) The vast natural asset base of Northern Bruce Peninsula needs to be protected through a recognition that these assets are finite and will need to constantly be reviewed with a view to balancing access with education and protection.

COMMUNITY CONSULTATION – MASTER PLAN

One of the foundational principles of a meaningful master plan is the extent to which it reflects the needs of its residents. The consultation program for the Municipality of Northern Bruce Peninsula was developed purposefully. It included a mix of strategies to generate a broad base of input. This mix included personal interviews, on-line focus groups, key informant interviews, a community webinar, and on-line participant surveys.

ENGAGEMENT SESSIONS
37

GROUPS REPRESENTED
40

ON-LINE SURVEY
100+ Respondents

STAKEHOLDER CONSULTATION

Lions Head Business Owner
Harbourside Music
Members of NBP Council
Tobermory Chamber of Commerce
Lions' Head Shuttle Service
District School Board - Principals
District School Board – Staff
NBP Staff
Keep the Bruce Clean
Community Organizer and Volunteer
Musician and Country Fest organizer
Pike Bay Association
Tobermory Pickleball Association
Parks Canada
Tobermory Health Team
Tobermory Business Owner
The Meeting Place / Community Kitchen
"Swans" of Ontario
Bruce Peninsula Biosphere Association
Gran Fondo Organizer
Museum Staff
Lion's Head Pickleball Association
Lion's Head Figure Skating Club
Parks and Recreation Staff
Friendship Club
Bruce County Library
Friends of the Library (Lion's Head)
Ontario Parks
Peninsula Bruce Trail Club
Camp Celtic

SURVEY HIGHLIGHTS

97	***Ninety-seven residents completed the survey with a 100 % completion rate.***
70%	***The majority of respondents (70%) were full-time residents.***
52%	***Of respondents lived in households with no children.***
65%	***Of respondents feel that parks and recreation services are important to very important.***
71%	***Believe that more recreation programs and services should be offered by the Municipality.***
72%	***Receive their information about parks and recreation services through social media.***
64%	***Believe that the waterfront is very important to them yet only 14% were very satisfied.***
Top 3	***Waterfront amenities were the beach, outdoor washrooms, and boat launches.***
65%	***Believe recreation facilities are important or very important yet only 2% were very satisfied.***

- Refer to the Municipality's Website for complete survey results.

COMMUNITY CONSULTATION – LION'S HEAD C.C. & ARENA

Also informing the Master Plan was considerable input received during community engagement specific to the Lion's Head Community Centre and Arena Engagement process.

Interviews
12

1:1 Interviews were held with major user ice user groups, the Library and Friends of the Library, the Friendship Club and groups interested in expansion possibilities for this facility. A total of 9 interviews were held in January and February 2022. Additionally, 3 interviews were conducted with senior staff.

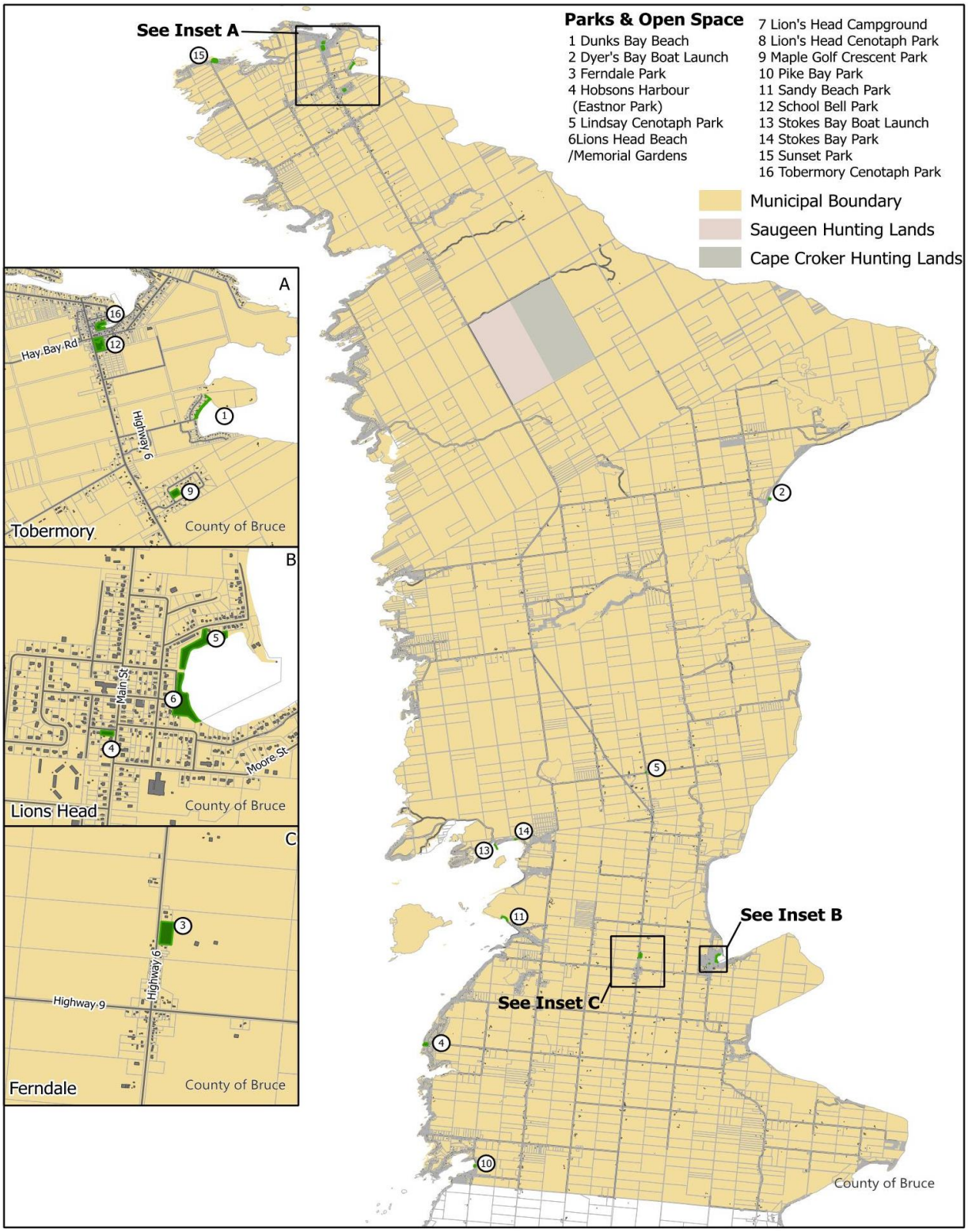
Focus Group
30

A Focus Group was held with over 30 participants providing feedback to a series of questions using a group chat format as well as break-out rooms.

