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planning consultants

Town of Kingsville

Parks, Recreation, Arts & Culture Master Plan

August 2019





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Acknowledgements

This Master Plan is a product of the vision and dedication of Town Officials and Staff. We also extend our thanks to the many residents and community groups in Kingsville who provided valuable insights and opinions and whose feedback has made the Plan a document that is reflective of the needs of the community.

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1 Introduction

A scenic view of a lake, likely Lake Michigan, with a black metal bench and a large, reddish-brown rock in the foreground. The bench is positioned on a gravel path that leads to the water's edge. The lake is a deep blue-green color, and the sky is a light blue with some white clouds. The foreground is filled with green grass and some large, dark rocks. The scene is framed by green trees on the left and right sides.

This section provides a project overview and describes the purpose, methodology and organization of the Master Plan.

1.1 Project Overview

This project is an update to the 2013 Town of Kingsville Parks, Recreation, Arts and Culture (PRAC) Master Plan. The original 2013 plan was intended to guide decisions over a ten-year period, but that plan requires an update to respond to growth and development in the town. The renewed Master Plan establishes an overall vision for parks, recreation, arts and culture within Kingsville, as well as short and long-term needs based on changing demographics and participation trends. Moving forward, this plan serves as a living document containing recommendations and decision-making frameworks that can be used to guide and evaluate emerging requests and initiatives.

Kingsville has experienced significant changes in local leisure participation and offerings including: growing popularity of pickleball in the community; development of multiple new parks and recreation / cultural facilities; expansion of programming through community partnerships; the recent closure of Kingsville's only curling club; and the ever-expanding influence of technology on participation and operation, to name a few.

In response, the updated Master Plan uses current research and public input to examine:

- parks open spaces and trails;
- recreation, sports and arts / cultural facilities;
- programs, events and activities;
- operations (such as policy development, staffing, communication, etc.); and
- financial and implementation strategies.

The directions and recommendations contained within this document seek to standardize services across the municipality, allocate resources, plan accordingly for the future, and coordinate with current and future partners. They should be reviewed frequently or when circumstances change to ensure the directions are responsive to current and emerging needs.

Specifically, the Master Plan:

- makes a case for **sustainable investment** in parks, recreation, arts and culture – key components of individual and community life;
- **engages the community** in an inclusive and productive process that supports the Master Plan;
- provides a **comprehensive examination** of the current state that the Town may use to benchmark against in the future;
- describes an **ideal future state** that can be used to develop organizational mandates, policies, practices and services;
- evaluates current parkland policies and establishes a **foundation for policy development** and **asset management**;
- aligns municipal efforts, operations and budgets through **priority setting**; and
- provides Town Council, staff and partners with a **work plan** that supports community priorities.





1.2 Benefits of Parks, Recreation, Arts and Culture

Parks, recreation, arts and cultural opportunities provide extensive benefits to individuals and communities. For example, they:

- Enhance mental and physical wellbeing
- Enhance social wellbeing and promote engagement and inclusion
- Help build strong families and communities
- Help people connect with nature
- Help people develop critical and creative thinking skills
- Provide wide-ranging economic benefits

Adapted from “A Framework for Recreation in Canada 2015: Pathways to Wellbeing” and “Ontario Culture Strategy (2016)”

The Town is commended for recognizing these benefits and investing in the development of this Master Plan to guide decision-making relating to parks, recreation, arts and culture services and facilities.



1.3 Local Context

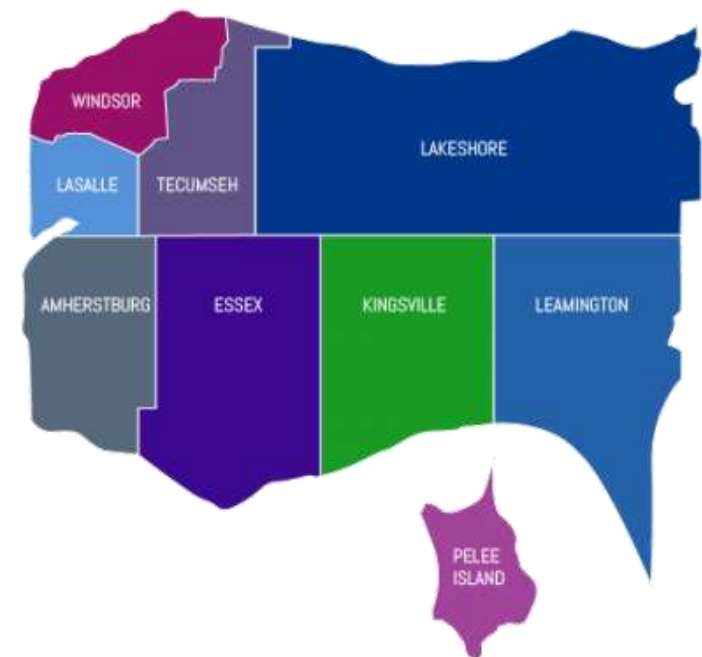
Located in Essex County in southwestern Ontario, the Town of Kingsville is currently home to approximately 22,500 residents. The municipality is bordered by the Towns of Essex, Lakeshore and Leamington to the West, North and East, respectively. Kingsville's Southern border lies along Lake Erie, providing vast waterfront exposure. Figure 1 illustrates Kingsville's location (green) within Essex County. Kingsville was incorporated as an amalgamation of the former Townships of Gosfield North and Gosfield South, as well as the Town of Kingsville. The town's settlement areas include urban Kingsville, Cottam and Ruthven.

As Canada's most southern town, Kingsville enjoys the warmest climate of any city in Ontario. This offers ideal conditions for outdoor activities and has encouraged many retirees to settle here. A focus on affordability and quality of life also make the town an attractive location to raise a family. Kingsville's location along the north shore of Lake Erie creates tremendous tourism and recreational opportunities, including bird watching, boating and sports. Kingsville's festivals and events are among the most attractive and well known in the region and attract visitors from far and wide. The community benefits from access to notable public destinations such as Lakeside Park and Pavilion, Kingsville Arena and Recreational Complex, Ridgeview Park in Cottam, the Chrysler Canada Greenway, Cedar Island Marina and Yacht Club, and more.

The Town's Parks and Recreation Department enhances local quality of life by facilitating the development of sport, recreation and cultural opportunities. The Department offers a growing range of programs, such as adult fitness, mom and tot programs, after-school youth activities, public skating, and events such as movie nights and Fantasy of Lights. The Department also works with local providers to offer activities such as summer camps, art workshops, beach volleyball and more.

The Town currently has a number of initiatives that are ongoing, such as the development of the Grovedale Centre and Mettawas Park, as well as the redevelopment of Lions Park. Requests are often received for improvements to local parks and the Town has responded through the recent installation of several new playgrounds. Strategies for developing outdoor pickleball courts and a splash pad in urban Kingsville are also being examined, along with opportunities associated with Migration Hall and the new high school. Additional ideas and strategies are identified through the Master Plan process.

Figure 1 Context map of the Town of Kingsville within Essex County



1.4 Project Methodology

Figure 2 Parks, Recreation, Arts and Culture Master Plan Methodology

Development of the Parks, Recreation, Arts and Culture Master Plan has been divided into three phases: Research and Consultation; Assessments; and Master Plan Development. Each phase was designed to accomplish a variety of tasks and also included internal meetings and reporting. Figure 2 illustrates tasks undertaken in each of the three phases.

Strategic advice and direction to the project consultants was provided by the Town's Parks, Recreation, Arts and Culture Committee at key points in the process. Efforts were made to engage the public and stakeholders at both the beginning and end of the planning process.

As was the approach in the 2013 Master Plan, the assessment of facility and park needs considered both provision (i.e., the total number of each facility type as determined by applying population-based 'targets') and geographic distribution (where the facilities/parks are physically located, in relation to the population). Where appropriate, this analysis includes facilities in adjacent municipalities, as parts of the town are well served by major facilities in the adjoining Towns of Essex and Leamington.

Provision targets represent a recommended measure toward which a community should strive in order to meet the demand for parks and facilities. They help to identify current and future requirements in terms of total demand, but do not provide direction on geographic gap areas. The targets are created based on a combination of accepted industry standards, market-driven factors (such as demand/participation, trends and demographics), and the past and present circumstances of the community, as well as public and staff input. The needs analysis incorporates several local inputs – including public consultation – before confirming appropriate targets for Kingsville. It should be noted that although these targets may not be realized for a variety of reasons, the key is to continue to work toward meeting them.

Research and Consultation

- Background Material Review
- Demographic Profile and Trends Assessment
- Parks, Facilities and Programs Inventory
- Internal and External Engagement (launch event, survey, interviews, etc.)

Assessments

- Program and Service Delivery Assessment
- Park System Assessment
- Recreation Facility Assessment
- Arts and Culture Assessment
- Revenue / Funding Assessment

Master Plan Development

- Implementation Plan
- Internal and External Engagement (public information session)
- Draft and Final Master Plan
- Council Presentation and Approval

1.5 Status and Accomplishments - 2013 Master Plan

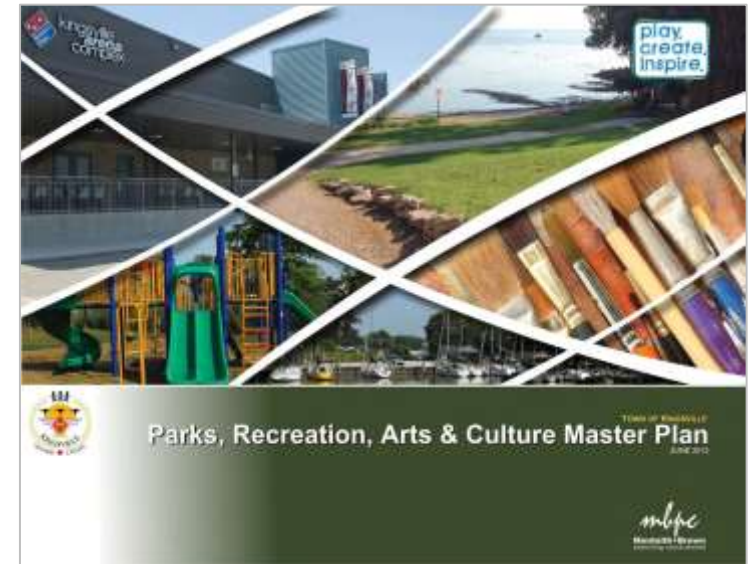
The 2013 Parks, Recreation, Arts and Culture Master Plan has served as a guiding document for programs, services and facilities over the past six years. The Plan contained 83 recommendations to be accomplished within a ten-year timeframe (2013-2022). Approximately half of the recommendations were project/time-specific actions, while the other half were best practices that provide overall direction on service delivery, facility provision, etc. Many of the best practices identified in the Plan remain pertinent today.

The majority (69%) of the recommendations from the 2013 Master Plan have been completed or are in progress. This illustrates the Town's commitment to its parks, recreation and culture system, as well as the need to chart a new course for the next ten years.

The Master Plan is being revised six years into its ten-year cycle, thus several longer-term recommendations have not yet been initiated. Nearly one-third (31%) of recommendations have not been initiated or require further review due to shifting directions caused by emerging priorities or a shortage of funding/partners; these directions are revisited through this update.

