

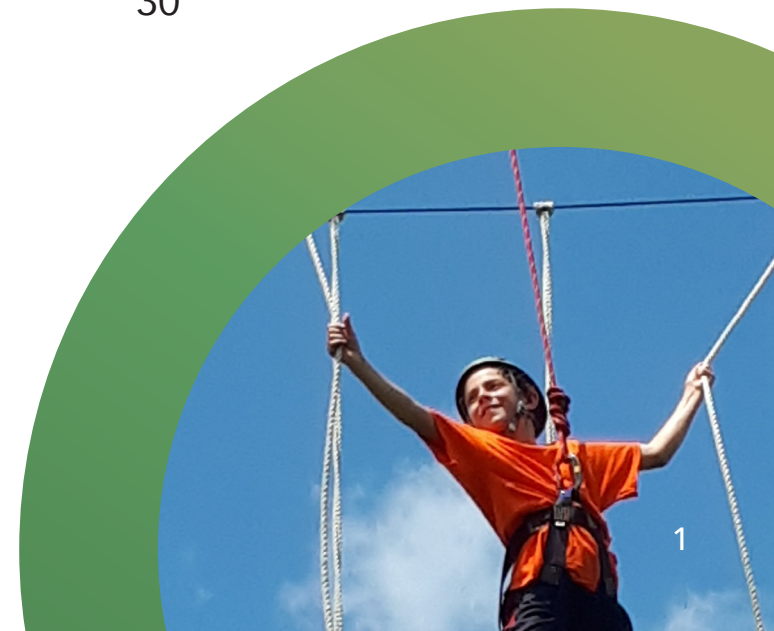


Recreation & Community Master Plan



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Introduction

King Township prides itself on the parks, recreation and facility services that contribute many benefits to our citizens in the community. Citizens have access to a variety of programs, events, services and opportunities ranging from organized sports to music and food festivals.

The King Township Recreation & Community Master Plan sets out specific recommendations for the next 5 years based on 5 goals identified in the Framework for Recreation in Canada. These recommendations are aimed at increasing the ability of residents to live active and healthy lifestyles through King’s inclusive recreation, community engagement, environmental education and stewardship services. The Recreation & Community Master Plan sets priorities for the Township to provide physical activity, inclusive services, nature connection through recreation and strong community partnerships.

In developing the recommendations for this plan, the Township has considered feedback from citizens, demographic characteristics of our community and trends and best practices when providing recreation and community services.

This plan builds upon existing strategic and master plans previously developed.

Our Core Services

- Heritage & Culture**
- Collections & Exhibits**
- Community Engagement**
- Camps & Inclusion**
- Volunteer Engagement**
- Outdoor Education**
- Active Living**
- Special Events**
- Environmental Stewardship**

Framework for Recreation in Canada

We envision a King Township in which every citizen is engaged in meaningful, accessible recreation experiences that foster individual, community and environmental well-being. The Framework for Recreation in Canada is our pathway to that goal. The Framework for Recreation in Canada is THE guiding document for public recreation providers in Canada. The intention of the Recreation & Community Master Plan is to provide citizens the opportunity to work together in ways that will encourage participation and enjoyment of recreation and outdoor experiences in supportive physical and social environments.

The Framework describes five goals and priorities for action under each goal. The goals are:



Goal 1: Active Living

Foster active living through physical recreation.



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.



Goal 2: Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation.



Goal 5: Recreation Capacity

Ensure the continued growth and sustainability of the recreation field.



Goal 3: Connecting People and Nature

Help people connect to nature through recreation.

Report Card - How We're Doing

The Report Card introduced below was created to assess the Recreation, Community & Culture Divisions current standing with respect to implementing the goals and priorities set out in the Framework for Recreation in Canada while recognizing municipal priorities and resources. We've rated ourselves along a continuum of Not in Place (not started), Under Development (in the early stages), Partially Complete/Implemented , In a Mature State (in good standing/complete). The following is a sample report card:

| ACTIVE LIVING (AL) | Not in Place | Under Development | Partially Complete/ Implemented | In a Mature State |
|--|--------------|-------------------|---------------------------------|-------------------|
| AL 1 Enable participation in physically active recreational experiences throughout the life course, continuing to focus on children and youth but expanding to meet the needs and foster the participation of the growing number of older people in Canada. | | | | ● |
| AL 2 Incorporate physical literacy in active recreation programs for people of all ages and abilities. Physical literacy is recognized as a precondition for lifelong participation in and enjoyment of sport in the Canadian Sport Policy 2012. | | | ● | |
| AL 3 Support the child's right to play, and to participate freely and fully in "age-appropriate recreational experiences, cultural life, and artistic and leisure activities", as outlined in the United Nations Convention on the Rights of the Child. Enhance opportunities for children and youth to play outdoors and interact in nature in school, community and neighbourhood settings. Engage parents and provide safe, welcoming, low- or no-cost opportunities for families and multiple generations to experience the joy of spontaneous active play together. | | | ● | |
| AL 4 Inform recreation leaders about the importance of reducing sedentary behaviours, and enable them to explore and implement strategies and interventions that address this important public health issue. | | ● | | |

Strategic Plan Alignment

The Recreation & Community Master Plan is aligned with the long-term vision of King to 2031 as defined in Our King Official Plan (OP). The goals and objectives of the OP are derived from the values structured in the four pillars of our Integrated Community Sustainability Plan.

Look for the Official Plan Icons throughout this report. When you see them, that means the Priority Area tagged is aligned with the OP Goals.