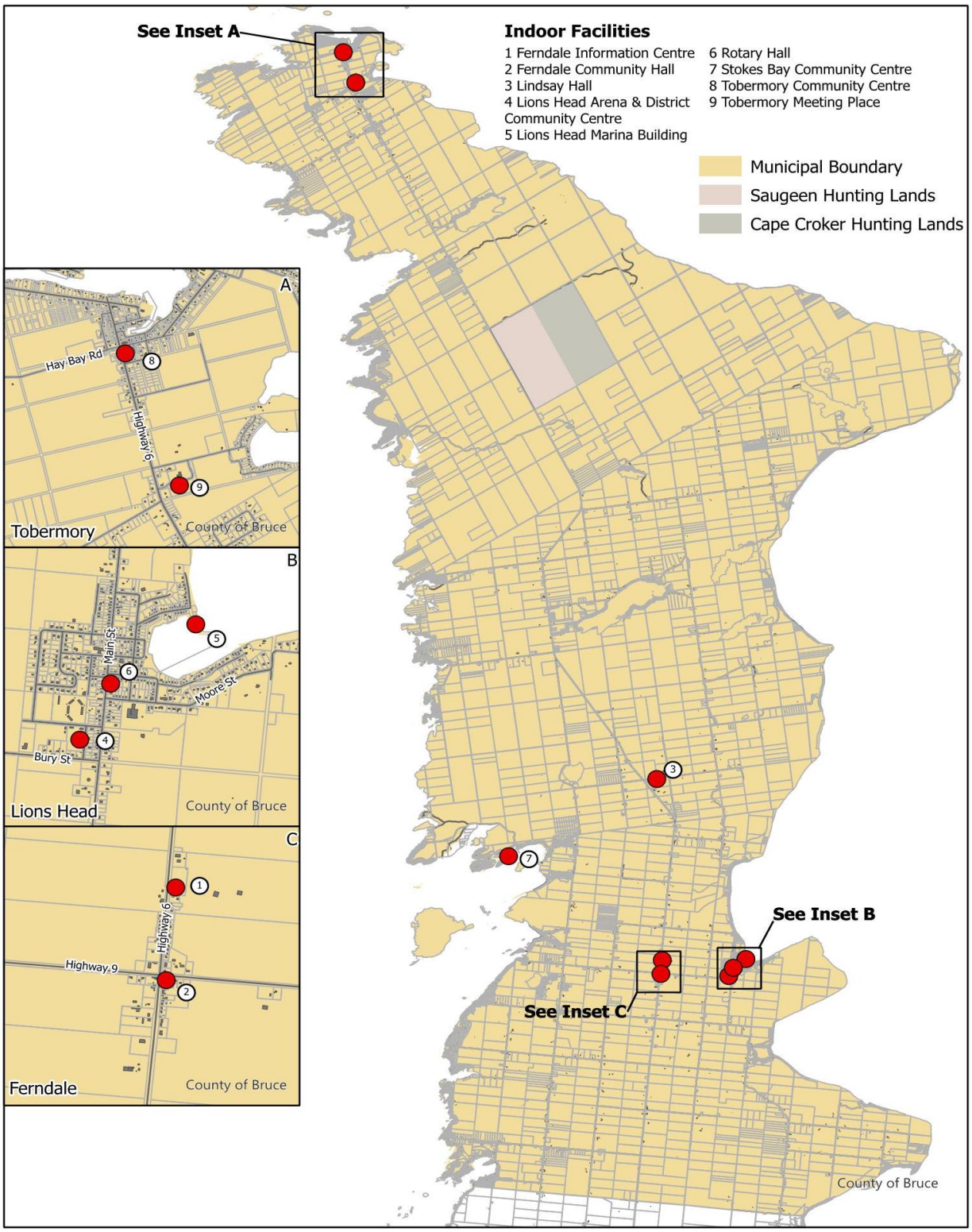
Online Survey
13

13 residents responded to an online survey posted on the website for two weeks at the end of February.

Municipally Owned Parks and Open Space



Municipally Owned Indoor Facilities

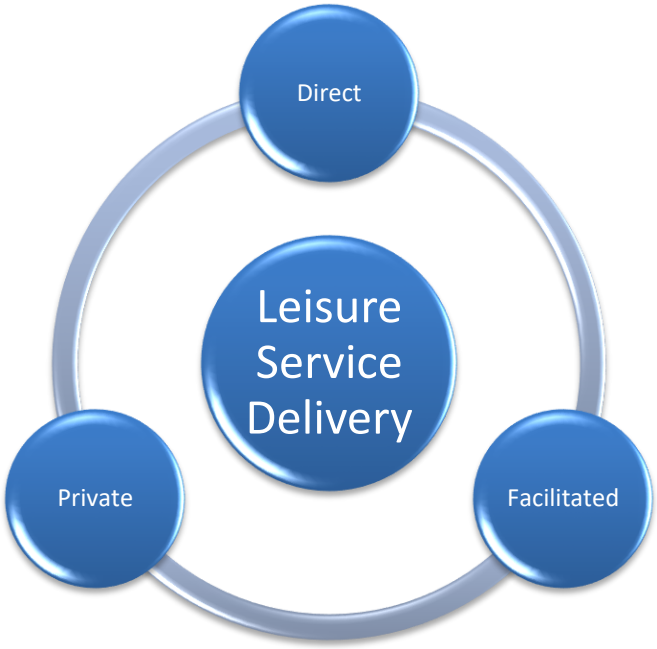


RECOMMENDATIONS AND SUPPORTING RATIONALE

This section of the report will offer the rationale associated with the various recommendations summarized earlier. The recommendations identified throughout each of the sections will be in turn assembled in a table format in a section entitled "Implementation Plan". The Implementation Plan will identify which recommendations should be achieved within the short-term, medium-term, and long-term in the context of a ten-year planning horizon.

Municipality's Role in Recreation Service Delivery

The Municipality's working within the traditional model of leisure services delivery Ontario. This model comprises three main pillars which include (i) privatization of leisure services, (ii) facilitated service delivery, (iii) direct service delivery.



The model is premised on the notion that the responsibility for leisure services in a community is a shared responsibility. It also assumes that the municipality should play a leadership role in the overall planning and facilitation of leisure services. This role includes encouraging the private sector, the public sector, local groups, and community organizations to contribute to the provision of sport and recreation activities while mitigating duplication of services.

2) The Municipality of Northern Bruce Peninsula establish and promote its role as a Facilitator of Recreation and Parks Services

The Municipality has the benefit of a Provincial Park and two National Parks that offer a full suite of recreation and parks services for residents and visitors. While the Municipality offers little direct programs, it provides parks and facilities to facilitate local groups and organizations to offer self-directed activities such as the Friendship Club, Minor Hockey, Pickleball, and Curling. It also supports local groups through a community grant program.

We submit that the municipality should maintain its primary role as a "facilitator of parks and recreation services", and in so doing recognize that the municipality needs to provide a greater degree of leadership and consistency in (i) how they support individuals, groups, and organizations, (ii) how they promote parks and recreation services throughout the community. This role is commonly referred to as "community development".

COMMUNITY DEVELOPMENT

3) Develop a Community Development Policy and Guidelines for individuals, groups, and organizations interested in offering parks, recreation, events, and festivals in municipal facilities.

There are two fundamental approaches to community development. A municipality can be "reactive" to individuals, groups, and organizations who approach the municipality for assistance in facilitating their needs to develop recreation and parks programs. Municipalities in turn deal with each request on a case-by-case basis and assemble available resources to offer support.

A municipality can also be "proactive" in developing a common and consistent set of guidelines, that establishes how much and what type of support(s) they provide to groups, including the conditions that need to be satisfied to receive supports. The range of supports can include such things as grants, subsidies, use of municipal resources, and loan of equipment. The extent of support provided can also be unique to types of groups (profit/not-for-profit/neighbourhood group/individuals).