Table 1: 2013 Master Plan Implementation to Date

Action (to date)	Recommendation Types			Percent
	Project-Specific	Best Practice	Total	
Completed / In Progress	34	23	57	69%
No Action / Further Review Required	6	20	26	31%
Total	40	43	83	100%



The Town of Kingsville has accomplished a lot in recent years, leading to marked improvements in parks, recreation, arts and cultural services. However, planning is not a static process and the implementation of major projects requires time and resources. Public consultation and regular updates to the Master Plan will help to keep the Town on track. The following are notable achievements and initiatives accomplished by the Town of Kingsville (often in partnership with the community) since the 2013 Master Plan was developed, as well as other key factors that are impacting this Master Plan update:

Places and Spaces

- planning and development of the Grovedale Centre
- completion of several park development projects, including Mettawas Park (Phase 1), Timbercreek Park and York Park, as well as the conveyance of parkland in Ruthven and the planning for a redeveloped Lions Park
- completion of park development projects, including new playground equipment at several parks, resurfaced tennis courts (both Kingsville and Cottam), temporary bocce courts, an agreement to build pickleball courts, a new washroom building at Cedar Island, and improvements to gardens and stairs in Lakeside Park
- transfer of ownership of Cottam Rotary Park to the Town of Kingsville
- the establishment of new bike lanes
- upgrades to support the Kingsville Recreation Complex as a designated emergency centre
- continued planning for a new super school
- the closure of the board-operated Kingsville Curling Club



Programming and Service Delivery

- the establishment of new partnered programs (e.g., On Point Beach Volleyball, Arts Society, Music Moves Kids) and new Town programs (e.g., mom and tot, after-school youth, movie nights, etc.)
- the expansion of events, such as the Folk Festival, tall ships, hockey tournaments, etc.
- an updated website and expanded social media presence
- strengthened the Communities in Bloom program and beautification initiatives
- initiated the development of a Tourism Plan
- the population is aging and expectations for quality services are increasing



1.6 Report Organization

The Parks, Recreation, Arts and Culture Master Plan is organized as follows:

Section 1	Introduction Describes the purpose, methodology and organization of the Master Plan.
Section 2	Community Profile Contains an overview of the socio-demographic characteristics of the Town of Kingsville, including historical population growth, population forecasts and other key demographic factors.
Section 3	Trends in Parks, Recreation, Arts & Culture Provides a review of emerging trends from communities across Ontario, including potential local impacts on parks, recreation, arts and culture facilities, programs and services in Kingsville.
Section 4	Summary of Public Consultation Outlines the findings of consultation efforts regarding perceptions of the general public and stakeholders with respect to Kingsville's parks, recreation, arts and culture opportunities.
Section 5	Master Plan Vision & Goals Identifies the strategic directions that guide the development and implementation of the Master Plan, as well as future decision-making relating to services and facilities in the Town of Kingsville.
Section 6	Service & Program Assessment Identifies current strengths in the Town's service delivery model, in addition to areas that could be improved through the adjustment of program offerings, management practices, policies and operating procedures.
Section 7	Parkland Assessment Evaluates the municipal parkland system and accompanying policy framework by building off the 2013 Master Plan.
Section 8	Recreation Facility Assessment Examines the current supply of indoor and outdoor recreation facilities. Where appropriate, provision targets (informed by public input) are identified to assess current and future facility needs.
Section 9	Arts & Culture Assessment Reviews creative and cultural assets and identifies strategies to enhance opportunities and partnerships within this sector.
Section 10	Implementation Summarizes and prioritizes the Plan's recommendations and identifies key resource implications. A process for monitoring and updating the Plan is also provided.

2 Community Profile



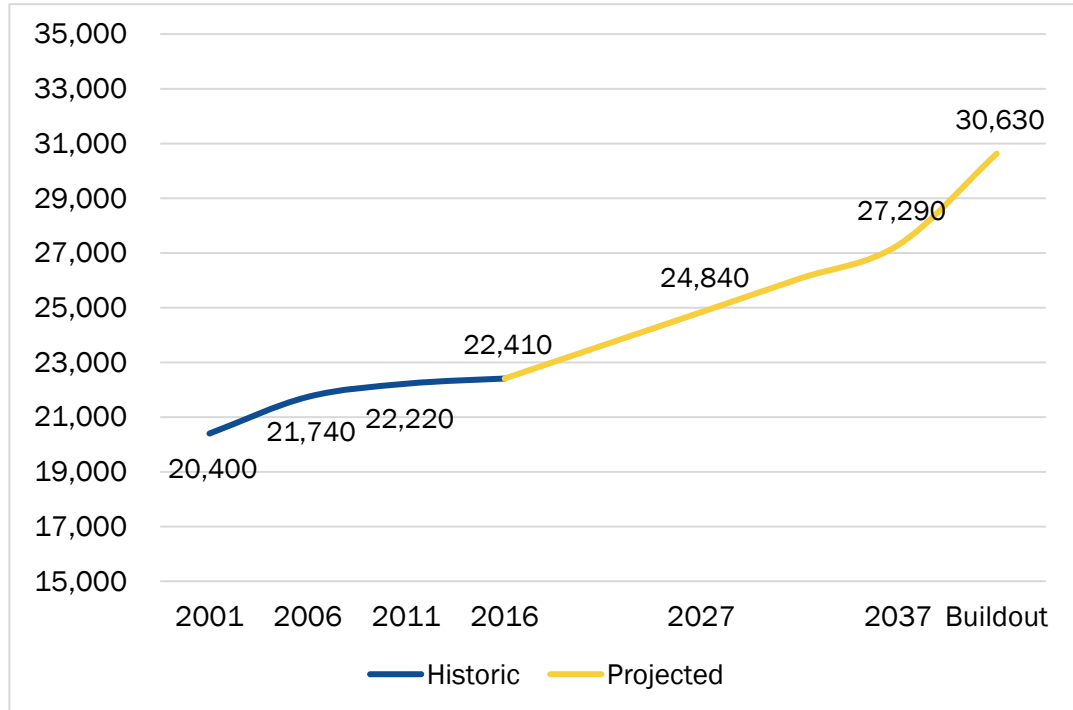
This section contains an overview of the socio-demographic characteristics of the Town of Kingsville, including historical population growth, population forecasts and other key demographic factors.

2.1 Historical and Forecasted Population Growth

According to Statistics Canada, the 2016 population of the Town of Kingsville was 21,552 persons, representing an increase of 3% since 2006 (644 persons). Current estimates indicate that the 2019 population is closer to 22,500 residents – the number which will be used throughout this Master Plan to represent Kingsville's current population. Growth projections indicate this is expected to increase to 30,630 persons by the year 2041 – an increase of 36%.

According to the 2017 Town of Kingsville Development Charges Background Study:

- 60% of the population resides in Urban Kingsville, Ruthven or Lakeshore areas;
- 25% of the population resides north of County Road 18, including Cottam;
- 15% of the population resides in rural areas between County Road 18 and the urban area; and
- 89% of future population growth is forecasted to occur in the Urban Kingsville, Ruthven and Lakeshore areas.



Sources: Statistics Canada (Historic) and Development Charges Background Study (Projected).

Note: Estimates include Census undercount.

Presently, most of the growth within the Town's development approvals system is expected to occur within Urban Kingsville. The largest active residential developments are the neighbouring Valente and York subdivisions in southwest Kingsville, the Royal Oak subdivision in north Kingsville and the Porrone subdivision in Ruthven. Several smaller developments are also ongoing throughout the municipality. Longer-term residential growth is anticipated at the northwest and eastern edges of urban Kingsville, as well as the edges of the Ruthven and Cottam settlement area boundaries.

Higher levels of growth may be realized as a result of proposed development projects, meaning that it will be important to plan appropriately to ensure the parks, recreation, arts and cultural needs of future residents are met. Planning for these growth areas is ongoing and already includes some key parks and recreation infrastructure. For example: the Valente subdivision is expected to include a large park at the south end of the site.

2.2 Age Profile

The demographic makeup of a community influences the types of programs and services required. For example, young families with children and teenagers are more likely to seek active pursuits such as outdoor free play and sports or wheeled transportation. Comparatively, older adults and seniors may prefer more passive activities such as walking, fitness swimming or social engagements.

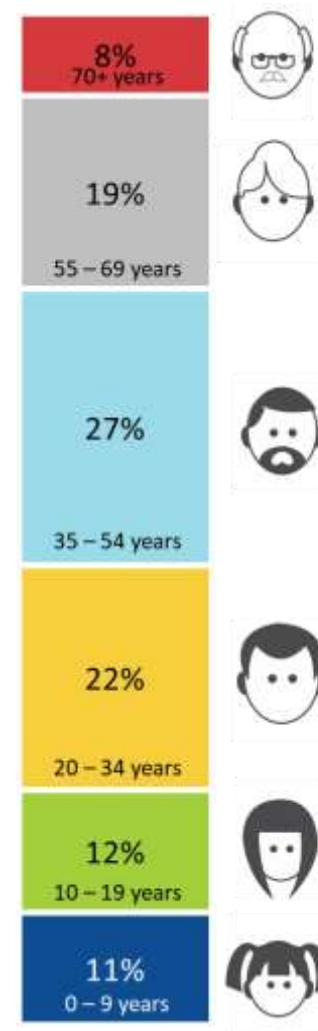
The median age in Kingsville has increased by 10% in the last decade (from 39 years in 2006 to 43 years in 2016). Across the province, municipalities are aging as the Baby Boomers transition into the older adult and seniors age cohorts. The average household size in Kingsville is 2.5 persons (2016), consistent with the County average.

Regional and provincial forecasts suggest a continued aging of the population. The type and affordability of housing along with the availability of stable employment opportunities are primary factors in attracting new residents to a community. Bolstered by its climate and affordability, Kingsville has recently seen an influx of both retirees (many from larger urban centres, such as the Greater Toronto Area) and families seeking out the area's small-town character. As a result, demand for additional and higher-quality services are growing, placing pressure on the current parks, recreation, arts and culture services and facilities.

Table 2 Population distribution change by age group (2006 - 2016 Census Data)

	2006	2016	Pop Change	% Change
70+ years old	11%	14%	625	28%
55 – 69 years old	16%	22%	1305	39%
35 – 54 years old	30%	27%	- 610	- 10%
20 – 34 years old	18%	16%	- 270	- 7%
10 – 19 years old	14%	12%	- 410	- 14%
0 – 9 years old	11%	11%	15	1%
Total	100%	100%	655	3%

Figure 4 Kingsville population distribution by age cohort (2016)



2.3 Income and Education

According to the 2016 Census, the median household income in Kingsville was \$77,429; 4% higher than the provincial median of \$74,287, but 16% higher than the County median. Income can influence physical activity levels; individuals with higher levels of income (and education) are generally correlated with greater participation in physically active leisure pursuits.

Level of education similarly impacts participation rates, with higher levels of education (post-secondary or higher) often correlated with higher participation levels. Kingsville residents have generally attained levels of education comparable to their counterparts within the County and Province, though the proportion of residents with university education is lower, consistent with the Town's primary industries of agriculture and manufacturing.

2.4 Ethnic Diversity

The 2016 Census found that 13% of Kingsville's residents identify as immigrants, compared to 22% within the County and 29% Provincially. Although the Town has lower levels of permanent immigrant residents, national trends suggest that the level of ethnic diversification is increasing, which is a trend that could be seen locally over time. Additionally, it should be noted that the region (including but not limited to Kingsville) attracts up to 10,000 seasonal migrants during the growing season. As such, demand for casual leisure activities (e.g., soccer) and active transportation may be greatest in the summer and demand for non-traditional programming (e.g., English as a Second Language) may increase over time.