**Community of
Communities**



**Flourishing
Economy**



**Infrastructure and
Networks**



**Pristine
Environment**



**Sustainable
Neighbourhoods**



**Thriving
Villages**



**Vibrant
Countryside**

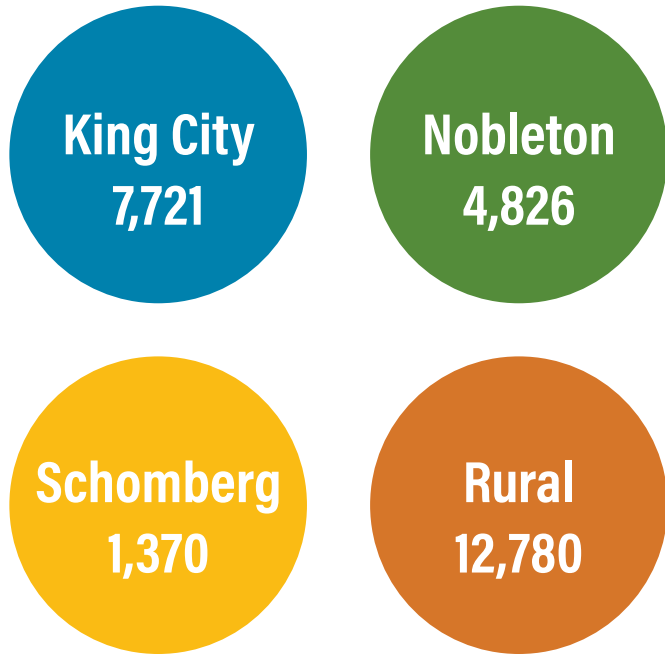
In addition to aligning with the objectives in the OP the following documents were reviewed and considered in the development of the Recreation & Community Master Plan;

- Corporate Strategic Plan 2019-2022
- Facilities Services Master Plan 2018-2022
- Parks & Forestry Services Master Plan 2018-2022
- Cold Creek Strategic Plan 2017-2022
- Sport for Life updated 2019
- Trails Master Plan 2015

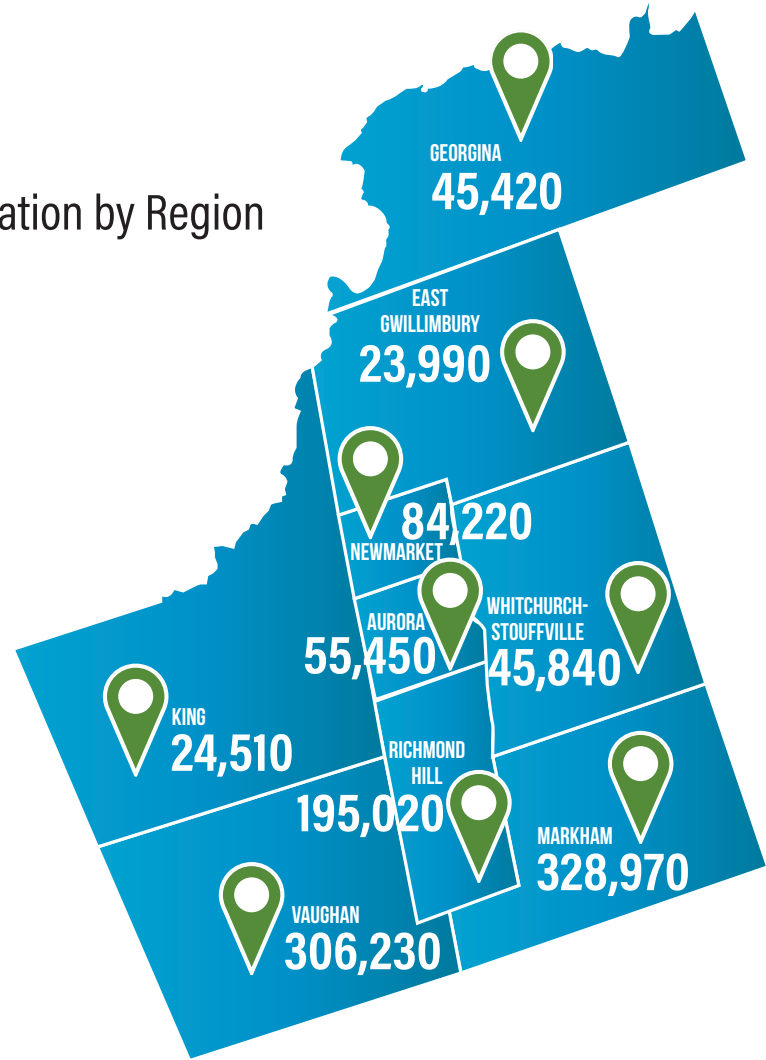


Municipal Demographics - 2016 Census

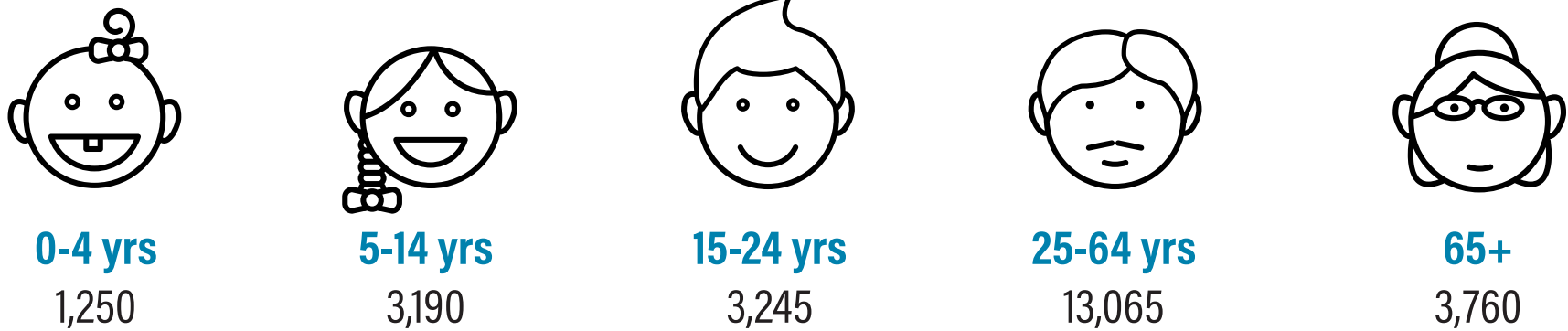
Population by Village



Population by Region



Population by Age



Feedback & Consultation

Community engagement was an integral part of this Master Plan process. The perspectives of residents, local stakeholders, King Council and staff helped to shape the objectives and recommendations of the plan moving forward. Input was received through, surveys, events, consultations, interviews and workshops.

CONSULTATION

- 800+ survey responses
- Staff Consultations
- Council Interviews
- Community Group Feedback
- Consultation with Mayor's Youth Action Team (MYAT)

TOP FACILITY & ACTIVITY REQUESTS HEARD DURING CONSULTATION

- | | |
|------------------------|--------|
| Fitness | Soccer |
| Skating | Biking |
| Walking/Running/Hiking | Tennis |
| Swimming | |

A note from the Recreation & Community Master Plan Committee:

For the first time, the Recreation, Community & Culture Division has created a Master Plan to represent the unique areas of this division: recreation and program development, fitness and active living, outdoor education, environmental stewardship, camps and integration, facility use and booking, special events, volunteer engagement and aquatics. This plan was developed as an inclusive staff lead process aimed at igniting and engaging the community. The last Master Plan (Parks, Recreation & Culture Master Plan) was developed and approved in 2013 with the majority of the recommendations completed by 2018. This plan aims to continue to build off the success of the last plan and guide the direction of the division for the next 5 years.