The consultants recommend that the municipality adopt a more proactive approach. This approach is more labour intensive on the front-end to

develop a policy and associated guidelines for individuals, groups, and organizations, however it has distinct benefits for the municipality in the long-term. These benefits include:

- A clear statement of interest in supporting groups and organizations.
- Consistent treatment of all community groups and organizations
- Consistent proposal submissions for review
- Controlled intake and workload management

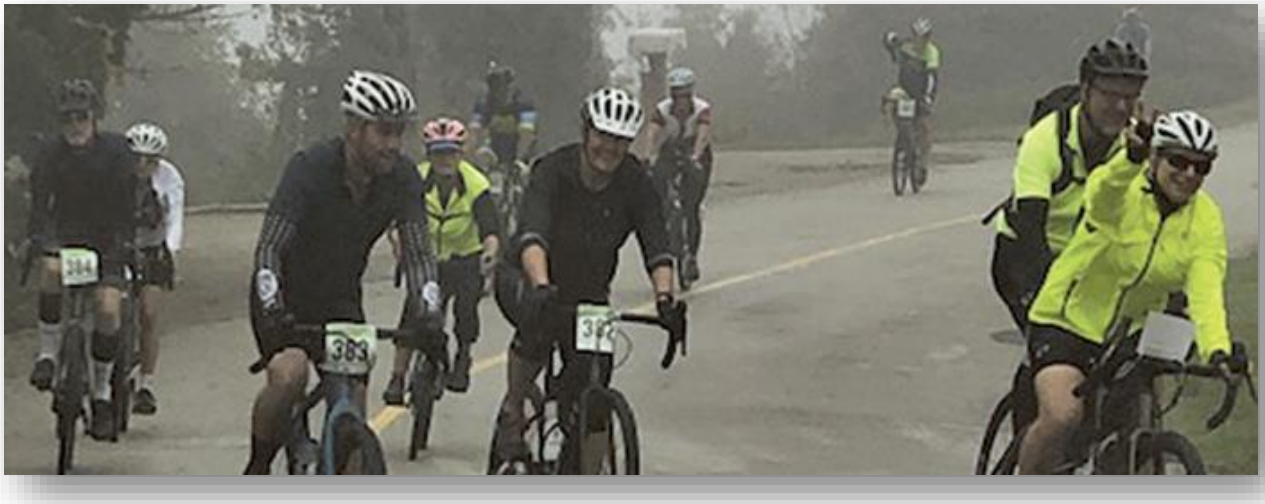
Optimizing limited Municipality resources is an underlying goal of this master plan. We know that each community group, organization, or potential serve provider is unique. Their common interest is “what”, “where”, and “when” to get information from the Municipality.

The most user- friendly and scalable strategy to support groups is to create a well developed webpage that contains any/all information that groups need or can benefit from.

4) Create a dedicated community group webpage that assembles resources for community groups to access topicalinformation.

MARKETING AND COMMUNICATION

Enhancing communication with the residents should be repositioned as a high priority. The Municipality’ recreation and parks system is supported by local, regional, provincial, and federal organizations. Each play a key role in promoting and educating the public to participate in activities that they offer. Their ability and capacity to promote their services is varied and influenced by organizational communications budgets. This scenario results in competitive and inconsistent degrees of overall public information. This can have an adverse effect on public awareness of the overall suite of programs and activities that are available throughout the Municipality’s geographical area.



5) Create policies and procedures on branding, website and community engagement that are consistent, transparent, and authentic that will improve citizens and visitors' recreation experiences and satisfaction levels.

It is common in smaller and rural communities like Northern Bruce Peninsula to rely on word-of-mouth as a preferred form of communication. Social media platforms facilitate the spread of information by individuals in a user-friendly manner, across multiple platforms, to much larger audiences through the use of links and hashtags. While this can be of great assistance to promoting participation in certain more popular activities, the risk is that there is no guarantee of accuracy or factual information being transmitted.

The Municipality can address these issues by working with their service providers and partners to be the promoters of all programs, services, and events. They can be the facilitators of one-stop parks and recreation information by elevating and broadening the profile of recreation on the Municipality's website and through marketing tools and campaigns.

Facility Improvements & Open Space

The Municipality has investments in existing recreation and park infrastructure that needs updating, refreshing and/or re-developing. Several key partners (Provincial and National) also provide most outdoor parks, trails, and open space. To maximize existing Municipal assets, ensure they are maintained in a "good state of repair" and plan for longer term investment needed.

6) Develop and adopt a long-term Capital Budget Forecast that identifies the short, medium- and longer-term investments needed in existing and new facilities and parks. The Forecast should be informed by existing Plans and Partner activity and be reviewed on an annual basis.

A Capital Budget Forecast that outlines planned expenditures with corresponding sources of revenues (taxes, reserves, fund raising, grants, other) will provide a planning tool for staff as annual budgets are developed. Developing processes to inform the budget forecast will ensure that staff can proactively identify priorities. To provide needed support amenities and services to Partner properties, discussions regarding capacity, use, volumes, and communication plans will aid in contributing to a harmonious relationship for residents, visitors, and businesses.

Capacity Building

The Municipality has a small number of staff dedicated to Parks and Recreation services and provides a reasonable level of support for volunteer led programs and events. Community

organizations and individual program and event leaders have indicated that additional community support in the form of direct staff resources and/ or enhanced access to funding, policy and coordination efforts would be appreciated. Playing a key role as facilitator, the Municipality should consider options to increase revenues that could be re-invested in parks and recreation, while strengthening policies that supports staff, volunteers, and community organizations.

7. Continue to invest in human resources, policies, and processes that support continued community engagement and support.

- consider new revenue streams and re-invest in human resources.
- continue to support and enhance efforts that maximize community engagement and program delivery.
- continue efforts to streamline and improve efficiencies.

As the Municipality finalizes its plans for the Lion's Head Community Centre revitalization and expansion, there is an opportunity to assess roles and functions for all Parks and Recreation staff to maximize resources and ensure alignment with roles. In reviewing the need for additional resources and the actions contained in the proposed workplan, the Municipality should invest in a Recreation Coordinator position to meet those requirements. This position could also ensure that new programs/events and services can be successfully managed at the Lion's Head Community Centre, including support to the Friendship Club.

The consultation process put a spotlight on the very strong and engaged volunteer based that exists in the Municipality of Northern Bruce Peninsula. There is an opportunity to harness that enthusiasm and assist with improved communication strategies through the establishment of a mechanism that facilitates community input. The mechanism or model should be built around efficiency and effectiveness so that residents have a distinct avenue to offer their insights to a designated staff, such as the Recreation Coordinator outlined above. The model should be a two-way communications framework that also allows staff to communicate directly with the community to solicit comments and insights.

8) Establish a mechanism that facilitates ongoing feedback from the community to staff, assist with setting priorities and contributing to enhanced communication efforts.

Festivals and Events

The Municipality has traditionally provided a range of support to festival and event organizers. The level of support has been noted as being somewhat inconsistent among event organizers. This may not in fact be accurate, but it is a current perception. The municipality would be well served through the development of a policy and policy implementation framework, inclusive of a communications strategy to stakeholders that would:

9) Develop a "Special Events & Festivals Policy" and supporting implementation framework to promote and manage existing and new special events and festivals in the future.