Figure 5 Median Individual and Household Income (2016 Census)

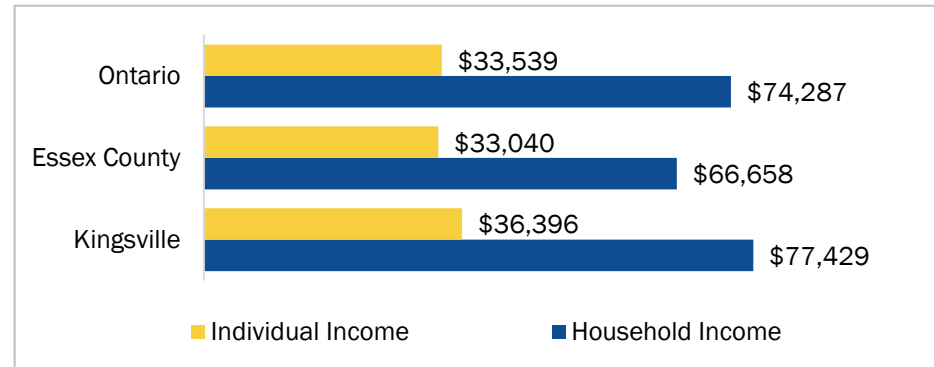
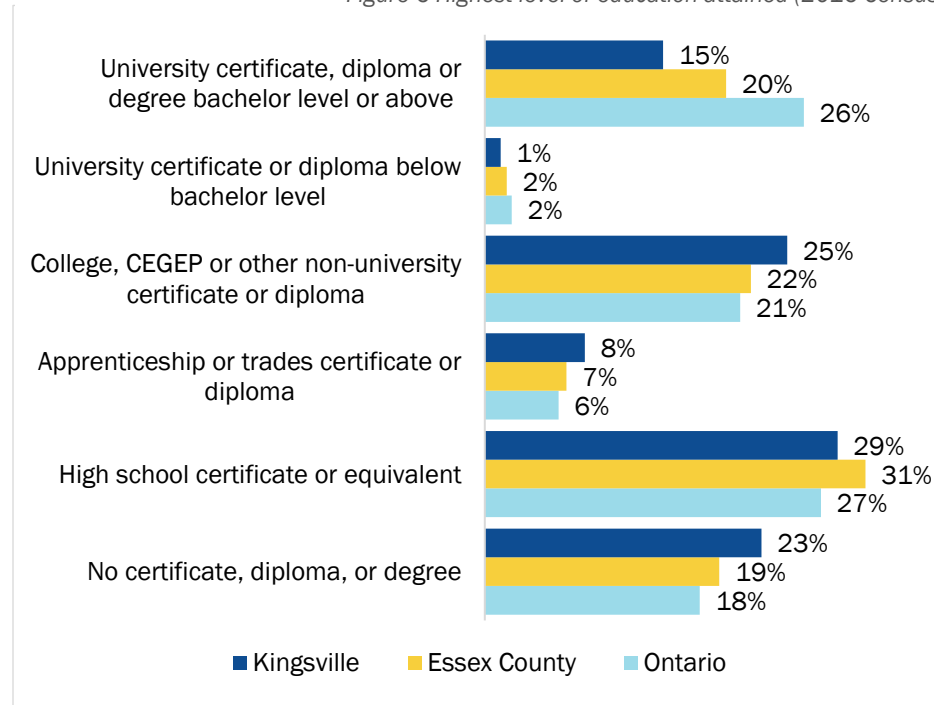


Figure 6 Highest level of education attained (2016 Census)



3 Trends in Parks, Recreation, Arts & Culture



This section provides a review of emerging trends from communities across Ontario, including potential local impacts on parks, recreation, arts and culture facilities, programs and services in

Relevant trends and best practices pertaining to and impacting parks, recreation, arts and culture articulate benefits (physical, social, economic, and environmental) and provide evidence to support recommendations that will emerge from this Master Plan. This information is based on an extensive review of secondary research sources and has been organized into the following headings:

Demographics and
Lifestyle Trends

Health and
Wellbeing

Participation

Service Delivery

Parks and Facilities

Where applicable, approaches in comparable municipalities have been explored to understand how other communities are addressing similar trends in the sector and how they are facilitating quality opportunities, adapting to changing design philosophies and integrating innovative service delivery models within their operations. The implications of these trends and best practices for Kingsville has been assessed through the next stage of analysis.

3.1 Demographics and Lifestyle Trends

Aging Populations

The aging of Canada's population is significantly influencing recreation and culture. As the “Baby Boomer” generation moves into retirement, demand is growing for older adult and senior-focused activities, programs and facilities. This shift is emerging through three distinct lenses:

- 1) healthy, physically-active and social adults wishing to remain active as they age;
- 2) persons managing chronic illness, disease and/or old age that are seeking low-impact, therapeutic and rehabilitative programs; and
- 3) growing interest in traditional and non-traditional arts, culture and experiential activities.

Kingsville is experiencing a higher proportion of older adult and senior residents. The town is becoming home to a growing number of retirees migrating from larger urban centres who expect a wider supply and variety of programs and activities. An example of the effect of and response to this trend locally has been an increased demand for pickleball facilities.



Population Growth and Intensification

Population **growth** is putting pressure on facilities and programs. Many municipalities are responding to this by building facilities in “greenfield” settings, often in close proximity to new residential developments. Historically, low-density growth patterns have resulted in a wide distribution of facilities in many Ontario towns and cities. Wide-spread facility placement, however, can create challenges related to transportation, isolation and lack of connectivity when considering facilities and services are being increasingly centralized within individual sites (the multi-use concept).

Some municipalities are proactively seeking to capitalize on opportunities to promote and secure parkland in **intensifying** urban areas as it becomes available, such as surplus schools and brownfield sites. Although timelines, funding and locations are not yet confirmed, it is anticipated that the Kingsville District High School adjacent to Migration Hall will be closed to accommodate a new regional super school in the future. These sites may present an opportunity for the Town to maximize parks, recreation, arts and cultural opportunities in existing and growing neighbourhoods.

Economic Trends

Income disparity is polarizing communities throughout Essex County and other parts of Ontario. The growing divide between affluent and low-income residents requires municipalities to carefully consider which programs, services and facilities are offered, and at what cost. Some municipalities have shifted toward more low-to-no-cost alternatives to ensure that there are opportunities for all. Many leisure activities require participants to pay membership dues, registration fees and incur related equipment costs in order to play. When combined with the cost of travel, these factors can negatively influence the ability for some to join organized sport leagues (and increasingly so at higher levels).

In addition to expanding the variety of paid, low and no-cost activities, municipalities are experiencing greater demand for **fee-assistance programs and subsidies**. The Town of Kingsville helps low-income residents apply for external support through agencies like Pathway to Potential and Canadian Tire Jumpstart. These financial assistance programs help reduce barriers to participation for young families, including single parents.

Cultural Diversity

Cultural transition and **expanding diversity** are influencing the design of facilities and the delivery of services in many Ontario municipalities. The number of immigrants to Canada is, and will likely continue, growing and as a result programs and services are being designed to match demand.

Although cultural diversity levels in Kingsville are below average, there are local examples of cultural parks and recreation interests. In response to requests from local bocce enthusiasts, the Town of Kingsville recently added temporary courts at the Kingsville Recreation Complex to accommodate structured play. Provision of bocce courts is not a traditional municipal level of service, but has been accommodated to meet local demand.

With greater awareness being raised regarding Indigenous Persons and the federal focus towards Truth and Reconciliation, some municipalities are showcasing Indigenous history through public art in community centres and parks along with exploring programs reflective of First Nations' sports and culture.

3.2 Health and Wellbeing Trends

Health and Wellness

Recreation service providers, along with health practitioners, professionals and researchers are focusing upon the benefits of a **holistic and multi-faceted approach to health and wellbeing**. A holistic approach in the context of leisure services includes physical activity but is also expanded to reflect healthy eating, mindfulness and disease prevention through health.

Multiple municipal departments, public health and other related agencies are increasingly working as a collective to address **health promotion** through land use planning, urban design, transportation and engineering, and parks, recreation and cultural services. Leisure service providers from multiple sectors have expanded and diversified their program inventory to offer variety for all age groups, abilities and interests to accommodate the needs of the public and ensure there is something for everyone. To further support this, local public health bodies such as the Windsor-Essex County Health Unit have begun to provide input on planning documents (including this Master Plan) and support their feedback with their own research on local health, environment and disease.

Physical Literacy

Many municipalities and leisure service providers are adopting principles of **“Physical Literacy”**, an emerging concept that describes “the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life.” The principle is centred upon the notion that if people are able to learn and grasp basic physical movement applicable to a variety of sports and activities, they will be better equipped to remain active as they age, regardless of past experience with specific activities. Sport for Life provides the framework to implement the **Long-Term Athlete Development Model**, focused on encouraging and supporting people of all ages to get active, stay active and reach the highest heights of sport achievement.

Mental Health

The benefits of keeping a person's mind active, reducing stress and anxiety, has also been a recent focus in health and recreation research and promotion. **Socialization, mindfulness, and management of stress and anxiety** are all linked with helping to decrease the effects of degenerative cognitive disease (e.g., Alzheimer's); they also encourage social connectedness and reduce social isolation, particularly for older adults and seniors. Municipalities across the country are exploring ways to combat a mental health crisis right now; suicide rates are on the rise, and it is affecting populations with historically low rates of incidence. As society learns to cope with and adapt to life in the modern world, it is critical that everyone has available and affordable access to programs, service, activities and facilities that support their holistic health and overall wellbeing.

3.3 Participation Trends

General Participation

Public demand for programs, activities and special events at high-quality facilities continues to grow. Residents are seeking **drop-in, unstructured and self-scheduled times to participate**. For example, in the past, if a program was not running in a multi-purpose space, it would often sit empty. Now residents are requesting to use that time to play with equipment or host gatherings, outside of a structured or registered activity.

Similarly, there is higher demand for public spaces to be **animated** through design, activities and events. This may include events such as workshops held in unused community space, festivals or fairs in public spaces, and movie nights or concert series in parks.

Conversely, a dominant trend in health research and promotion has been the rise of sedentary behaviours. A confluence of factors and cultural shifts have resulted in **historically-low physical activity levels** and **high reports of social isolation**. Canadians frequently cite the following as factors contributing to decreased participation in parks, recreation and culture: a lack of free time; increasing costs of participation; lack of knowledge / information; and other responsibilities.

Participation in Sport

Demand for **prime-time** access is also evolving. The after-work hours of 5:00 to 9:00 pm are traditionally reserved for child and youth programming. However, residents' lives are becoming increasingly busy and as a result adults, older adults and seniors are seeking opportunities to recreate during the same peak operating hours. One example of this can be found in communities where indoor pickleball has seen tremendous growth; a growing population of adults still in the workforce want to play in the evenings.

Another participation trend commonly experienced in regional municipalities or suburbs of major urban centres is **regional participation**. Residents grow accustomed to travelling to participate in specialized activities or seeking higher-quality facilities for elite sports and competition. This may result in sharing and coordinating with neighbouring municipalities to avoid duplication of service, though there are few examples of formal agreements or joint operation beyond the occasional board-run arena. The availability of programs / facilities in neighbouring municipalities was frequently mentioned in the Master Plan's consultation program.