Our hope is that this plan represents you, the citizens of King Township as we work together toward creating a better future in the delivery of recreation and community services. As the community of King continues to grow, we welcome any feedback and new ideas to enhance the lives of citizens. We can be reached at recreation@king.ca.



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Goal 1 - Active Living | Foster active living through physical recreation

Active Living opportunities encompass a full range of recreation and community activities and experiences for citizens in King Township. The Community Services Department places an emphasis on developing strategies that increase active living - and decrease sedentary behaviours - by providing broad choices that consider citizens interests, ages, abilities and other socio-economic status. Citizens have the option to access a variety of indoor and outdoor amenities through active, creative, educational, environmental and general interest programs.

The Community Services Department strives to establish strong and sustainable partnerships with stakeholders to provide a broad scope of active opportunities for citizens. Local participation rates in active living opportunities vary greatly by resident demographic as compared to similar rural and regional municipalities. King Township is currently experiencing a period of growth and with that comes changing communities and demographics. Active living opportunities and trends will continue to evolve and the Community Services Department will need to adapt to meet the needs of existing and new citizens.

| ACTIVE LIVING (AL) | Not in Place | Under Development | Partially Complete/ Implemented | In a Mature State |
|---|--------------|-------------------|---------------------------------|-------------------|
| AL 1 Enable participation in physically active recreational experiences throughout the life course, continuing to focus on children and youth but expanding to meet the needs and foster the participation of the growing number of older people in Canada. | | | | ● |
| AL 2 Incorporate physical literacy in active recreation programs for people of all ages and abilities. Physical literacy is recognized as a precondition for lifelong participation in and enjoyment of sport in the Canadian Sport Policy 2012. | | | ● | |
| AL 3 Support the child's right to play, and to participate freely and fully in "age-appropriate recreational experiences, cultural life, and artistic and leisure activities", as outlined in the United Nations Convention on the Rights of the Child. Enhance opportunities for children and youth to play outdoors and interact in nature in school, community and neighbourhood settings. Engage parents and provide safe, welcoming, low or no-cost opportunities for families and multiple generations to experience the joy of spontaneous active play together. | | | ● | |
| AL 4 Inform recreation leaders about the importance of reducing sedentary behaviours, and enable them to explore and implement strategies and interventions that address this important public health issue. | ● | | | |

| | OBJECTIVES | RECOMMENDATIONS (How we're going to get there) | INDICATORS OF SUCCESS (How will we know we are successful) |
|------|---|--|--|
| AL 1 | <ul style="list-style-type: none"> Through regular engagement with citizens, develop a better understanding of the community and their physical activity needs | <ul style="list-style-type: none"> Leverage engagement feedback to inform opportunities for citizen activity throughout their life Create program and service delivery feedback surveys to foster continuous improvement in service offerings and delivery models | <ul style="list-style-type: none"> Collect data by performing a survey every 2 years to determine a baseline that reflects changing demographics, population growth, new trends and service delivery gaps Feedback and data from post participation survey is collected and used to inform future program and service delivery |
| AL 2 | <ul style="list-style-type: none"> Physical literacy concepts are incorporated into program and service delivery through each stage of our citizens lives. | <ul style="list-style-type: none"> Environmental scan is performed annually by Community Services Department Extended Leadership Team (ELT) to identify resources, training opportunities and tools that will support staff development workshops Quarterly workshops with Recreation, Community & Culture staff to discuss trends, new best practices, industry developments, provincial/federal documents etc. Develop a physical literacy policy to enhance current program and service delivery and incorporate physical literacy into the Recreation Community & Culture Division philosophy | <ul style="list-style-type: none"> An annual report is generated identifying resources, training opportunities and tools to inform quarterly workshops Quarterly workshops are complete for Recreation, Community & Culture staff and a report is circulated to the Community Services Director for annual reporting A Physical Literacy Policy has been completed by staff |
| AL 3 | <ul style="list-style-type: none"> Be King's premier resource for outdoor education, nature and recreation programming and environmental stewardship | <ul style="list-style-type: none"> Foster and grow our relationship with local schools, review what services we currently provide and identify partnership opportunities. Develop a standard practice for future engagement with schools | <ul style="list-style-type: none"> Connected with the 9 local schools and identified areas of partnership growth |
| AL 4 | <ul style="list-style-type: none"> Be a conduit of health and wellness information from external organizations to our citizens | <ul style="list-style-type: none"> Connect with external organizations and leverage information sharing for purposes of community education and distribution (York Public Health, Provincial, Federal Governments Mobility Matters, CHATS etc.) to collect relevant resources to be distributed to the community | <ul style="list-style-type: none"> Based on identified resources, a minimum of 2 marketing campaigns on health and wellness behaviour are completed annually |



Goal 2 - Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation

The Community Services Department is continually striving to strengthen programs and services to address the needs of all citizens. The municipality is committed to building long term sustainable relationships to enhance inclusion and access for everyone. The division offers a variety of opportunities to access support for low-income citizens and people with special needs. The development of the High Five Program Characteristic and Supports Policy and the Community Assistance Program/Policy are excellent examples aimed at including marginalized populations in our recreation services.

The Township requires a greater understanding of under-represented residents living in the municipality and their level of participation in recreation and park activities .