- Define the Municipality's support and role regarding the facilitation of events.
- Outlines the level and types of support the municipality is prepared to offer event organizers.
- Establishes a process for event organizers to submit event applications to the municipality inclusive of permits, approvals, and municipal supports.
- Outlines compliance requirements for other agencies that may have interest in the event (Health Department, Roads Department, Police, Fire, First Aid).
- Denotes requirements for events on (i) municipally owned property, (ii) privately owned property.
- Make information easily accessible via webpage including on-line application forms.

10. Continue to ensure that relationships are formalized through the review and development of Policy and Agreements, including the use of consistent language, role clarity, evaluation processes, dispute resolution and other considerations that provide transparency to all parties.

Policies and Agreements

Northern Bruce Peninsula has a variety of approved policies and agreements with several community organizations, agencies, and service providers. There continues to be a demonstrated need to ensure that relationships are formalized through the documenting of new policies and agreements, while ensuring consistency and transparency for all parties. Existing policies and agreements can be reviewed for clarity and to ensure that they are current as facilities are expanded. With the Municipality of Northern Bruce Peninsula continuing to be a "facilitator" of parks and recreation services, ensuring that relationships are documented and shared will enhance communication with all parties and maximize use of resources. Developing templates based upon existing approved Municipal documents will assist staff in developing agreements and policies more efficiently while also contributing to ongoing adherence to by-laws, regulations, etc. and using consistent language.

Sustainability

11) The vast natural asset base of Northern Bruce Peninsula needs to be protected through a recognition that these assets are finite and will need to constantly be reviewed with a view to balancing access with education and protection.

The Municipality of Northern Bruce Peninsula is blessed with a rich natural, ecological, and environmental landscape. Surrounded by water on three sides and benefiting from the natural features that populate the area, the community benefits from having a wide range of outdoor recreation opportunities right on its doorstep. Existing partners with the Federal and Provincial Governments, the Bruce Trail Conservancy and the Bruce Trail Association maximize the benefit for residents and visitors. Other organizations that promote and provide programs and activities complement these assets, including cross-country skiing, "night sky" events, water-based tours,

lending programs and educational services. The fundamental understanding that these resources are finite needs to be imbedded into decision making criteria. Other sustainability discussions surround financial and economic impacts and need to be included in future actions associated with the natural environment and the capacity to deal with both community and visitor needs.

NORTHERN BRUCE PENINSULA – IMPLEMENTATION PLAN
SHORT/MEDIUM TERM

#	RECOMMENDATIONS	ACTIONS & DELIVERABLES	FUNDING	STATUS	2022 To 2029
1	**The Municipality of Northern Bruce Peninsula should adopt guiding principles as the underlying framework for the provision of parks and recreation services into the future.**	**Sector Alignment** - Adopt the Framework for Recreation in Canada to promote the five pillars that support individual well-being and community well-being. **Accessibility** - Ensure new and renewal projects meet or exceed AODA, Age-Friendly, and Universal Design standards and guidelines. **Quality** – Ensure that all facilities and programs are compliant with prevailing quality standards such as CSA, High Five, DFO, MNR. **Community Engagement** – Develop community engagement as a priority action in any future capital projects. **Balance** – ensure programs and facilities are accessible to residents on a year-round basis, particularly during peak season for visitors. **Capacity** - Recognize and establish capacity limitations to ensure that resident and visitor services can be successfully managed. **Affordability** - Recognize there is a willingness to pay user fees for certain programs and services by residents, while considering subsidy provisions for individuals.			

#	RECOMMENDATIONS	ACTIONS & DELIVERABLES	FUNDING	STATUS	2022 To 2029
		Demography - Recognize the importance of the updated Census Data as a key planning consideration going forward. **Facilitation** – Embrace and promote the Municipality's role is one of "Facilitator" rather than direct delivery agent. **Benchmarking** - Establish a list of comparator municipalities that Northern Bruce Peninsula can consider when assessing options and priorities. **Sustainability** – Consider the environmental, social, and economic pillars of sustainability in planning and provision of facilities and programs.			
2	**The Municipality of Northern Bruce Peninsula establish and promote its role as a Facilitator of Recreation and Parks Services**	**2.1** – Integrate messaging in future documents and policies that specify the Municipality's role as a facilitator of services. **2.2** – That corporate and departmental staff ensure they promote the Municipalities role as one of "facilitator".			
3	**Develop a Community Development Policy and Guidelines for individuals, groups, and organizations interested in offering parks, recreation,**	**3.1** - Identify community groups that provide programs, events and services (inventory) and categorize into various levels. The roles can be tiered: 3.1a - Community group is responsible for all aspects of the program/event/service (no role/ reliance on Municipality) 3.1b - Community group relies on the Municipality for some level of support (use of facilities, issuing permits, etc.)			

#	RECOMMENDATIONS	ACTIONS & DELIVERABLES	FUNDING	STATUS	2022 To 2029
	events, and festivals in municipal facilities.	**3.2** - Municipality plays a leadership role supporting all aspects of the program/event/service (Santa Claus parade, Farmer's Market, Street Dance, Chichi man festival) Prepare written guidelines that explain the role that the Municipality will provide, including details related to each category. As facilitator, ensure the communication portfolio is enhanced and that all up-to-date information is available to the community. **3.3** - Continue support the opportunity for community hubs. (ex. The Meeting Place, Friendship Club). Work with the Public Library to replicate aspects of this model in Lion's Head.			
4	**Create a dedicated community group website page that assembles resources for community groups to access topicalinformation**.	**4.1** – Create a section that contains all relevant and downloadable forms that may be required from groups: I. Facility Rental Request II. Special Event Request III. Grant to Groups IV. Special Occasion Permit V. Road Closure Application VI. Health Department – Food Vending VII. License Application VIII. Portable Sign Application IX. Advertising Request X. Insurance **4.2** – Create a section that lists all relevant policies that groups can readily access: I. Grants to Groups Policy II. Facility Use Policy			

#	RECOMMENDATIONS	ACTIONS & DELIVERABLES	FUNDING	STATUS	2022 To 2029
		III. Municipal Alcohol Policy IV. Special Events Policy V. Portable Sign Policy VI. Rates and Fees Schedule VII. Insurance **4.3** – Create a resource section that includes helpful links to other resources that groups can access for additional support: ○ Volunteer Canada ○ Volunteering in Ontario | Ontario.ca ○ Employment & Volunteering - Bruce County ○ Homepage | Ontario Trillium Foundation (otf.ca) ○ Funding Programs | Ontario Ministry of Tourism, Culture and Sport (gov.on.ca) ○ Home | Jumpstart (canadiantire.ca) ○ KidSport Canada | So all kids can play ○ Staff and Volunteer Training Manuals ○ Promotion and Advertising Resources ○ Social Media and Digital Channels ○ Marketing Not-For-Profit Organizations			
5	**Create policies and procedures on branding, website and community engagement that are consistent, transparent, and authentic that will improve citizens and visitors' recreation**	**5.1** - Create an open dialogue in which the public can voice their thoughts and concern in a constructive manner.			