Youth engagement in sports and recreation is a growing trend in many municipalities. The 2018 ParticipACTION Report Card indicates that Canadian children and youth are not meeting recommended daily and weekly physical activity levels. Today's youth are intrinsically tied to technology and social media that can contribute towards sedentary lifestyles, social isolation and mental health issues. Municipalities and private service providers are combatting these challenges by offering dedicated spaces and programs to encourage youth to gather, socialize and recreate in activities that are safe, comfortable and of interest to them.

Adult recreational sports are growing as well, particularly activities such as co-ed softball and soccer. According to recreational adult organizations across the province, league play on weekday and weekend evenings has expanded in recent years.

Participation in Arts and Culture

Research on **arts attendance and participation** in Canada is broad, but highlights the growing nature of this industry and the importance placed on it across the nation. Research conducted by the Ontario Arts Council found that visitation of historical sites was the most popular arts and cultural activity, followed by museums/art galleries, arts performances, and festivals and fairs. In turn, the 2011 Ontario Arts Engagement Study indicates that: 60% of Ontarians attend professional music concerts at least once a year; 55% attend professional plays or musicals; and 51% visit art museums or galleries. Spending on live performing arts is greater than spending on live sports events.

Trends suggest that arts attendance by Canadians is on the rise and, at the same time, the **definition of culture is expanding**. Traditionally, arts and culture has included a broad spectrum of activities including visual and creative arts (e.g., dance and music), festivals, special events and heritage appreciation. Increasingly, people are experiencing arts and culture in less traditional and formal ways and settings, such as festivals and outdoor concerts and through public art and placemaking. Expectations are rising for high quality, value-added arts and culture programs and events that fit with busy lifestyles and offer meaningful social experiences. The presence of arts and cultural opportunities are highly desirable in any community as they play an important role in creating vibrant and livable communities and contribute to knowledge building, creative expression and bolstering the local economy.

Active Transportation

Active forms of transportation are human-powered modes of travel that are undertaken for utilitarian (day-to-day) and recreational purposes. Walking, hiking, running/jogging, cycling, dog walking, etc. are consistently at the top of surveyed recreational activities that people participate in, while other recreational active transportation activities such as cross-country skiing, skateboarding, BMX biking, scooter riding or rollerblading are also popular. Participation in active transportation helps to reduce the number of cars on the roads, creating less congestion and reducing vehicular emissions. Active travel also has benefits of connecting people with the outdoors and with each other.

Multiple reports published by governments, public health and other agencies, and academia tout participation in these pursuits to help keep people **active, engaged and connected**. Some examples of these reports include the Framework for Recreation in Canada, the Government of Canada's Mobilizing Knowledge on Active Transportation report, and ParticipACTION Report Cards on Physical Activity for Children and Youth. Many municipalities are connecting civic destinations, including community centres and major parks, within their active transportation network while others are working with local school boards to find ways to encourage more students to take active trips to school. To encourage greater active travel, municipalities can provide **comfort and safety amenities** to support paved or chip and dust walking trails and loops throughout parks. Connectivity is important, as well as installing features such as lighting (in appropriate locations), garbage receptacles, benches and shade structures for rest areas. In Kingsville and the rest of Essex County, these initiatives are supported through the County-Wide Active Transportation System (CWATS), which works as a partnership with municipalities, the Essex Region Conservation Authority, the Windsor-Essex County Health Unit and the Ministry of Transportation to build a cycling and pedestrian-friendly network to support connectivity to all Essex County communities.

3.4 Service Delivery Trends

Serving All Ages, Interests, Abilities and Backgrounds

Service providers are striving to offer opportunities and support for residents of all ages, interests, abilities and backgrounds. The goal of municipal parks, recreation and culture departments is to maximize the number of residents that are participating in leisure activities so that residents are engaged in healthy lifestyles. Many municipalities have historically been focused on children and families; however, leading edge organizations recognize and respond to the fact that residents from many different walks of life can benefit from leisure program offerings and services.

To ensure access for all, the following lenses should be applied:

- **Economic accessibility:** Ensuring programs and facilities are affordable, that residents have access to necessary equipment, and that they can afford transportation to and from facilities / parks.
- **Information accessibility:** Ensuring that information is available, easily interpreted and shared. This includes promotion of new and existing programs and services, updating existing communication forums and sharing experiences.
- **Geographic accessibility:** Continually evaluating the geographic distribution of services, facilities / parks and programs. This may require working with private providers and school boards to fill gaps, rotating program locations, and focusing on connectivity and transportation routes.
- **Inclusivity:** Providing programs and services that are inviting and accessible to all, regardless of age, interest, background or ability. This may include programs in different languages, identification of LGBTQ+ safe spaces, support for persons with disabilities and barrier-free facility design.

Accessibility for Persons with Disabilities and Inclusion

In response to the Province of Ontario's *Accessibility for Ontarians with Disabilities Act, 2005* (AODA), municipal programs, services and facilities / parks have evolved to expand and adapt to a growing user-base of active residents. Some examples of this include widening doorways, adding accessible washrooms, installing elevators, participating in AODA Customer Service training, and providing support and registered spaces for children with special needs (e.g., day camps, swimming lessons, etc.).

Municipalities are taking steps towards **removing barriers** from outdoor recreation facilities such as replacing playgrounds with new structures containing barrier-free components, grading and paving pathways through parks, and using braille in signage. Some municipalities, such as Amherstburg and Windsor have constructed (or are in the process of constructing) wheelchair-accessible ball diamonds in partnership with groups such as the Miracle League so that persons with disabilities have an opportunity to play the sport.

Inclusion for under-represented populations is also a growing trend in municipal leisure services. Many municipalities offer one-on-one support for participants with special needs in programming or promote public parks and facilities “safe spaces” for everyone to enjoy. Some example of under-represented populations that often face barriers to participation in parks, recreation, arts and cultural activities are those experiencing poverty or homelessness, persons with disabilities, newcomers and cultural groups, members of the LGBTQ+ community and many more. A local example of agency support for these populations is ACCESS County Community Support Services. This organization offers a wide range of programs and services such as emergency housing, neighbourhood strengthening initiatives and after school care to meet the needs of Essex County residents.

Municipal Roles and Responsibilities

Parks, recreation and culture departments are experiencing a shift in responsibilities due to increased public demand for programs, facilities and services. An evolution from the traditional provision of space and place (including grass cutting on fields, equipment repair, ice resurfacing, etc.) towards a community development/facilitator role has occurred. In addition to their day-to-day responsibilities, municipal staff are often requested to assist residents with financial subsidy applications, liaise with community groups, explore and facilitate external programming, and seek partnership opportunities. This is a role that the Town of Kingsville has embraced for some time.

A 2018 report by The Conference Board of Canada and Volunteer Canada (*The Value of Volunteering in Canada*) stated many parks, recreation, arts and cultural organizations have long been sustained by the generous contributions of dedicated **volunteers**. However, volunteerism across the region and province is declining. Potential volunteers are more interested in a mutually-beneficial relationship, one where they provide their services to the club or organization in exchange for something more concrete than their time. Some ways that municipalities have been recruiting and retaining volunteers are through the provision of training opportunities, discounted memberships/registrations, or even small tokens of appreciation to ensure volunteers feel valued.

Partnership Opportunities

Many municipalities have expanded their operations and agreements to include partnerships with private or non-profit organizations. These collaborations enable both parties to benefit from cost sharing upfront and an ability to joint-manage facilities moving forward. These agreements also help to increase spatial distribution of facilities throughout a municipality. For example, if one area is previously lacking hard municipal recreation infrastructure, but is home to a private provider that offers general public access, a partnership would help expand accessibility in that area. Other ways for municipalities to continue to expand programming and services without significant investment in infrastructure is through community use of schools.

Programming and Registration Technologies

Technology has changed the way that participants and service providers conduct business and interact with one another. Service providers are able to clearly **outline all services and program offerings** on webpages, through e-newsletters and through mobile device applications. These technological advances enable users to view program descriptions, class times, instructor details, registration deadlines and connect with employees when necessary. The Town of Kingsville currently offers online registration for some programs.

As municipalities work toward updating corporate webpages, many have noticed a trend of **user-driven information and interaction**. Rather than display all information outwardly with navigation panes and multiple clicks to seek the desired results, websites are being designed to filter through all available content and provide results in a single click. This evolution requires significant restructuring and inputting to ensure all programs and services are easily found for all potential participants.

Technology and Leisure Participation

One of the most significant drawbacks of technology is the **rise of sedentary behaviours**, particularly for Canadian children and youth. According to recent research by ParticipACTION, Canadian kids are spending too much time in front of screens (e.g., watching tv, streaming videos, using social media, playing video games, etc.), and are not meeting the recommended daily amount of moderate-vigorous physical activity (MVPA).

However, there are some technological advances that have helped to **reverse the decline in physical activity**. A variety of devices, programs and tools are now available at the touch of a screen to encourage participation, and even remind you to move or relax and take a breath. Some of the most popular instances of this are wearable fitness trackers (e.g., Garmin, FitBit, etc.) and fitness applications for smart phones (e.g., Map My Run, Calm, etc.).

Another popular example of using technology to participate in recreation and fitness programming is **apps for registered programs or memberships**. These applications enable users to: sync accounts with various health and wellness providers; book their space in an upcoming class; search local businesses akin to their interests; save favourites and view schedules; purchase memberships and much more. Many app providers also host Business versions of the service where staff can complete attendance, process sales transactions, and update schedules and cancellations.

Technology in the Public Realm

Because technology is readily available in so many forms, it has also become an integral part of the public realm. Some municipalities now provide public access to Wi-Fi in parks and public facilities, encourage technology-focused participation and use tech to monitor usage levels.

Many public parks and facilities support and even encourage use of technology. Some children's playgrounds include smart phone app technology that can be used to enhance the play experience, and other parks use GPS devices to support geo-caching experiences.

Parks and trails are notoriously difficult to monitor usage of; municipal providers are challenged to accurately account for the number of users in these spaces, particularly throughout the course of an entire day in a variety of seasons and conditions. One of the technological advances that has helped to assist with **monitoring of parks and trails** are eco-trackers and trail counters. The City of Welland has installed eco-counters on trails throughout the municipality to count pedestrian and cyclists' movements and record collected data; the information provided will help improve service and public experience on the trails.

3.5 Parks and Facilities Trends

Multi-Dimensional Parks and Comfort Amenities

Municipalities across Canada are faced with increasing demands for comfort/support amenities in parks of all sizes and along trails. Commonly requested amenities include features related to the **safety** and accessibility of park sites, such as lighting; sharps, garbage and recycling receptacles; and visibility from the street. **Comfort and socialization** features (such as walking loops) are also commonly sought in parks and facilities, particularly for children and older adults. Comfort amenities frequently requested include seating and tables, shade structures and ample tree plantings, water fountains and washrooms.

“**Destination Parks**” is a term being used more frequently to describe premier sites containing multiple of high-quality, in demand structures. Some examples of what one might expect in a destination park includes: a splash pad or waterpark; multiple large-scale playgrounds (often with a theme); adult fitness equipment; intra-park trail systems and walking loops; horticultural plantings; infrastructure to support use for concerts, festivals, fairs, etc. (i.e., washrooms, hydro access, covered pavilions/gazebos); and a variety of programmed activities and events. Lakeside Park is a good example of a destination park in Kingsville.