Understanding what external resources exist to support underrepresented populations is vital in becoming a more accessible and inclusive municipality. Capturing current program capacity rates will allow staff to better understand our current state and strengthen participation and access in the future



| INCLUSION AND ACCESS (IA) | Not in Place | Under Development | Partially Complete/ Implemented | In a Mature State |
|--|--------------|-------------------|---------------------------------|-------------------|
| IA 1 Develop and implement strategies and policies, which ensure that no families or individuals in Canada are denied access to public recreation opportunities as a result of economic disadvantage. | | | ● | |
| IA 2 Enable people of all ages to participate in recreation. Address constraints to participation faced by children and youth from disadvantaged families and older adults who are frail and/or isolated. | | | ● | |
| IA 3 Build trust and participation through the provision of recreational opportunities and experiences that are respectful and appropriate for various ethno cultural groups. Actively engage persons of diverse and racialized backgrounds in developing, leading and evaluating recreation and park activities. | ● | | | |
| IA 4 Recognize and enable the experience of Aboriginal peoples in recreation with a holistic approach drawn from traditional values and culture. Work with Aboriginal communities in pursuit of all five goals outlined in the Framework for Recreation in Canada 2015. | ● | | | |
| IA 5 Enable and encourage women and girls of all backgrounds and circumstances to achieve their potential and participate fully in all types of recreation. Address the historical, cultural and social barriers to participation experienced by girls and women, and apply a gender equity lens when developing and monitoring policies, programs and practices. | ● | | | |
| IA 6 Enact policies of non-discrimination on the basis of gender identity and gender expression. Provide a welcoming and safe environment for people with all sexual orientations and sexual identities. | ● | | | |
| IA 7 Provide leadership, support, encouragement, information, policies and programs that facilitate full participation in recreation by people of all abilities across all settings. Work with persons with disabilities and special needs to create inclusive opportunities and build leadership capacity. Ensure that recreation environments are accessible, and remove physical and emotional barriers to participation. | | | ● | |
| AI 8 Address the unique challenges and capacities in rural and remote communities. Seek community leadership in decision-making regarding the provision of and access to appropriate spaces and places, opportunities and experiences in recreation. | | ● | | |

| OBJECTIVES | | RECOMMENDATIONS (How we're going to get there) | INDICATORS OF SUCCESS (How will we know we are successful) |
|------------|---|---|---|
| IA 1 | <ul style="list-style-type: none"> Increase access to recreation programs for all socio-economic classes of citizens | <ul style="list-style-type: none"> Expand the Community Assistance Program (CAP) to allow for donations, support access to local community programming (i.e. hockey, dance, music) and deferment of surplus dollars for larger community initiatives Develop a corporate inclusion policy | <ul style="list-style-type: none"> Expanded Community Assistance Program and new corporate Inclusion Policy approved by Council Performance indicators are evaluated annually to ensure intended outcomes are being met, including: <ul style="list-style-type: none"> Number of subsidies Number of subsidy recipients Number of new clients Percent of population facing constraints that access Township programs and services through the subsidy |
| IA 2 | <ul style="list-style-type: none"> Improve inclusion and access to community programs through elimination of physical, financial and social barriers | <ul style="list-style-type: none"> In each program session, ensure a variety of low and no cost programs and services are offered both in person and online Develop a targeted marketing campaign through our existing online publications and connect with potentially interested organizations (Instagram, Facebook, digital guide) to highlight our low and no cost programs and services Working with the Accessibility Committee, establish a set of standards for program development and facility accessibility that remove barriers to access such as; walkability, building accessibility, time, location, transportation, program delivery model (in person vs. online) All department meetings that discuss project and program development are to include inclusion and access on the agenda for discussion | <ul style="list-style-type: none"> Minimum of 1 low or now cost program per session is offered in each program or service delivery area Distribution data is collected from the targeted marketing campaign and annual report is generated A program accessibility audit tool is developed and used for program and service delivery Agenda template is created with inclusion and access for discussion where applicable Working group is established and quarterly meetings are scheduled. Work Plan runs January-December Each subsidy user receives a survey through PerfectMind upon completion of their program, data will be used to measure its success Youth participation rates increase A post participation survey is developed and delivered to fee subsidy recipients |

| | OBJECTIVES | RECOMMENDATIONS (How we're going to get there) | INDICATORS OF SUCCESS (How will we know we are successful) |
|--------|--|--|---|
| IA 2 | | <ul style="list-style-type: none"> • Establish an older adults working group to develop an annual work plan based on feedback received from meetings with the Community Services Department, King Township Public Library, King Heritage & Cultural Centre, local residents, senior living coordinators, senior's organization representatives • Work with MYAT to identify barriers that are preventing youth from participating in programs and services • Provide opportunities for feedback from residents who are using our existing fee subsidy and partnership programs (PLAY) to understand if current needs are being met | |
| IA 3-7 | <ul style="list-style-type: none"> • Integrate equitable participation for all, regardless of socio-economic status, age, culture, race, Aboriginal status, gender, ability, sexual orientation, or geographic location | <ul style="list-style-type: none"> • Collaborate with ethno-cultural experts to develop a cultural sensitivity training module • Hire a consultant that specializes in building cultural understanding and reconciliation between Indigenous and non-Indigenous peoples and establish a framework for program and service development that furthers the reconciliation process • Building off the High Five Quest 2 evaluation tool, develop a program and service delivery model to ensure a welcoming and safe environment is created for everyone • Review and support existing programs and services and identify areas to increase participation of women and girls | <ul style="list-style-type: none"> • A cultural sensitivity training module is developed, and all staff have completed the training • A consultant is hired and a framework for program and service delivery is developed and implemented into operations • An evaluation tool is developed and incorporated into program and service delivery with quality indicators that need to be achieved • Measurable growth in program participation from women and girls • Policy review complete and changes adopted by Council where applicable |

| | OBJECTIVES | RECOMMENDATIONS (How we're going to get there) | INDICATORS OF SUCCESS (How will we know we are successful) |
|--------|---|---|--|
| IA 3-7 | | <ul style="list-style-type: none"> • Work with Corporate Services to complete a form and policy review to ensure inclusive language is used related to race, socio-economic status, gender, sexual orientation, and accessibility • Building off the success of the High Five accreditation, create training and tools to identify and remove emotional barriers to participation for all participants • Engage with groups that represent culturally diverse populations within King and work together to offer programs and services that represent them | <ul style="list-style-type: none"> • Mandatory training and tools are developed and implemented into staff orientation/training that identify the importance of mental health and the removal of emotional barriers • The diversity in our demographics is represented through our programs and services |
| IA 8 | <ul style="list-style-type: none"> • Improve citizen engagement and ability to meet service delivery needs for citizens in rural areas of King Township. | <ul style="list-style-type: none"> • Ensure feedback and consultation opportunities are inclusive and well marketed to maximize citizen engagement from all areas of the municipality | <ul style="list-style-type: none"> • Increase in citizen engagement and feedback is collected and reported on annually |





Goal 3 - Connecting People and Nature | Help people connect to nature through recreation

King Township residents value their connection to the natural world. The municipality has a large agricultural heritage and the presence of important natural features such as the Oak Ridges Moraine, kettle lakes, woodlots and wetlands.