#	RECOMMENDATIONS	ACTIONS & DELIVERABLES	FUNDING	STATUS	2022 To 2029
	experiences and satisfaction levels.				
6	**Develop and adopt a long-term Capital Budget Forecast that identifies the short, medium- and longer-term investments needed in existing and new facilities and parks. The Forecast should be informed by existing Plans and Partner activity and be reviewed on an annual basis.**	**6.1** - Develop and adopt a 10-year capital budget forecast for facilities and park amenities to ensure capital needs are identified and financing options are planned. Review every 1-2 years to align financing with project timing. Use the Asset Management Plan, Energy Audit, Facilities condition assessments and the Accessibility Plan to inform the development of the forecast. **6.2** - Develop a furnishings and receptacles program (benches, garbage, signage) and revitalize as municipal parks are being upgraded (including Age Friendly). Implement the program through a park revitalization approach every 2-3 years, or on an amenity-by-amenity basis (i.e., replace all garbage receptacles with a new standard) as noted in 4.2. **6.3** - Ensure the Lion's Head Community Centre and Arena expansion project includes appropriate space to meet the growing needs and interests of residents, including seniors, indoor active lifestyle programs and sports and year-round programming for all ages. **6.4** - Adopt energy conservation and climate change priorities into new facility development and re-development (i.e., increase in EV, low impact development standards). **6.5** - Provide cycling infrastructure at key cycling areas and parking lots (bike racks, signage, repair stops). **6.6** - Conduct a Revitalization Plan for Tobermory Bell School Park and assess the potential for it to serve as a year-round event hosting location (pavilion, outdoor ice rink, splash pad). **6.7** - Consider opening a portion of the campground area to provide increased resident access and			

#	RECOMMENDATIONS	ACTIONS & DELIVERABLES	FUNDING	STATUS	2022 To 2029
		meet the need for large size community park. This could also provide for the potential to increase revenue through new programs and events in this area. Prior to considering the future re-development of a portion or all the Campground property, undertake a Feasibility Study and Business Plan to assess options and impacts, including site limitations, relocation options, cost/benefit analysis, revenue potential, and residential impact. **6.9** - Enhance access to water and support amenities wherever possible. Continue to assess options for water access for residents.			
7.	**Continue to invest in human resources, policies, and processes that support continued community engagement and support.**	**7.1** – Hire a minimum of one new staff person (Recreation Coordinator) to work with community groups, enhance communication and increase program delivery based on identified community need, and address many of the actions contained in this Implementation Plan. **7.2** Update the user fee policy. Consider setting targets to increase revenues and re-invest in parks and recreation services. (e.g., Campground, Harbour Fees, daily ramp launch, rental of Municipal assets) **7.3** - To align with updated User Fees, establish a policy and process to provide subsidy to residents in need. If affordability is a barrier to participation, establish a process that allows ease of access and provides confidentiality throughout. (Recognize seasonal nature of many employment opportunities in NBP which affects disposable income). **7.4** - Encourage parks and recreation staff to attend professional development and training opportunities to strengthen knowledge base. Include training in community development, working with children and youth and engaging with community stakeholders.			

#	RECOMMENDATIONS	ACTIONS & DELIVERABLES	FUNDING	STATUS	2022 To 2029
		7.5 - Review and refine Community Grant program. Consider different levels of funding support based upon criteria. Increase funding available based upon new criteria. Simplify process and clarify required data and reporting requirements to ensure consistent decision making. **7.6** - Continue to enhance the automated software system that is used for facility bookings to include all Municipal facilities, potential to add other services to the platform (i.e., shuttle service booking).			
8	**8) Establish a mechanism that facilitates ongoing feedback from the community to staff, assist with setting priorities and contributing to enhanced communication efforts.**	(See long-term Actions and Deliverables)			
9	**Develop a "Special Events & Festivals Policy" and supporting implementation framework to promote and manage existing and new special events and**	**9.1** - Consider integrating the level of support to be provided that is consistent with the Tiered approach identified as a priority for community development. **9.2** - Ensure that all information is posted on the Municipal Website including all fillable application forms for all agencies in an effort to create a one-stop on-line resource for event organizers.			

#	RECOMMENDATIONS	ACTIONS & DELIVERABLES	FUNDING	STATUS	2022 To 2029
	festivals.				
10	**Continue to ensure that relationships are formalized through the review and development of Policy and Agreements, including the use of consistent language, role clarity, evaluation processes, dispute resolution and other considerations that provide transparency to all parties.**	**New Policies and Agreements** **10.1** - Conduct a development charges background study to establish and collect historical data that will inform the potential for new revenues from new development to support parks and recreation and other municipal services. **10.2** - Encourage the Public Library to continue to offer programs and services to meet emerging needs (language classes, cooking classes, STEM/STEAM programs, lending programs etc.). Formalize through an Agreement process that defines role, timing, and scope. **10.3** - Develop a facility allocation policy and solicit user input and support. Re-align use of facilities to maximize appropriate use, year-round. This should include existing facilities such as the Tobermory Community Centre and Rotary Hall and will become especially important as the Lion's Head Community Centre and Arena expansion project comes to fruition to maximize access and ensure balanced and fair allocation of space. **10.4** - Develop a policy to align with the User Fee By-law that designates a portion of user fee revenue into reinvestment opportunities in parks and recreation personnel, assets, and infrastructure. **Existing Policies and Agreements**			

#	RECOMMENDATIONS	ACTIONS & DELIVERABLES	FUNDING	STATUS	2022 To 2029
		10.5 - Work with community user groups and/or past recipients of Community Grant funding, update the Policy that guides the grant program to ensure clarity of process, consistent collection of data, use of fee waivers etc. **10.6** - Review and update the Agreement for the Lion's Head Community Centre snack bar operator to ensure services align with the needs of all users.			
11	**The vast natural asset base of Northern Bruce Peninsula needs to be protected through a recognition that these assets are finite and will need to constantly be reviewed with a view to balancing access with education and protection.**	**11.1** - Work with municipal committees to identify issues, gaps, and opportunities on a regular basis. Ensure roles are clarified for corresponding actions and that Municipal resources are allocated to implement as needed. **11.2** - To continue to attract qualified staff (seasonal and full-time) to manage Municipal assets and contribute to resident and customer experiences. **11.3** - Continue to partner with other Agencies and Organizations to promote "learn to" and introductory programs that foster increased awareness and education focused on the natural environment. (Library lending programs, Biosphere programs, High School Outers, National Park programs and events, Bruce Trail clean-up days etc.)			

NORTHERN BRUCE PENINSULA – IMPLEMENTATION PLAN

LONG TERM

#	RECOMMENDATIONS	ACTIONS & DELIVERABLES	FUNDING	STATUS	2029 To 2032
2	**The Municipality of Northern Bruce Peninsula establish and promote its role as a Facilitator of Recreation and Parks Services**	**2.3** – The Municipality should continually examine its services and programs to determine the extent to which they could be provided by a third party without jeopardizing the Municipality's standards.			
3	**Develop a Community Development Policy and Guidelines for individuals, groups, and organizations interested in offering parks, recreation, events, and festivals in municipal facilities.**	**3.4** - Support and empower local groups to become more formalized through a clear and consistent policy and process. **3.5** - When community groups are actively engaged in providing programs and events, ensure that user fees are aligned to reflect this involvement (i.e % reduction). This approach reflects cost-avoidance for the Municipality as others are providing needed services.			