Aging Infrastructure and Maximizing Existing Assets

Aging parks, recreation, arts and culture infrastructure is an issue faced by municipalities across Ontario. While upfront funding is often available to construct recreation facilities through development charges, ongoing maintenance and non-growth-related renewals must be funded through streams such as taxation, fundraising, donations, user fees or grants. To avoid potential maintenance or malfunction issues, municipalities must prioritize renewal and reinvestment activities with other civic infrastructure (e.g. roads, sewers, libraries, etc.).

Exploring non-traditional ways to maximize available space has been instrumental in enhancing the vitality of existing infrastructure. One opportunity to activate otherwise vacant space is to encourage use by groups who potentially have daytime interest and availability. This may include school groups, newcomer organizations or orientation programs, older adult and retiree programming, parent and tot programs, home-school groups and many more. The Town of Kingsville achieves this through programs such as homeschool skate groups who use the ice during the day.

Multi-Use, Multi-generational and All-Season

Facilities that were originally built to serve a single purpose (e.g., stand-alone community halls, etc.) are being used less frequently. Residents seek a convenient “one-stop-shop” experience when it comes to recreation and cultural pursuits, particularly families with multiple active participants. Take for example a family that visits a multi-use community centre where one child participates in art lessons, another child goes to hockey practice and the caregiver(s) visits a library, attends a fitness class, or enjoys an indoor walking track or loop. As a result, modern community centres across Canada are being developed using multi-use, multi-generational and multi-service hub models.

The **community-hub** model was promoted in recent years by Ontario’s provincial government and has become a popular model for provision of service for both municipal and other sectors. Hubs are constantly diversifying and best practices dictate that they should be built to suit unique community needs and complement the public realm. From a recreation and culture perspective, a hub typically is anchored by a major component such as a gymnasium, ice pad, swimming pool, central library or performance centre that is supplemented by complementary facilities such as libraries, municipal offices, multi-use spaces, employment offices, health care providers, etc.

Outdoor recreation infrastructure and park designs are similarly following multi-use designs to provide something for all. Some examples of this include children’s playground structures located in the same space as a walking loop and/or outdoor fitness equipment for youth and adults. Park designs should also include comfort amenities such as tables, benches and shade structures to support rest and relaxation, particularly for older adults supervising children using equipment.

With increased focus on active-aging, high-level athlete performance and physical activity for all demand for **all-season activities and spaces** has grown. This spans across public recreational spaces as well as those for high-performance training. The general public have been accommodated in many municipalities through amenities and features such as indoor walking tracks around arenas or gymnasiums, dry-pads repurposed for indoor pickleball in the summer, sport courts in parks converted to outdoor ice rinks in the winter, outdoor fitness equipment in municipal parks and so many more.

Sport tourism is a major economic generator in many municipalities and relies upon high quality, multi-facility complexes. The ability to host major sporting events (local, regional, provincial, national and even international) is dependent upon the presence of quality infrastructure. Municipalities that provide competition-ready facilities are better equipped to host and accommodate high-level sport tourism.

Environmental Design

Environmentally-conscious facility design has become ingrained in the sector. Principles of **environmental sustainability** are congruent with parks and outdoor leisure activities, while community centres, arenas and aquatic facilities are often energy intensive buildings. Some municipalities see an opportunity to be leading edge in promoting sustainability (both environmentally and financially). Examples of environmental facility design include: green roofs, solar panels, energy conservation, waste reduction, diversion, geothermal heating, recirculation systems, low impact development, etc.

The most common standard for environmental sustainability is the LEED designation (Leadership in Energy and Environmental Design). Originally developed by U.S. Green Building Council, LEED includes a set of rating systems for the following: sustainable sites; water efficiency; energy and atmosphere; materials and resources; indoor environmental quality; and innovations in operations and regional priority. Another commonly applied environmental design standard in Canada and internationally is BOMA Best, which represents the Canadian commercial real estate industry.

Connecting with Nature and Environmental Stewardship

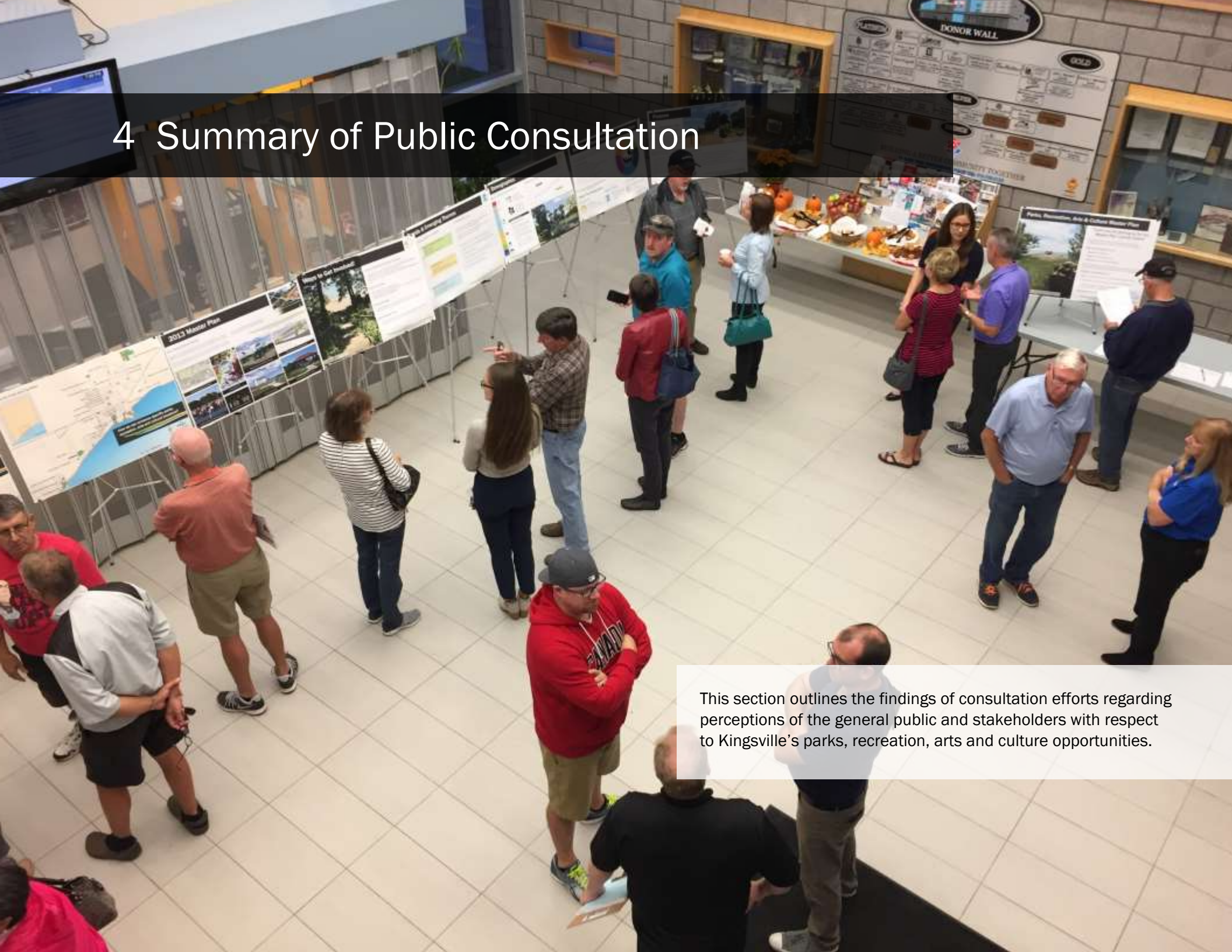
Recent academic works have examined the benefits of **interacting with nature** and spending time outdoors, especially through participation in physical activity. Municipalities throughout Ontario are encouraging residents to get outside and connect with nature. This is achieved through promotion of local trails and cycling routes, activating parks with programs, activities and events, and providing facilities to make parks and open spaces attractive, comfortable and safe spaces to visit. This is also demonstrated through the growing popularity of natural playgrounds, these play spaces integrate natural elements such as tree stumps, grassy hills and wooden logs to encourage outdoor play.

Another way that municipalities are supporting connections with nature is the provision of **community food gardens**. These locations offer a multitude of benefits as they provide locally-sourced whole foods, encourage residents to interact with one another and prevent social isolation, embody principles of food security and social equity (especially in areas described as “food deserts” where area residents do not have adequate access to healthy food options like grocery stores or markets), and help residents take pride and responsibility in their neighbourhoods. Locally, a community food garden is available on the ACCESS property in urban Kingsville.

Many municipalities work with their local Conservation Authorities and environmental stewardship groups to educate the public on sustainability, ecologically friendly activities and local/native plant species. One example of this is the Town of Kingsville’s Communities in Bloom Committee, which has fostered growth of new and regenerated horticultural plantings throughout the municipality. Other local stewardship groups include the Kingsville Horticultural Society as well as Friends of Mille Creek, Wigle Creek and Cedar Creek, among others.



4 Summary of Public Consultation



This section outlines the findings of consultation efforts regarding perceptions of the general public and stakeholders with respect to Kingsville's parks, recreation, arts and culture opportunities.

4.1 Community Engagement Strategy

The Project Team developed a community engagement strategy to involve the public and stakeholders (e.g., residents, service clubs, sports organizations, business associations, Town staff, Council, etc.) in the identification of needs and expectations related to parks, recreation, arts and culture in Kingsville. To help the Town better understand how residents use municipal facilities and programs, a variety of tactics were employed throughout the engagement period.

The consultation program included both in-person and digital opportunities to discuss the Master Plan and provide feedback. These opportunities were promoted through word-of-mouth, email distribution lists, social media updates, sign boards and a media release in the local newspaper and on the Town's website. Online engagement tools were available for a pre-determined window of time and in-person sessions were by invitation and facilitated by members of the Project Team. A project website and email address were maintained for the duration of the planning process.

Below is a list of the community engagement tactics employed throughout the consultation process; they are discussed in greater detail throughout the following subsections.

Community and Online

- Public Launch Event / Information Session
- Community Online Survey

External In-person

- Stakeholder Input Sessions
- Youth Voice

Internal In-person

- Staff Interviews
- Council Input
- Parks, Recreation, Arts and Culture Committee

4.2 Public Launch Event

A public launch event was hosted at the Kingsville Recreation Complex on October 2, 2018. There were approximately 160 people in attendance at the event, which was facilitated by representatives from the Project Team including: Town staff, members of the Parks, Recreation, Arts and Culture Advisory Committee, and Consultants.

The session was structured to elicit feedback from Kingsville residents using a variety of methods including information display boards, straw poll priority voting, question and comment boards, and opportunities to converse with the Project Team. Results from the various consultation tools have been summarized below, with detailed feedback provided in Appendices where applicable.

A set of thirteen information boards were displayed at the public launch event for attendees to review and provide comment. The boards provided information on: the consultation process; Master Plan purpose, methodology and scope; benefits, demographics and trends; ways to get involved; an overview of the 2013 Master Plan; proposed developments influencing parks, recreation, arts and culture in the Town; park and facility mapping; and opportunities for questions / comments. A total of 124 unique comments were provided on the display boards. Feedback from the comments and conversations has been summarized below based on the five discussion questions.