The Community Services Department has directed environmental stewardship initiatives since 2004 which resulted in hiring one full time staff in 2015. The Integrated Community Sustainability Plan (ICSP) was developed in 2012 and has guided environmental program and service delivery outcomes since its introduction. Through events and programs, the Environmental Stewardship Division strives to increase awareness of the importance and protection of the natural environment. The division takes a leadership role in environmental stewardship by collaborating with other municipal departments such as Public Works and Growth Management Services and community partners such as local Conservation Authorities, Dufferin Marsh Nature Connection and LEAF to promote a greater understanding of the benefits of the natural environment.

In March 2018 the Community Services Department hired a Climate Change Coordinator to develop a King Climate Action Plan (KCAP) and an Energy Conservation and Demand Management Plan (ECDMP) to coordinate corporate actions aimed at climate change adaptation and mitigation. In July 2019 Council declared a climate emergency with the goal of reducing greenhouse gas (GHG) emissions by 45% by 2030.

Given the importance of sustainability and climate change adaptation and mitigation and the Townships commitment to addressing it, the Community Services Department will continue to develop alignment to achieve actionable items outlined in the ICSP, KCAP and ECDMP.



| CONNECTING PEOPLE AND NATURE (CPN) | Not in Place | Under Development | Partially Complete/ Implemented | In a Mature State |
|---|--------------|-------------------|---------------------------------|-------------------|
| <p>CPN 1 Work in partnership with community and provincial/territorial planners and Aboriginal communities to provide natural spaces and places in neighborhoods, communities and regions through the retention and addition of natural areas, forests, parks, trails and recreational waters (rivers, lakes, canals and beaches).</p> | | | ● | |
| <p>CPN 2 Work collaboratively at all orders and levels of government (local, regional, provincial/territorial, federal and with Aboriginal governing bodies) to create and maintain a coordinated, comprehensive system of parks and protected areas across Canada that allows year-round access to nature. Share best practices and findings in planning, design, management, ecosystem monitoring and public information.</p> | | | | ● |
| <p>CPN 3 Develop public awareness and education initiatives to increase understanding of the importance of nature to well-being and child development, the role of recreation in helping people connect to nature and the importance of sustainability in parks and recreation.</p> | | | | ● |
| <p>CPN 4 Ensure that operational policies and practices in parks and recreation limit the use of non-renewable resources and minimize negative impacts on the natural environment.</p> | | ● | | |



| | OBJECTIVES | RECOMMENDATIONS (How we're going to get there) | INDICATORS OF SUCCESS (How will we know we are successful) |
|-------|--|--|---|
| CPN 1 | <ul style="list-style-type: none"> In a Mature State | <ul style="list-style-type: none"> In a Mature State | <ul style="list-style-type: none"> In a Mature State |
| CPN 2 | <ul style="list-style-type: none"> Expand strong and collaborative relationships with partners (TRCA, York Region, Seneca, LSRCA, ORTA, NCC and private landowners) to ensure year round access to natural spaces and trails. Endorse relevant strategy's (trails master plan, parks master plan, regional plans and conservation authority plans) that address trail linkages, active transportation and access to naturalized areas | <ul style="list-style-type: none"> Evaluate opportunities to enter into partnership agreements through a memorandum of understanding and service level agreements with applicable parties Ensure environmental stewardship is actively involved in discussions and decision making regarding protection, retention, enhancement and access to parks, trails and natural areas Continue to grow outreach to our citizens and partners to share opportunities for participation, best practices and lessons learned | <ul style="list-style-type: none"> Increased growth of external service level agreements Environmental Stewardship and Climate Change Staff are consulted on all Community Service projects that impact the natural environment Increased participation in Environmental Stewardship programs and services |
| CPN 3 | <ul style="list-style-type: none"> Integrate nature connections and sustainability in parks into program and service delivery | <ul style="list-style-type: none"> Develop a targeted marketing campaign that educates participants by highlighting environmental initiatives that connect their experience with the natural environment Working with the Environmental Stewardship coordinator, develop a checklist to determine the environmental impacts of programs and services and identify areas where sustainable practices could be incorporated into delivery | <ul style="list-style-type: none"> Collect baseline marketing data to establish benchmarks for year over year engagement Environmental impacts checklist is developed and integrated into program and service development and delivery |
| CPN 4 | <ul style="list-style-type: none"> Develop a comprehensive Environmental Stewardship plan to guide decision making and inform community engagement, planting plans, development review and policy development | <ul style="list-style-type: none"> In alignment with the King Climate Action Plan, develop an Environmental Stewardship Strategy that identifies actions, initiatives, policies, and operating procedures that will minimize negative impacts on the natural environment | <ul style="list-style-type: none"> Environmental Stewardship strategy is developed, adopted, and integrated corporately |



Goal 4 - Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and help to build strong, caring communities.

In an effort to create supportive physical environments for King Township citizens, the Community Services Department has invested 1.7 million dollars in park development with the introduction of 5 new parks and 7 new trails since 2017. In addition to new construction, 2.6 million dollars has been invested in upgrades to aging parkland infrastructure. Notable investments have been made in older adult and youth-oriented spaces (Tasca park outdoor fitness loop and Skateboard Park, accessible walking paths and park fixtures and a band shell located at the King Heritage & Cultural Centre).

The Township is upgrading facility infrastructure and making investments in accessibility and sustainability into most municipally owned facilities to maximize use and shift toward multi-use community hubs (Dr. William Lacey Memorial Nobleton Arena & Community Centre, King City Seniors Centre/Library, King Township Municipal Centre).

King Township is committed to improving opportunities for active transportation and trail connections throughout the municipality through the development and adoption of the King Trails Master Plan in 2015 and the King Active Transportation Strategy in October 2020. These plans aim to connect local communities by addressing route planning, trail standards and the development of prioritization and phasing strategies, with strong consideration for environmental stewardship and local ecology. Both plans act as companion documents to existing regional, provincial, and federal initiatives.