#	RECOMMENDATIONS	ACTIONS & DELIVERABLES	FUNDING	STATUS	2029 To 2032
5	**Create policies and procedures on branding, website and community engagement that are consistent, transparent, and authentic that will improve citizens and visitors' recreation experiences and satisfaction levels.**	**5.2 -** Enhance the webpage by consolidated resident/visitor information in a timely fashion. **5.3** - Create 'where to play' that encompasses all the Municipality, service providers, and government parks, recreation, trails, cycling, water information in one location online. **5.4** - Developing an online program awareness, facility booking system with an interactive facility mapping tool complete with relevant information on what to expect. **5.5** - Establish policies on logo, taglines and branding of the Northern Bruce Peninsula that promote recreation and leisure that has a nature focus. **5.6** - Create a Community Engagement Charter that will improve public participation in Municipal initiatives and decisions. **5.7** - Improve ease-of-access to Municipal information.			
6	**Develop and adopt a long-term Capital Budget Forecast that identifies the short, medium- and longer-term investments needed in existing and new facilities and parks. The Forecast should be informed by existing Plans and Partner activity and**	**6.10** - Work with partners to identify needed facility improvements and needed amenities (parking, washrooms, waste collection, signage, historic information, etc.). Move towards more permanent and appealing facilities (i.e., washrooms). Collect available data to validate use and set priorities (e.g., trail counters). **6.11 -** Invest in and maximize use of existing assets (i.e., stand alone halls, faith-based facilities, community halls) prior to considering new facilities (except the Lion's Head Community Centre and Arena expansion project, which is already in progress). This may necessitate re-allocating space based upon aligning use with appropriate space. Continue work with District School Board to clarify use and access to indoor and outdoor space. Consider alternative use for the property that is currently housing the Child Care Centre (which is transitioning to the Tobermory Elementary School).			

#	RECOMMENDATIONS	ACTIONS & DELIVERABLES	FUNDING	STATUS	2029 To 2032
	be reviewed on an annual basis and integrated within the annual budget process.	**6.12 -**Identify facility upgrades needed and undertake annual repairs and improvements, play equipment, park infrastructure, signage etc. **6.13** - Update play equipment and provide more options that may include natural features (climbing rocks, use of natural materials, interactive stations and features that are fully accessible, including parking and access to the site). **6.14** - Ensure safe walking routes (on and off road) including Tobermory to Big Tub Lighthouse, downtown Lion's Head, boardwalk at Lion's Head Harbour. **6.15** - Assess the appropriateness of using the Lion's Head beach area for regular events. **6.16** - Where possible, expand cross-country ski trails in North Bruce Peninsula.			
7.	**Continue to invest in human resources, policies, and processes that support continued community engagement and support.**	**7.7** - Consider new revenue streams including the development of rental programs (through third party service providers) such as kayaks, bikes, fishing equipment etc., as well as portable food concessions. Consider fees for use/transportation of municipal assets and services (picnic tables, garbage containers) **7.8** - Consider a summer employment promotion providing an honorarium to students to coordinate new/emerging activities for youth (i.e., spike ball, snow pitch tournaments, ultimate frisbee) **7.9** - Host an annual meeting with community organizations and recreation service providers to plan the upcoming year and ensure consistent communication with all partners. Ensure various customer needs are considered – residents, visitors, vacationers, business owners. **7.10** - Monitor all potential grant and funding programs (Federal, Provincial, Foundations) that can permit the launch of new programs, purchase of equipment, promotion of events, pilot projects, facility			

#	RECOMMENDATIONS	ACTIONS & DELIVERABLES	FUNDING	STATUS	2029 To 2032
		development, active transportation other).			
8	**8) Establish a mechanism that facilitates ongoing feedback from the community to staff, assist with setting priorities and contributing to enhanced communication efforts.**	**8.1** – Examine potential models and frameworks that offers an effective and efficient means of facilitating input from the community. **8.2** – Test effectiveness of potential models to determine level of community responsiness. **8.3** – Implement desired model. **8.4** – Introduce an on-going communications strategy to inform residents on how they can provide direct input to the model.			
9	**Develop a "Special Events & Festivals Policy" and supporting implementation framework to promote and manage existing and new special events and festivals.**	**9.3** - Develop a manual for event organizers that defines the Municipal Special Events and Festivals Policy, and all associated requirements for event applications and event organizers. **9.4** - Ensure events are being hosted year-round, including resident focused events during shoulder season. Supplement with new events where possible and resources permit. **9.5** - Consider launching one new "signature" even (like Wiarton Willy Festival, Haliburton Hiking Festival). Ensure timing is considered to ensure all associated support amenities (and volunteers) are available. **9.5.a** - Examples could include support for the Gran Fondo (launched in 2021) that could be expanded to promote cycling tourism to the area. **9.5.b** – Consider supporting other "Hike and Bike" events or multi-sport race event throughout the municipalities.			

#	RECOMMENDATIONS	ACTIONS & DELIVERABLES	FUNDING	STATUS	2029 To 2032
		9.6 - Work with partners including the tourism sector, to ensure ancillary facilities and processes are in place to support events. (Parking, accommodation, cross-promotion, other). **9.7** - Ensure emergency services are consulted to provide visitors to the area understand the risks involved. **9.8** - Consider re-use of the Tobermory Bell school park ball diamond to host additional special events. This could include building on Biosphere astronomy/dark sky events, winter activities such as skating or ice sculptures, food festival, other. **9.9** - Involve local Indigenous communities in existing and new events, including an opportunity to provide education, awareness, and promotion of the rich cultural strengths of the area. **9.10** - Expand or create the music festival previously hosted in Lion's Head.			
10	**Continue to ensure that relationships are formalized through the review and development of Policy and Agreements, including the use of consistent language, role clarity, evaluation processes, dispute resolution and other**	**New Policies and Agreements** **10.6** - Using recently approved Municipal documents, develop a "Policy template" and an "Agreement template" that includes standard clauses and language that can serve as the basis to enter into new agreements and develop new policies in future. These templates should include clear and consistent clauses that staff can insert as applicable. Ensure that appropriate due diligence is taken through a review by legal services, accessibility coordinator, Freedom of Information, insurance, indemnification and risk management and other external input as may be required. **10.7** - Pursue options to enter into an Agreement with Bruce County to contribute capital funding for the Branch Libraries.			

#	RECOMMENDATIONS	ACTIONS & DELIVERABLES	FUNDING	STATUS	2029 To 2032
	considerations that provide transparency to all parties.	**10.8** - Pursue options to enter into an Agreement with South Bruce Peninsula regarding the potential to share significant indoor facilities such as an Indoor Pool and the Lion's Head Community Centre and Arena Expansion project. **10.9** - Develop a Special Event policy aligned with the Special Event manual (as noted under Festivals and Events). **10.10** - Consider a feasibility study for a shuttle system during the summer months with managing volume. User Fees will be required to offset costs for fuel, labour, insurance, and promotion. **<u>Existing Policies and Agreements</u>** **10.11** - Review and update the agreement with the District School Board to ensure clarity on roles and streamline the process for user groups. **10.12** - Document the inventory of existing formal and informal arrangements/Agreements with Parks Canada, Ontario Parks, the Bruce Trail Conservancy and the Peninsula Bruce Trail Club. **10.13** - Formalize arrangements that respect organizational priorities, provide role clarity and outline cost-sharing and/or service exchange that are mutually beneficial to both parties. This could include fee for services provided by the Municipality to other agencies. (i.e., Bruce Trail Conservancy) **10.14** - Use existing Community Lease Policy to formalize arrangements with community groups providing service. **10.15** - Monitor timing for public release of the National Park Management Plan for public engagement to provide input where relevant.			