1) General Comments

Overall, attendees expressed satisfaction and pride in the **Town-hosted events** such as Canada Day Celebrations, Fantasy of Lights and Tall Ships. They enjoy attending events like Migration Fest and exploring all that the town has to offer. Launch event attendees believe the Town employs great staff and works well with partners. They also feel that more **staff supports** are needed to meet public demand and expectations for service.

2) Parks, Trails and Outdoor Recreation Comments

Waterfront access was commonly noted by launch event attendees as an area for improvement. Attendees specifically requested beach and amenity maintenance improvements and installation of more amenities such as volleyball courts. **Sport field** users suggested improvements to the Town's ball diamonds, specifically updates to the diamonds at Ridgeview Park and electrical upgrades. **Aquatic** enthusiasts requested an outdoor pool and suggested installation of a splash pad (that can be converted to an ice rink) at Lakeside Park. **Trail** users would like to see more paved trails, better access to washroom facilities and more promotion/ directional signage.

Regarding the proposed development at Mettawas Park, attendees suggested installation of a **natural playground** suitable for all ages (this could apply to other sites as well, and include outdoor fitness equipment) and **improved vehicular access/control** (concerns with dust from neighbouring site, pedestrians leaving local businesses and inadequate signage for new intersection).

Other site-specific comments provided included: more lighting and an accessible swing at Cottam Rotary Park, signage and repairs for Sumac Bridge, mitigation of mosquitos at Timbercreek Park, repairs to the Marina and requests for another dog park on the east side of Kingsville.

3) Indoor Recreation Comments

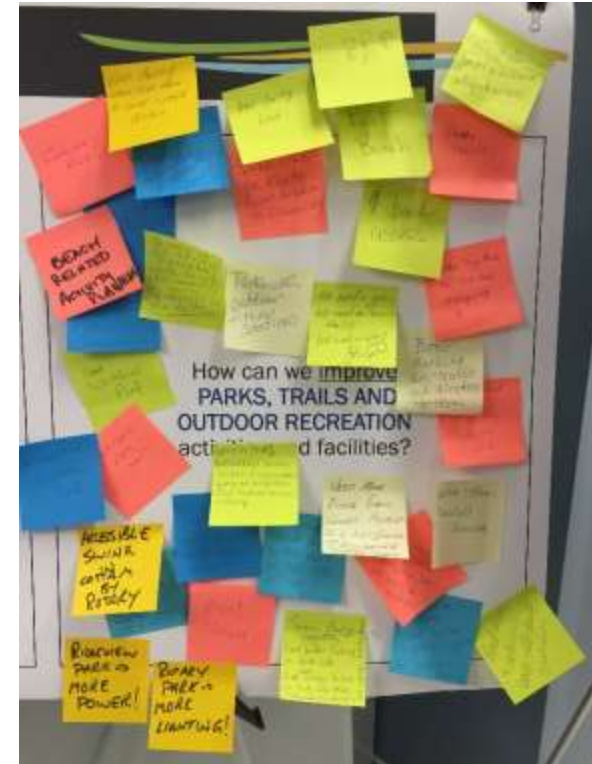
The most prominent discussion point regarding indoor recreation facilities was the recent loss of the town's only **curling venue**. Curling Club members were present to vocalize their ongoing desire to be active in the town and discuss opportunities to move, re-build or partner with others. Another notable indoor recreation request was for indoor swimming opportunities. Some suggested that the new high school site might present a viable partnership opportunity, in recognition of the fact that pools are costly facilities to build and maintain.

Public support for a **multi-use sports and recreation facility** was commonly noted by attendees. Components requested for said facility include: curling sheets, walking track, turf field, gymnasium (suitable for multiple court sports) and exercise equipment. Additional considerations for new and/or redeveloped indoor recreation development included adequate seating in lobby spaces and viewing for sport spectators.

4) Arts and Culture Comments

Expansion of community events and activities was suggested by multiple attendees. There were requests for more family-friendly activities and opportunities to engage youth in the planning and delivery of these functions. To address this, it was suggested that the Town create a **staff position to support arts, culture and heritage**. This position could help orchestrate the events and provide more arts and music festivals including special activities such as artist "question and answer sessions" or "learn-to..." opportunities. Regarding theatrical opportunities, multiple attendees suggested partnering with travelling theatre troupes (i.e., Drayton Entertainment) to bring more cultural opportunities to Kingsville.

Promotion of existing and future opportunities was commonly noted when prompted to discuss improvements to arts and culture. For example, many attendees noted that the website is difficult to navigate and it can be hard to find information related to local festivals and



events. There were recommendations to work with artists, performers and advocates to **advertise events** (e.g., through local schools, at public facilities, social and print media, email blasts, etc.).

Straw Poll Priority Voting

Part of the Public Launch Event consultation was a “Straw Poll”. This engagement technique provides participants with voting “straws” (or in this case wooden blocks), and a series of empty containers in which to place their vote. The containers were labeled with eleven potential parks, recreation, arts and culture priorities (i.e., programs, services, facilities) specific to Kingsville as determined by the Project Team.

Each participant voted with five (5) blocks and was instructed by staff to distribute their votes according to their personal or household priorities. This could include all five (5) blocks in a single container or any combination of block distributions. If respondents felt that a high priority was missing from the provided options, they were encouraged to submit their vote on a piece of paper in the “Other” category.

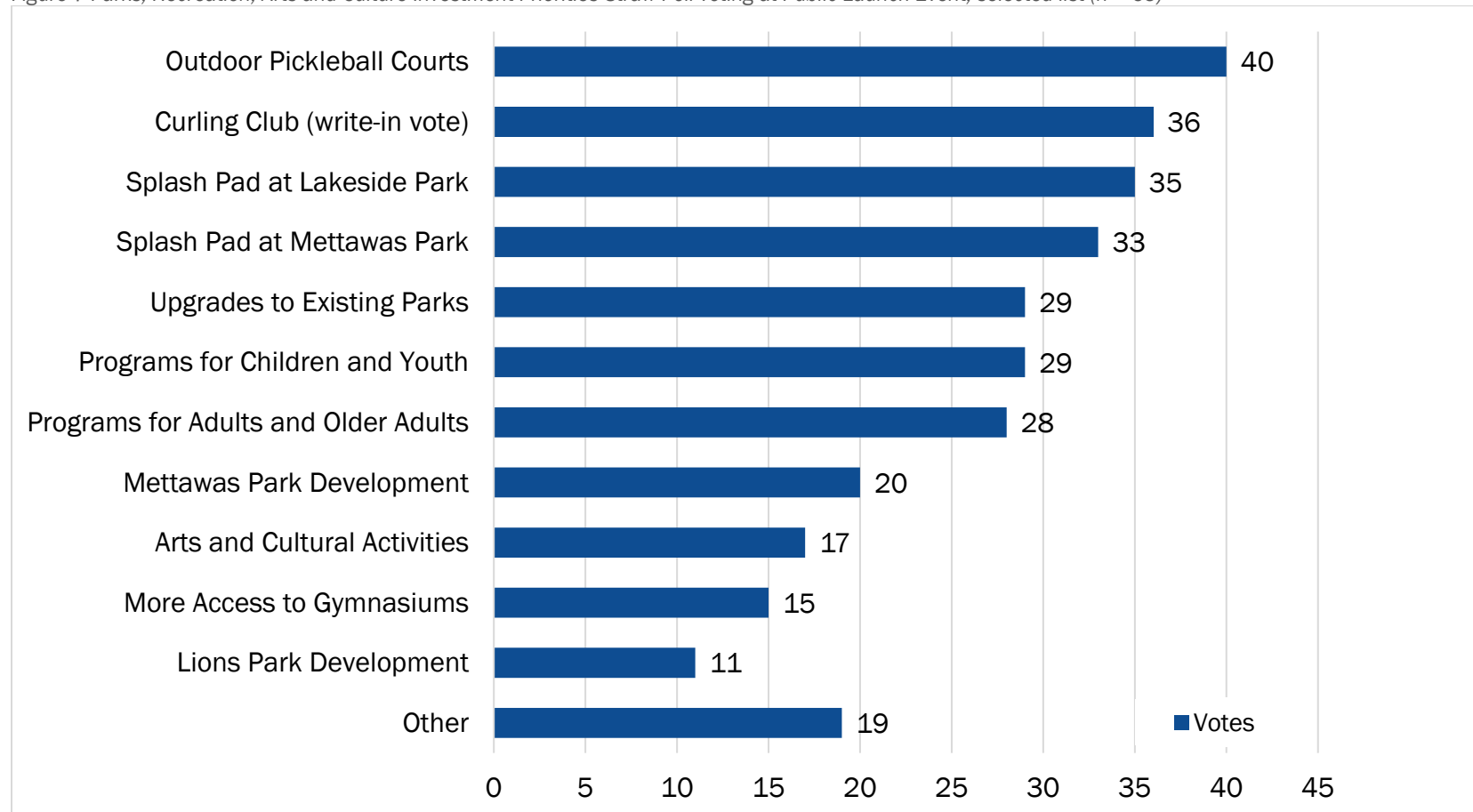
The priorities which received the highest number of votes were: “Outdoor Pickleball Courts” (n = 40), followed by “Splash Pad at Lakeside Park” (n = 35), and “Splash Pad at Mettawas Park” (n = 33). The two lowest-ranked priorities were “more Access to Gymnasiums” (n = 15) and “Lions Park Development” (n = 11).

Notably, curling was written-in 36 times and submitted to the “Other” category. As a result, those responses have been removed from the “Other” total, and provided as a separate category. This elevated curling to the second-highest priority according to Launch Event attendees. Other submissions to the “Other” category included: indoor pool (n = 5), upgrades to the Marina (n = 2), clay surface for ball diamonds (n = 2), and a series of other singular submissions.

The overall distribution of votes cast for each of the priorities is illustrated in the following figure.