Creating supportive social environments has many dimensions which the Recreation, Community & Culture Division addresses through the implementation of High Five policies and accreditation, innovative programming, education and funding/subsidization. All these mechanisms contribute to the opportunity to deliver a comprehensive mix of quality recreation experiences for citizens. These experiences are further enhanced through the development of relationships with our partners, school boards, local sports organizations, service groups, arts and culture groups, advisory committees and conservation authorities. Diverse options for participation in recreation programs and services have become increasingly more valuable to our citizens due to the impacts of the COVID-19 pandemic, social isolation, transportation challenges and time constraints.



| SUPPORTIVE ENVIRONMENTS (SE) | Not in Place | Under Development | Partially Complete/ Implemented | In a Mature State |
|--|--------------|-------------------|---------------------------------|-------------------|
| SE 2 Work with partners to increase the use of existing structures and spaces for multiple purposes, including recreation (e.g. use of schools, churches, vacant land and lots). | | | | ● |
| SE 3 Enable communities to renew recreational infrastructure as required and to meet the need for green spaces by: Securing dedicated government funding at all levels, as well as partnerships with the private and not for-profit sectors for the necessary development, renewal and rehabilitation of facilities and outdoor spaces Developing assessment tools and evidence-based guidelines for investing and reinvesting in aging recreation infrastructure Developing and adopting innovative renewal strategies that will endure over time, use less energy and provide affordable access for all | | | | ● |
| SE 4 Lead and support community efforts and planning processes for active transportation and public transit. Participate in the planning and design of communities to encourage the placement of workplaces, schools, shops libraries, parks, and sport and recreation facilities in close proximity so that active modes of transportation are easier to use. Encourage development and maintenance of active transportation routes that connect people to the places they want to go. | | | | ● |
| SE 5 Enhance mental and social wellbeing by creating supportive social environments in the settings where people live, learn, work and play. This requires strengthened partnerships with schools, social service groups, the arts community, law enforcement, transportation and urban planners, community organizations and the private sector. | | | ● | |
| SE 6 Develop and implement targeted recreation education campaigns that increase knowledge about how recreation contributes to enjoyment and quality of life, and help people acquire the skills and attitudes they need to plan for making recreation a part of their lives. | | ● | | |
| SE 7 Develop a common understanding of community wellbeing through the development and use of standardized assessment tools and indices that will help communities assess and measure their status on community wellbeing. | | ● | | |
| SE 8 Adopt a strategic approach to community building that features alignment and collaboration with other community initiatives (e.g. Age-Friendly Communities, Healthy Cities/Communities, Community Food Centres) | | | ● | |

| | OBJECTIVES | RECOMMENDATIONS (How we're going to get there) | INDICATORS OF SUCCESS (How will we know we are successful) |
|------|---|--|--|
| SE 1 | <ul style="list-style-type: none"> Through Service Level Agreements with the Parks & Forestry and Facility Services divisions, solidify roles and responsibilities for facility and parks improvements | <ul style="list-style-type: none"> Using survey and consultation tools (i.e. SpeaKing, Survey Monkey, Social Media), develop a targeted approach to collecting information and feedback from citizens to drive the design of facilities and outdoor spaces | <ul style="list-style-type: none"> Community engagement has increased and survey/consultation results are used to inform design development |
| SE 2 | <ul style="list-style-type: none"> Leverage partnerships with user groups, private and public organizations and schools to increase facility use for recreation and community services | <ul style="list-style-type: none"> Complete a municipal facility usage scan and report to explore the expansion of partnerships and identify new locations for the delivery of programs and services | <ul style="list-style-type: none"> Facility usage and partnership agreements have increased |
| SE 3 | <ul style="list-style-type: none"> Integrate sustainable design concepts in the development, construction and retrofit of municipal recreation infrastructure | <ul style="list-style-type: none"> In addition to the annual municipal budget, actively seek funding opportunities by performing a quarterly scan of grants, sponsorships, partnerships and donations to support the development, renewal and rehabilitation of municipal infrastructure Working with the Facilities and Parks & Forestry Divisions align with applicable strategies and facility audits to develop assessment tools by investing in benchmarking software (e.g., Yardstick) that will establish a baseline and inform decision making for investing and reinvesting in aging infrastructure | <ul style="list-style-type: none"> Record and report (internally) on annual funding requests Benchmarking software purchased and baseline inventory has been established |
| SE 4 | <ul style="list-style-type: none"> Increase Community Services representation during the planning and design phases of development for active transportation and community planning | <ul style="list-style-type: none"> Establish an internal departmental working group (Facilities, Parks, Libraries, Environmental Stewardship, Recreation) to review and comment on active transportation and community infrastructure development | <ul style="list-style-type: none"> Through the Director of Community Services, the working group provides comments on all applicable community infrastructure development plans |

| | OBJECTIVES | RECOMMENDATIONS (How we're going to get there) | INDICATORS OF SUCCESS (How will we know we are successful) |
|------|---|--|--|
| SE 5 | <ul style="list-style-type: none"> Continue ongoing engagement with potential community partners to build relationships, establish open lines of communication and develop partnerships that enhance social environments in King | <ul style="list-style-type: none"> Develop strong and collaborative relationships with local schools, community organizations, private sector partners, law enforcement, planning and social service groups. Consider forming or joining a task force with a local focus on mental and social wellbeing | <ul style="list-style-type: none"> New partnerships explored and established with interested groups Supportive social environments have been created through opportunities to play |
| SE 6 | <ul style="list-style-type: none"> Develop a physical literacy campaign for citizens to encourage participation in a healthy and active life | <ul style="list-style-type: none"> Building off the success of our High Five marketing campaigns, develop an annual targeted marketing strategy that encourages participation in recreation for life | <ul style="list-style-type: none"> New programs and services are meeting objectives laid out in the corporate strategic plan |
| SE 7 | <ul style="list-style-type: none"> Align and support the York Region Community Safety and Well-Being Plan | <ul style="list-style-type: none"> Continue to participate in the development and implementation of the York Region Community Safety and Well-Being Plan and support regional initiatives and assessments of community well-being | <ul style="list-style-type: none"> New programs and services are meeting objectives laid out in the York Region Community Safety and Well-Being Plan |
| SE 8 | <ul style="list-style-type: none"> Strengthen community building through alignment with federal, provincial, regional, internal and other applicable strategies | <ul style="list-style-type: none"> Apply applicable strategies that will identify and address ways to bridge the gaps in program and service delivery. New strategies (Age Friendly Communities, High Five Older Adults, Youth Friendly Communities) will need to be prioritized in alignment with existing applicable documents and consideration will need to be given to staff secondment or hiring consultants for project completion | <ul style="list-style-type: none"> Strategies have been identified and prioritized to close gaps in service |



Goal 5 - Recreation Capacity

Ensure the continued growth and sustainability of the recreation field

To align with the Framework for Recreation in Canada, the Community Services Department is committed to ensuring the continued growth and sustainability of the recreation sector. Staff are committed to engaging with post-secondary institutions to identify and support the development of emerging leaders in the sector.