#	RECOMMENDATIONS	ACTIONS & DELIVERABLES	FUNDING	STATUS	2029 To 2032
11	**The vast natural asset base of Northern Bruce Peninsula needs to be protected through a recognition that these assets are finite and will need to constantly be reviewed with a view to balancing access with education and protection.**	**11.4** - Ensure future signage and other communication platforms include education and awareness of the importance of parks and open space and the need for residents and visitors to contribute to protecting the natural areas. **11.5** - Consider developing criteria that will need to be met to promote destinations. This needs to consider the impact of increased visitation to the area and should be aligned with other partners that are affected. Examples of criteria could include available parking, waste collection, signage, safety requirements, access and egress, impact on neighbouring residents, reliance on volunteers, other. **11.6** - Review annual plans for events and locations to maximize use of all properties in the Municipality with a view to "stretching people out" to ensure support facilities are adequate and customer experience is positive. **11.7** - Work with local volunteer organizations to ensure events, festivals and programs are coordinated where possible and maximize all four-season access.			

FUNDING

The Municipality of Northern Bruce Peninsula has done an amazing job of securing funding for a host of facilities and parks and recreation assets using various funding sources. The following section is offered to the Municipality to0 consider additional funding resources that may or may not have been used in the past.

This list of funding resources may have limited timelines and are always subject to revisions, cancellations, or replacement in favour of other governmental and corporate priorities over time. The Municipality is encouraged to continue to leverage grant funding in order to mitigate operating and capitalpressures.

National Urban Parks Program

- announced August 4, 2021
- program to "support creation of a network of national urban parks"
- from News Release: "Parks Canada will collaborate with municipalities, provinces, Indigenous partners, and conservation organizations, among others, to identify opportunities for creating orexpanding national urban parks in urban and near-urban settings across Canada"
- details to come from Parks Canada

Disaster Mitigation and Adaptation Fund (DMAF), Infrastructure Canada

- launched in 2018, initial allocation of $2bn; Budget 2021 added $1.375bn over 12 years
- to invest in "structural and natural infrastructure projects to increase resilience of communities impacted by natural disasters triggered by climate change"
- projects in Ontario have been primarily oriented towards stormwater management, flood protection,shoreline rehabilitation, and tree canopy restoration
- minimum eligibility requirements:
    - organization is an eligible Recipient
    - organization owns/will own, or has/will have secured all necessary rights and interest in, theasset(s) to be funded
    - submission is for "a project to expand, improve, or build new public infrastructure thatprevent, mitigate, or protect against the impacts of climate change on Canadian communities, with the exclusion of emergency services infrastructure and man-madedisasters"
    - total eligible cost for project is at least $1 million
    - project not solely for land acquisition

    - project will be substantially completed no later than December 31, 2032
- apply through Infrastructure Canada portal

Healthy Communities Initiative, Infrastructure Canada & Community Foundations of Canada

- provides up to $31 million over two years "to help communities adapt public spaces and local services in a way that meets people's needs both during and following the COVID-19 pandemic" supports projects that:
    - create safe and vibrant public spaces: create or adapt existing public places (parks, commercial main streets, indoor spaces) so people can "participate safely in cultural orphysical activities"
    - improve mobility options: deliver a range of transportation and mobility options to allowphysical distancing while making it easier for people to get around
    - offer digital solutions: provide digital solutions that "connect people, facilitate citizenengagement, and support delivery of community services and activities"
- application period for Round 2 (the second of two planned rounds of funding) closed June 25, 2021

Enabling Accessibility Fund (EAF), Employment and Social Development Canada

- funding for projects that "make Canadian communities and workplaces more accessible for personswith disabilities," "create more opportunities for persons with disabilities to take part in community activities, programs and services"
- three program "components" that issue separate calls for funding
- small projects component (last application period was June–July 2020): up to $100,000 for projectsincluding "small construction, renovation or retrofit of existing spaces to improve accessibility," withpriority given to "projects that improve accessibility and safety for persons with disabilities in placeswhere they work or could work," "construction projects for ramps, accessible doors and accessible washrooms"
- mid-size projects component: municipal governments eligible (last application period closed at endof July 2021); projects must "improve accessibility and safety for persons with disabilities in Canadian communities and workplaces" and "increase access to programs, services or employment opportunities that focus on a holistic approach in addressing the social or labour market integration needs of persons with disabilities"

Infrastructure Ontario Loan Program

- loan to municipalities for infrastructure projects; all Ontario municipalities eligible
- either long-term or short-term (construction) financing
- eligible projects include "culture, tourism, administration and recreation infrastructure"
- may select repayment terms of 5–30 years (but not to exceed expected life of asset)
- online application process

Rural Economic Development Program

- "provides cost-share funding to support activities that create strong rural communities in Ontario"
- projects need to "benefit rural Ontario, have tangible outcomes, [and] reach beyond onecommunity"
- encourages applicants to have co-applicants and partners
- Strategic Economic Infrastructure Stream: cost-sharing of 30%, up to $250,000, for minor capitalprojects — three project types: (1) rehabilitation of cultural, heritage or tourism attractions; (2) redevelopment of vacant/underutilized buildings; (3) streetscaping and landscaping
- rehabilitation projects: involve the rehabilitation of an "existing cultural, heritage, or tourism attraction, as defined through previously completed strategies and projects that establish itssignificance for economic development"; list of example projects includes trail rehabilitation
- streetscaping and landscaping projects: "defined through previously completed strategies thatimprove the design quality of public areas"; examples include wayfinding and "beautification"
- assessment criteria include "reducing economic barriers," job creation/retention or attraction ofbusiness and investment; "regional, sector, or value chain impacts"; economic sustainability

Gender Equity in Recreational Sport

- offered through Canadian Parks and Recreation Association (CPRA); municipalities are eligible toapply
- 2020–2021 application period closed, but program will have "minimum of three annual intakes overthe course of 2019–2022"
- grants awarded in three categories: (1) up to maximum of $2,500; (2) up to maximum of $5,000; (3)up to maximum of $15,000

- allowable costs focus on program delivery, promotions and communications, policy implementation;capital costs ineligible
- objective: to support "implementation of targeted community-level interventions through programs, events, practices and/or policy changes" with the potential to increase participation/retention of girlsand women in recreational sports