Figure 7 Parks, Recreation, Arts and Culture Investment Priorities Straw Poll voting at Public Launch Event, selected list (n = 63)



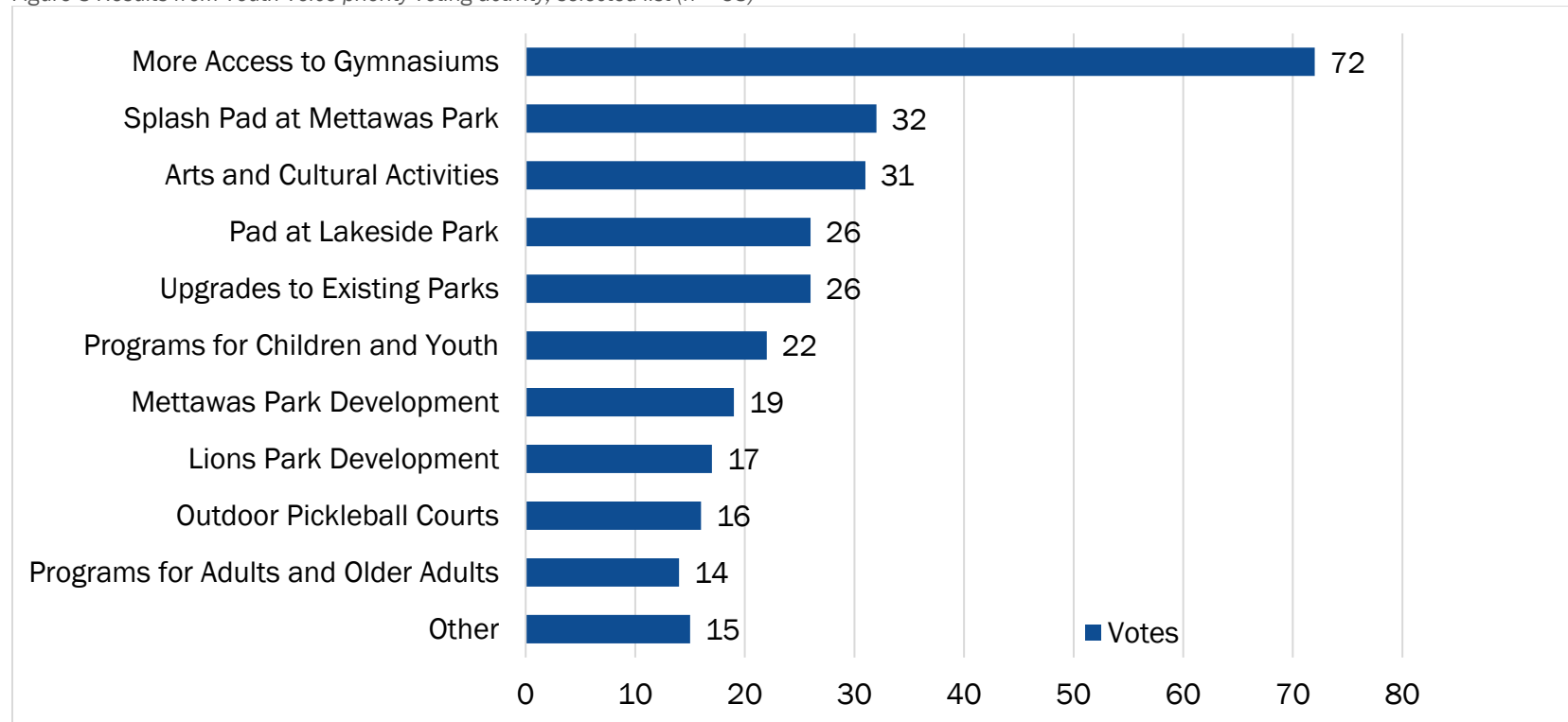
4.3 Youth Voice

Members of the Master Plan Steering Committee visited the local high school in fall 2018 to discuss parks, recreation, arts and culture needs for youth. Approximately 60 students were engaged during their lunch period to participate in the Straw Poll activity (as was used at the Public Launch Event). Results have been outlined in Figure 8, below.

Gymnasium access was most highly favoured, receiving 72 votes. Other high priorities for the town's youth included a splash pad at Mettawas Park (n = 32) and arts and cultural activities (n = 31). Not surprisingly, the categories which received the lowest number of priority votes were activities/programs and spaces traditionally provided for older adults and seniors (e.g., adult programs and pickleball).

Responses added to the "Other" category included: skate park maintenance (n = 5), more bike paths (n = 2), youth dances (n = 2), football (n = 2), less waste (n = 1), more trees (n = 1) and swimming pool (n = 1).

Figure 8 Results from Youth Voice priority voting activity, selected list (n = 58)



4.4 Online Community Survey

The Town of Kingsville hosted an online community survey that was available for seven weeks from mid-September to early-November 2018. Hard copy surveys were also made available at municipal facilities and by request. The purpose of the community survey was to elicit information on the parks, recreation, arts and cultural needs of Kingsville residents. The results obtained contribute to a greater understanding of local participation and priorities. A total of 386 unique responses were received; being a voluntary, self-directed survey, response rates vary by question.

Tabulated survey response data has been provided in **Appendix A**.

Cross-Tabs

An analysis of relevant cross-tabs (i.e., correlations) was undertaken based on the following variables:

- Area of Residency: surveys completed by respondents living closest to the urban portion of Kingsville versus those living closest to Cottam or Ruthven.
- Length of Residency: surveys completed by respondents living in Kingsville for less than 10 years versus those living in Kingsville for 10 years or more.
- Barriers to Participation – Parks and Recreation / Cultural Activities: surveys completed by respondents indicating that members of their household are able to participate in parks and recreation / arts and culture activities as often as they would like versus those that are unable to participate as often as they would like.

Although the survey was self-selected, the analysis assumes a significant sample with a 95% confidence level (correct 19 times out of 20). The margin of error varies by subset according to the number of responses. Based on these parameters, significant findings are noted throughout the analysis.

Demographics

The survey was open to residents age 16 years and older. Three-in-ten (29%) survey respondents were adults between the ages of 36 to 45 years. The lowest representation came from seniors ages 76 years or older (2%). All other age groups were represented by less than one-quarter of the sample each.

Household Composition

The household composition of survey respondents was generally representative of the Town's population, with the exception of children less than ten years old (overrepresented in the survey) and seniors age 75 years and older (underrepresented in the survey). This is typical of an online survey within the sector; families with young children are more likely to complete a parks, recreation, arts and culture survey than older adults and seniors (especially those with limited internet access).

Figure 9 Age distribution of survey respondents (n = 162)

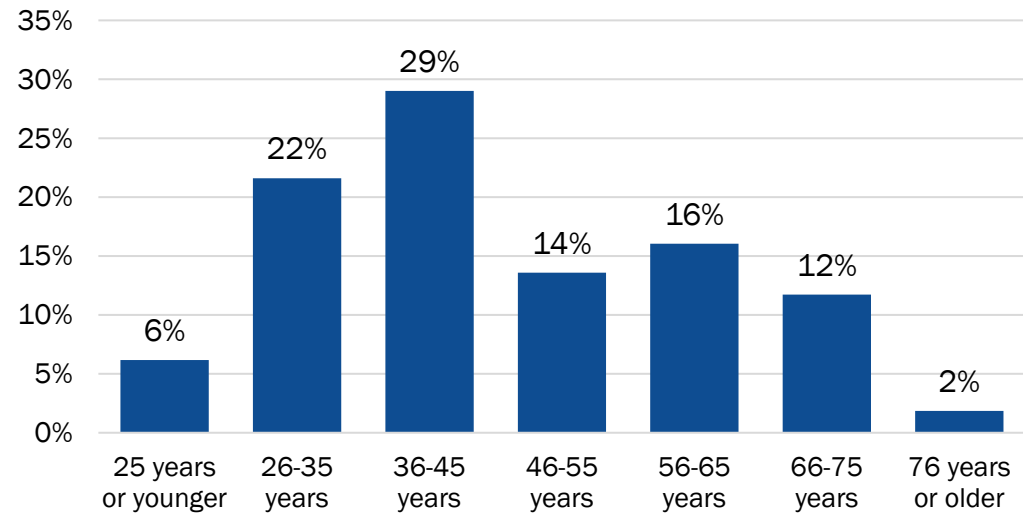
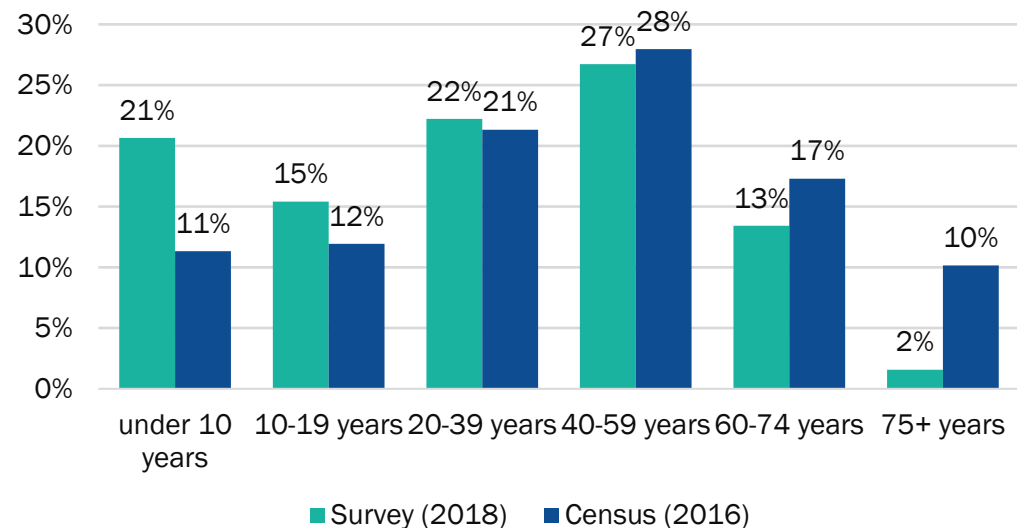


Figure 10 Household composition of survey respondents compared to 2016 Census (n = 279)



Residency

Nearly all survey respondents (95%) were residents of Kingsville; the remaining 5% lived outside the Town (e.g., Essex/Harrow, Lakeshore, Chatham-Kent, Leamington, Windsor). Of those living within the municipality: 80% lived closest to the urban portion of Kingsville; 9% nearest Ruthven; another 9% nearest Cottam; and 2% didn't indicate which settlement area they lived closest to.

Of those living within the municipality, two-thirds (66%) have lived in Kingsville for 10 years or more. Residents living in the town for 5 to less than 10 years were represented by 17% of survey respondents and residents living in the town for 1 to less than 5 years were represented by 16% of respondents. New residents (less than 1 year) represented the smallest portion of the survey sample with 1%. This indicates that the majority of survey respondents are long-time residents of Kingsville.

Figure 11 Geographic distribution of survey respondents (n = 268)

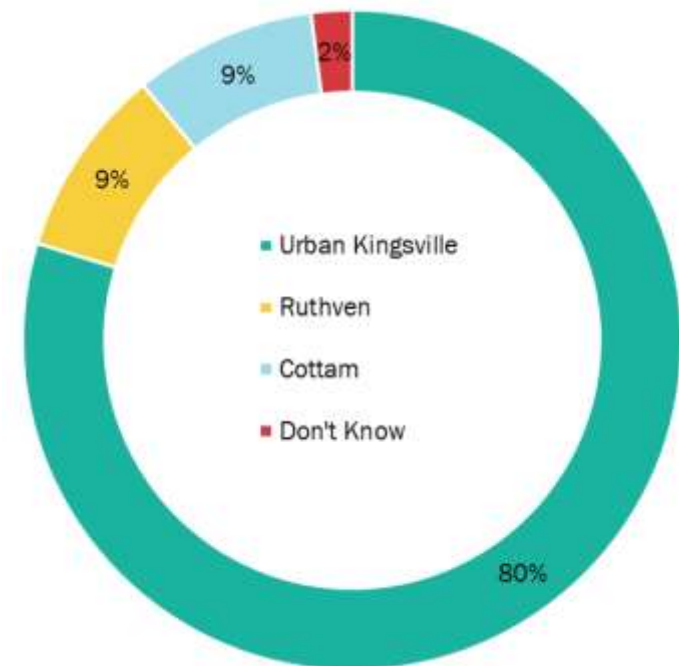


Figure 12 Survey respondent length of residency (n = 271)