The Community Services Department has a variety of partners, affiliations and accreditations that support and strengthen our programs and services. To ensure quality, consistency and safety in our programs and services, the department strives to exceed legislative requirements, industry standards and operational best practices. This pursuit of excellence provides meaningful recreation and park experiences for citizens and volunteers to encourage ongoing engagement throughout life. As the municipality grows and evolves, so should program and service delivery to best serve King citizens.



| RECREATION CAPACITY (RC) | Not in Place | Under Development | Partially Complete/ Implemented | In a Mature State |
|---|--------------|-------------------|---------------------------------|-------------------|
| RC 1 Increase collaborative efforts among provincial/territorial governments, local governments, voluntary organizations, Aboriginal communities, the private sector and recreation associations to support and nurture a vibrant recreation system that serves as the primary means for achieving the vision and goals in this Framework. | | | | ● |
| RC 2 Implement career awareness, preparation and development strategies to attract and educate new leaders. | | | ● | |
| RC 3 Support advanced education in recreation. Use long-term market studies to inform curricula development and capture supply and demand needs in the industry | | ● | | |
| RC 4 Develop and implement high-quality training and competency-based capacity development programs for organizations and individuals (professionals and volunteers) working in recreation, particularly in under-resourced rural and remote areas. | | ● | | |
| RC 5 Develop a strategy to enhance community-based leadership in recreation. | | | ● | |
| RC 6 Rejuvenate and update volunteer strategies to reflect societal changes and take advantage of community and individual capacities. Engage volunteers of all ages and from all walks of life. Make a special effort to recruit and support volunteers from a variety of ethnocultural and racialized populations and other groups that face constraints to participation. Recognize and support the role of the not-for-profit sector in developing and engaging volunteers. | | ● | | |
| RC 7 Support a pan-Canadian, comprehensive knowledge development strategy that increases support for: Recreation research and data collection carried out by universities and colleges, the not-for-profit sector, provincial/territorial, local and Aboriginal governments, with special attention to applied research at the community level The national recreation information system so that all those planning and delivering recreation services have access to the latest evidence Collaborative efforts among governments, recreation associations and colleges and universities to develop new recreation programs and services that meet the evolving and expanding needs within communities. | | | | ● |

| | OBJECTIVES | RECOMMENDATIONS (How we're going to get there) | INDICATORS OF SUCCESS (How will we know we are successful) |
|--------|---|--|--|
| RC 1 | <ul style="list-style-type: none"> To grow our collaborative efforts, complete an annual environmental scan to identify new partnership opportunities and review existing ones | <ul style="list-style-type: none"> Using survey and consultation tools (i.e. SpeaKing, Survey Monkey, Social Media), develop a targeted approach to collecting information and feedback from citizens to drive the design of facilities and outdoor spaces | <ul style="list-style-type: none"> Annual scan has been completed and new partnerships have been identified and pursued Partnership growth reported annually through Community Services Business Plan |
| RC 2-5 | <ul style="list-style-type: none"> Support the long-term growth of the recreation sector through engagement with students, education bodies and volunteer community organizations Become THE destination for students to participate in Co-op programs to gain sector specific experience and support future career opportunities with King | <ul style="list-style-type: none"> Develop a formal Co-op program by establishing direct points of contact with post-secondary institutions while committing resources toward its support Connect with local high schools to gauge interest in developing a relationship that provides opportunities to learn about seasonal employment and future career goals Develop a Corporate Scholarship Program to provide students with the opportunity to advance their recreation education; this would require an annual contribution from the municipal budget Support the development of structured corporate onboarding and create a comprehensive division specific training and orientation plan To better understand the needs of our existing community groups a survey should be conducted to identify their needs and wants (communication, training opportunities, and marketing support) from the Township To better support our community groups, a framework should be developed to clearly establish criteria and standards to strengthen affiliation with the Township In addition to the High Five and MYAT programs, develop a framework to grow and strengthen community-based leadership | <ul style="list-style-type: none"> Co-op program is developed and a formalized intake schedule is established. Program outcomes are reported annually to Community Services Director Established contact with representatives at all local schools and present opportunities for student employment Scholarship program has been approved by Council and program is being utilized Orientation and training are developed and used for all new employees User group survey is conducted, and results are used to develop a set of criteria and standards supported by community groups Review of existing user fee/group policy complete and approved by Council Established framework and baseline shows an increase in community lead initiatives |

| | OBJECTIVES | RECOMMENDATIONS (How we're going to get there) | INDICATORS OF SUCCESS (How will we know we are successful) |
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| RC 6 | <ul style="list-style-type: none"> Redevelop a comprehensive municipal volunteer program that provides a valuable and enriching experience for participants in King | <ul style="list-style-type: none"> A review of our existing Volunteer program and partner organizations (Neighbourhood Networks) needs to be complete to modernize and connect with interested volunteers. Annual benchmarks should be set and reviewed to understand engagement and use data to improve our programs and opportunities for volunteers. Consideration for an internal working group that supports all community volunteers should be explored | <ul style="list-style-type: none"> Benchmarks are established to measure a baseline for current volunteer engagement Program has moved to digital intake format Increase to volunteer participation and satisfaction A marketing strategy has been developed to make interested citizens aware of volunteer opportunities |
| RC 7 | <ul style="list-style-type: none"> In a Mature State | <ul style="list-style-type: none"> In a Mature State | <ul style="list-style-type: none"> In a Mature State |