Ontario Trillium Foundation (OTF) Capital Grant

- OTF identifies specific Grant Results that will be funded: successful application "should have aclear alignment with the chosen Grant Result"
- Grant Results include "Active People: Fostering more active lifestyles"
    - Grant Result: Infrastructure for unstructured and structured physical activities (priorityoutcome: higher quality programming and infrastructure to support physical activities
    - Grant Result: Infrastructure is accessible and available for physical activity (priorityoutcome: more people become active)
- project types listed include new construction, renovations/repairs, purchase of land/building
- grants awarded for 2019–2020 to municipalities:
    - Infrastructure for unstructured and structured physical activities:
        - Municipality of Tweed: "$84,400 grant over 4 months to replace a canvas dome andcement flooring as well as adding accessible entrances"
        - Municipality of Brighton: "$125,000 grant over 12 months to expand an existing skateboard park, adding new ramps and making additional improvements for localyouth"
    - Infrastructure is accessible and available for physical activity:
        - Municipality of Ashfield-Colborne-Wawanosh: "$50,000 grant over 11 months to makeaccessibility upgrades to Lucknow's community fitness centre and pool, increasing access to recreational activities"
        - Municipality of Arran-Elderslie: "$83,500 grant over 12 months to make accessibilityupgrades to the Chesley Lawn Bowling Club's kitchen and washroom facilities"

OTF "Grow Grant" & "Seed Grant"

- meant to help expand a successful project, improve quality of current program being delivered,recreate/adapt a project that has been successful elsewhere

- Grant Results under “Active People”:
    - “Trained and certified coaches, officials and volunteers”
    - “Programs are safe, inclusive, fair, and age- or ability-appropriate”
    - “Ontarians participate in an active lifestyle” (requires measurement of outcomes usingOTF data collection tool)
- Seed Grant for 2019–2020:
    - Municipality of Perth East: “$16,300 grant over 10 months to pilot the Pop Up Play program,offering people-of-all-ages in five communities free, recreational activities” (Ontarians participate in an active lifestyle)

FCC AgriSpirit Fund

- to support capital projects in rural communities; open to municipalities with population of 150,000 orless; list of “Types of projects we consider” includes “Play structures and recreation areas”
- FCC is a “financially self-sustaining federal commercial Crown corporation reporting to Canadiansand Parliament through the Minister of Agriculture and Agri-Food”
- application period re-opens March 2022
- projects must be completed within two years of receiving funding and must “recognize FCC’scontribution”
- projects in Ontario from 2020 include $10,000 for upgrades to pedestrian rail trail (Municipality of Arran-Elderslie), $10,000 for new LED lighting and replacement of broken fixtures for ball diamondand soccer field (Municipality of Rideau Lakes)

MLSE Foundation

- programs include Community Grants and Community Spaces
- Community Grants:
    - “up to $50,000 to organizations that are creating positive outcomes for youth in physicalhealth, mental health, academic achievement, and work readiness”; municipalities are eligible (classified as Qualified Donee by CRA)
    - Expression of Interest period for 2021 closed
    - funding for programs, training, and capacity development (not capital projects)
- Community Spaces:
    - projects to “refurbish athletic facilities, creating more opportunities for youth to get movingin their communities”

- goal “to build equity through the power of sport by empowering communities to reimaginetheir play spaces”
- contact MLSE for details

Community Development Grant, Jumpstart (Canadian Tire)

- available to CRA Qualified Donees
- to support program delivery; program must run minimum of 5 hours, consist of at least five sessions, include minimum of 25 participants aged 4–18, remove barriers to participation for kidsfrom families in financial need (and has data reporting requirements)

TD Friends of the Environment Foundation (FEF) Grant

- municipalities are eligible to receive funding
- primary focus on “environmental education and green space programs”
- eligible projects: “schoolyard greening, park revitalization, community gardens, park programmingand citizen science initiatives” (capital costs, land acquisition, playground equipment not eligible)

Ontario Great Lakes Strategy

The Government of Ontario has created Ontario’s Great Lakes Strategy. The Strategy focuses on

- empowering action by all partners on Great Lakes – from provincial ministries to local serviceclubs – and on restoring Great Lakes water, beaches and coastal areas.
- conserving biodiversity and deal with invasive species
- guiding our Great Lakes work and addresses the need for climate change adaptation.
- engagement with a wide variety of Great Lakes experts, First Nations and Métis communities andGreat Lakes stakeholders.
- the need to protect shorelines, beaches and wetlands, reduce impacts of sewage and runoff, tackle algae problems and provide opportunities for people to clean up their corner of the GreatLakes.
- no “one-size-fits-all” solution; there are different needs
- building on existing frameworks and partnerships.
- public engagement and cooperation which are essential to success.
- the importance of science and information to make good decisions and monitor progress.

Staff should continue to monitor the Government of Ontario’s environmental and climate change websitefor future grants available for municipalities located along the great lakes.

Great Lakes Protection Initiative

Through the Great Lakes Protection Initiative, the Government of Canada takes action to address the most significant environmental challenges affecting Great Lakes water quality and ecosystem health bydelivering on Canada's commitments under the Canada-United States Great Lakes Water Quality Agreement. It focuses on 8 priority areas for action:

- working with others to protect the Great Lakes
- restoring Great Lakes Areas of Concern (AOCs)
- preventing toxic and nuisance algae
- assessing and enhancing the resilience of Great Lakes coastal wetlands
- evaluating and identifying at risk nearshore waters
- reducing releases of harmful chemicals
- engaging Indigenous Peoples in addressing Great Lakes issues
- increasing public engagement through citizen science

The application submission period for funding under the restoring Great Lakes Areas of Concern stream of the Great Lakes Protection Initiative is now closed. Staff should continue to monitor the Government ofCanada's environmental and climate change website for future grants available for municipalities locatedalong the great lakes.

Best In Science Grants

The Best in Science program encourages scientists to undertake research in the Ministry of Environmentand Climate Change's priority areas. This research adds to our scientific knowledge and encourages research partnerships.
The grant supports the following priority research areas:

- **Climate change** through methods and technologies for reducing emissions of greenhouse gases;and the impacts of climate change on water quantity and quality.
- **Water quality research**, including prediction, monitoring and prevention of blue-green algae blooms, nutrient inputs to the Great Lakes; and the environmental impact of chlorides and road-salt alternatives on aquatic ecosystems.
- **Pathogens and environmental pollutants**, including measurement of pathogens and chemicalcontaminants in air, water and soil; and source tracking of toxic metals including chromium and mercury.
- **Pollinator health** through the measurement of the effect neonicotinoid pesticides have on wildspecies of pollinators that could be at risk.

Scientific research is the foundation of good environmental policies that help ensure Ontario has clean airand water, safe communities and healthy ecosystems.

GrantWatch

Posts on GrantWatch that might be of interest (can't view details without paid subscription; some of thesemay already be included above):

- ID#172543: "Grants of up to $15,000 to Ontario charities, municipalities, and registered amateurathletic associations for programs that benefit residents in eligible regions"
- ID#181113: "Grants to Canada registered charities, educational institutions, municipalities, and Indigenous groups to support environmental projects. Special consideration is given to green spaceinitiatives and environmental education"
- ID#173735: "Grants to Canada charitable organizations, municipalities, and indigenous bands forprojects to benefit local communities. A Letter of Inquiry must be submitted prior to applying. In previous years, grants have been awarded to support arts, education, conservation, …"
- ID#191389: "Grants to Canada municipal governments, and organizations partnering with municipalgovernments, to improve management practices related to infrastructure. Funding is intended to support a wide range of activities related to the management of natural and built assets.

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