Short-Term/Ongoing 2022-2023 - Recommendations

| Active Living (AL) |
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| Leverage engagement feedback to inform opportunities for citizen activity throughout their life |
| Create program and service delivery feedback surveys to foster continuous improvement in service offerings and delivery models |
| Environmental scan is performed annually by Community Services Department Extended Leadership Team (ELT) to identify resources, training opportunities and tools that will support staff development workshops |
| Quarterly workshops with Recreation, Community & Culture staff to discuss trends, new best practices, industry developments, provincial/federal documents etc. |
| Foster and grow our relationship with local schools, review what services we currently provide and identify partnership opportunities. Develop a standard practice for future engagement with schools |
| Inclusion & Access (IA) |
| Expand the Community Assistance Program (CAP) to allow for donations, support access to local community programming (i.e. hockey, dance, music) and deferment of surplus dollars for larger community initiatives |
| In each program session, ensure a variety of low and no cost programs and services are offered both in person and online |
| Develop a targeted marketing campaign through our existing online publications and connect with potentially interested organizations (Instagram, Facebook, digital guide) to highlight our low and no cost programs and services |
| All department meetings that discuss project and program development are to include inclusion and access on the agenda for discussion |
| Work with MYAT to identify barriers that are preventing youth from participating in programs and services |
| Ensure feedback and consultation opportunities are inclusive and well marketed to maximize citizen engagement from all areas of the municipality |
| Connecting People & Nature (CPN) |
| Ensure environmental stewardship is actively involved in discussions and decision making regarding protection, retention, enhancement and access to parks, trails and natural areas |
| Develop a targeted marketing campaign that educates participants by highlighting environmental initiatives that connect their experience with the natural environment |

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| Supportive Environments (SE) |
| In addition to the annual municipal budget, actively seek funding opportunities by performing a quarterly scan of grants, sponsorships, partnerships and donations to support the development, renewal and rehabilitation of municipal infrastructure |
| Working with the Facilities and Parks & Forestry Divisions, align with applicable strategies and facility audits to develop assessment tools by investing in benchmarking software (e.g. Yardstick) that will establish a baseline and inform decision making for investing and reinvesting in aging infrastructure |
| Continue to participate in the development and implementation of the York Region Community Safety and Well-Being Plan and support regional initiatives and assessments of community well-being |
| Recreation Capacity (RC) |
| Connect with local high schools to gauge interest in developing a relationship that provides opportunities to learn about seasonal employment and future career goals |
| To better understand the needs of our existing community groups a survey should be conducted to identify their needs and wants (communication, training opportunities, and marketing support) from the Township |
| To better support our community groups, a framework should be developed to clearly establish criteria and standards to strengthen affiliation with the Township |
| In addition to the High Five and MYAT programs, develop a framework to grow and strengthen community-based leadership |

Medium Term 2024-2025 - Recommendations

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| Active Living (AL) |
| Develop a physical literacy policy to enhance current program and service delivery and incorporate physical literacy into the Recreation, Community & Culture Division philosophy |
| Connect with external organizations and leverage information sharing for purposes of community education and distribution (York Public Health, Provincial & Federal Governments, Mobility Matters, CHATS etc.) to collect relevant resources to be distributed to the community |
| Inclusion & Access (IA) |
| Develop a corporate inclusion policy |
| Working with the Accessibility Committee, establish a set of standards for program development and facility accessibility that remove barriers to access such as; walkability, building accessibility, time, location, transportation, program delivery model (in person vs. online) |
| Establish an older adults working group to develop an annual work plan based on feedback received from meetings with the Community Services Department, King Township Public Library, King Heritage & Cultural Centre, local residents, senior living coordinators, senior's organization representatives |
| Provide opportunities for feedback from residents who are using our existing fee subsidy and partnership programs (PLAY) to understand if current needs are being met |
| Hire a consultant that specializes in building cultural understanding and reconciliation between Indigenous and non-Indigenous peoples and establish a framework for program and service development that furthers the reconciliation process |
| Building off the High Five Quest 2 evaluation tool, develop a program and service delivery model to ensure a welcoming and safe environment is created for everyone |
| Building off the success of the High Five accreditation, create training and tools to identify and remove emotional barriers to participation for all participants |
| Connecting People & Nature (CPN) |
| Evaluate opportunities to enter into partnership agreements through a memorandum of understanding and service level agreements with applicable parties |
| Continue to grow outreach to our citizens and partners to share opportunities for participation, best practices and lessons learned |

| Supportive Environments (SE) |
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| Complete a municipal facility usage scan and report to explore the expansion of partnerships and identify new locations for the delivery of programs and services |
| Establish an internal departmental working group (Facilities, Parks, Libraries, Environmental Stewardship, Recreation) to review and comment on active transportation and community infrastructure development |
| Develop strong and collaborative relationships with local schools, community organizations, private sector partners, law enforcement, planning and social service groups. Consider forming or joining a task force with a local focus on mental and social well-being |
| Building off the success of our High Five marketing campaigns, develop an annual targeted marketing strategy that encourages participation in recreation for life |
| Recreation Capacity (RC) |
| In order to grow our collaborative efforts, complete an annual environmental scan to identify new partnership opportunities and review existing ones |
| Develop a Corporate Scholarship Program to provide students with the opportunity to advance their recreation education; this would require an annual contribution from the municipal budget |
| Using survey and consultation tools (e.g. SpeaKing, Survey Monkey, Social Media) develop a targeted approach to collecting information and feedback from citizens to drive the design of facilities and outdoor spaces |

Long Term 2026-2027 - Recommendations

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| Inclusion & Access (IA) |
| Collaborate with ethno-cultural experts to develop a cultural sensitivity training module |
| Review and support existing programs and services and identify areas to increase participation of women and girls |
| Work with Corporate Services to complete a form and policy review to ensure inclusive language is used related to race, socio-economic status, gender, sexual orientation, and accessibility |
| Engage with groups that represent culturally diverse populations within King and work together to offer programs and services that represent them |
| Connecting People & Nature (CPN) |
| Working with the Environmental Stewardship Coordinator, develop a checklist to determine the environmental impacts of programs and services and identify areas where sustainable practices could be incorporated into delivery |
| In alignment with the King Climate Action Plan, develop an Environmental Stewardship Strategy that identifies actions, initiatives, policies and operating procedures that will minimize negative impacts on the natural environment |
| Supportive Environments (SE) |
| Apply applicable strategies that will identify and address ways to bridge the gaps in program and service delivery. New strategies (Age Friendly Communities, High Five Older Adults, Youth Friendly Communities) will need to be prioritized in alignment with existing applicable documents and consideration will need to be given to staff secondment or hiring consultants for project completion |
| Recreation Capacity (RC) |
| Develop a formal Co-op program by establishing direct points of contact with post-secondary institutions while committing resources toward its support |
| Support the development of structured corporate onboarding and create a comprehensive division specific training and orientation plan |
| A review of our existing Volunteer program and partner organizations (Neighbourhood Networks) needs to be complete to modernize and connect with interested volunteers. Annual benchmarks should be set and reviewed to understand engagement and use data to improve our programs and opportunities for volunteers. Consideration for an internal working group that supports all community volunteers should be explored |