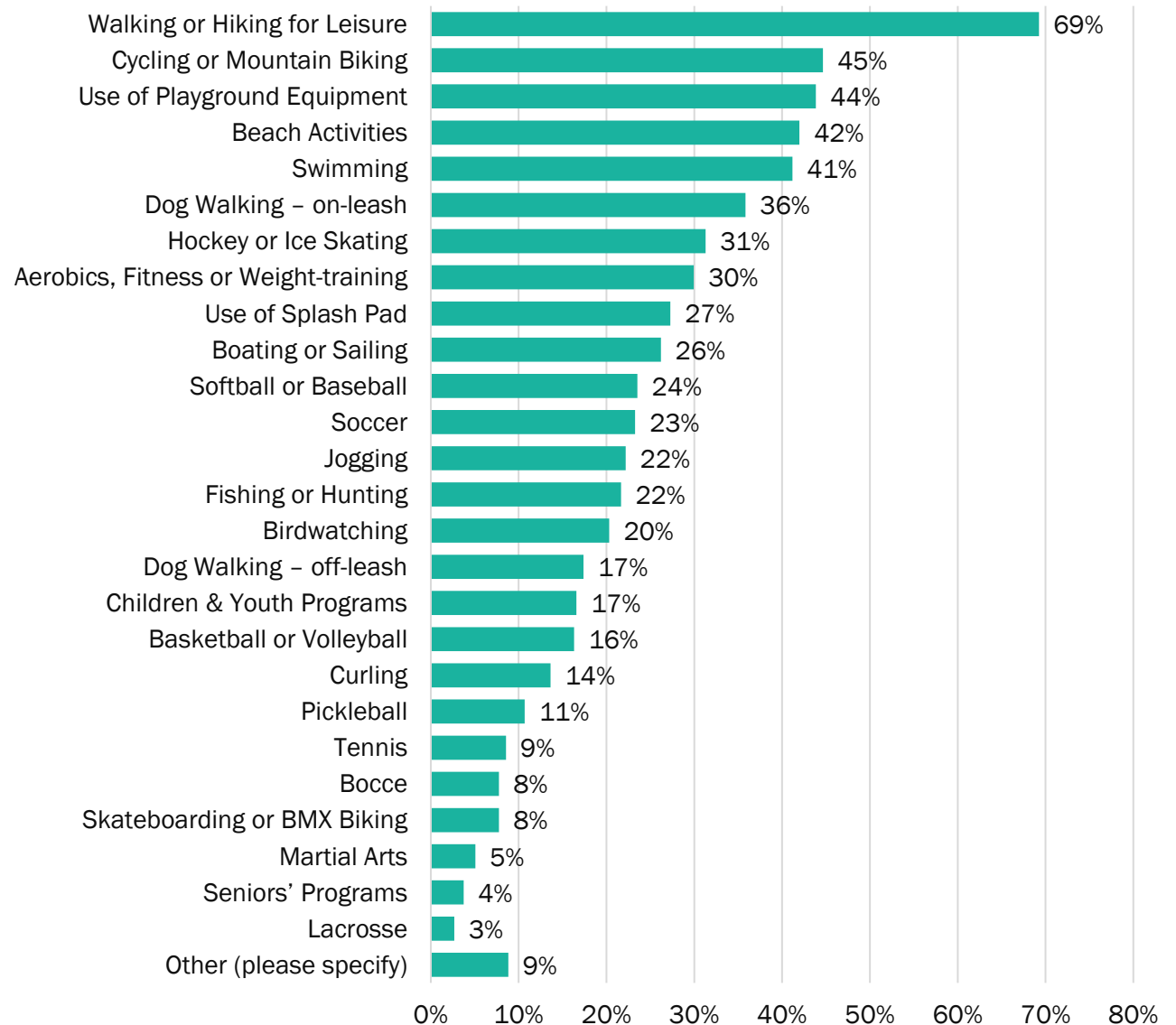
Participation

Parks and Recreation

When asked which parks and recreation activities they had participated in within the last twelve months, the most common responses were unstructured and/or self-scheduled activities. The most prominent was walking or hiking for leisure (69%) - followed by another active travel pursuit - cycling or mountain biking (45%). Use of playground equipment was the third-most popular activity with 44% participation. Aquatic activities also ranked within the top-five with beach activities and swimming (42% and 41%, respectively).

The least popular activities were more specialized or personal interest activities: martial arts (5%); seniors' programs (4%); and lacrosse (3%).

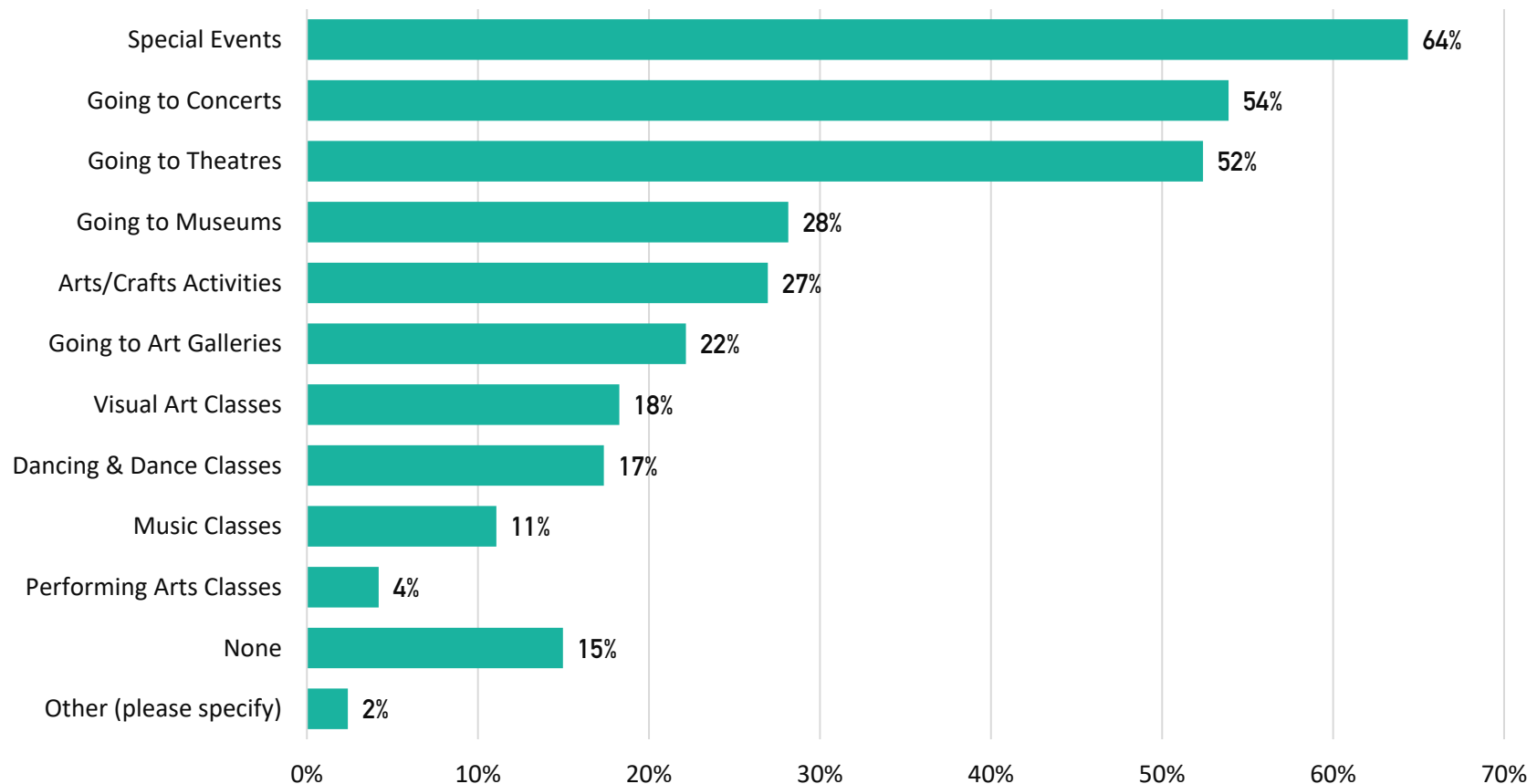
Figure 13 Participation in parks and recreation activities and programs, past 12 months (n = 374)



Arts and Culture

Almost two-thirds (64%) of survey respondents indicated that they had participated in special events in the last twelve months. Other activities participated in by more than half of respondents were: going to concerts (54%) and going to theatres (52%). The less common arts and cultural activities were instructional offerings: visual art classes (18%); dancing (17%); music classes (11%); and performing arts classes (4%). One in seven (15%) of survey respondents did not participate in any arts and cultural activities within the last twelve months.

Figure 14 Participation in arts and cultural activities and programs, past 12 months (n = 334)



Barriers

Parks and Recreation

More than half (54%) of survey respondents indicated that they are able to participate in parks and recreation activities as often as they would like. Another 37% were not able to participate as often as they would like, while the remaining 10% were not sure.

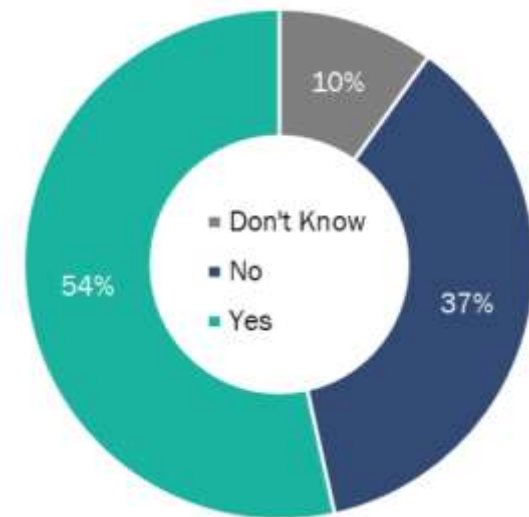
Of those who indicated they were unable to participate as often as they would like, the most commonly selected barrier was “lack of desired facilities or programs” (49%). “Lack of personal time / too busy” was a close second (46%) and “lack of information / unaware of opportunities” was third (34%).

Parks and Recreation Barriers

Respondents indicating that their household is unable to participate in parks and recreation activities as often as they would like were more likely than respondents not reporting barriers to:

- indicate that they have participated in swimming, use of a splash pad and use of playground equipment within the past 12 months;
- indicate that a greater percentage of their household’s parks and recreation needs are met outside the town, particularly using a splash pad;
- support investment in children’s splash pads; and
- to be 45 years of age or younger.

Figure 15 Ability to participate in parks and recreation as often as respondents would like (n = 377)



Arts and Culture

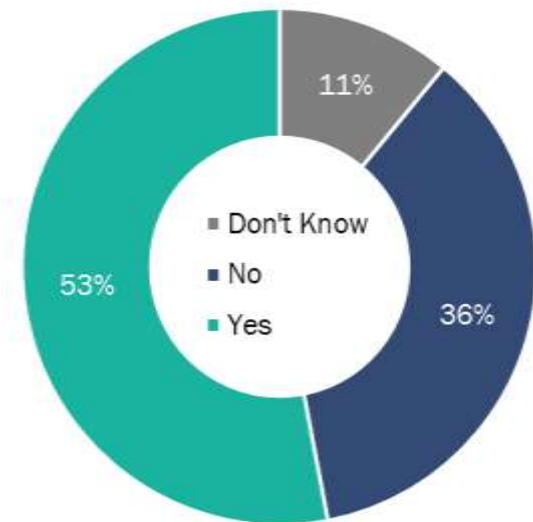
Just-over half of survey respondents (53%) were able to participate in arts and culture as often as they would like in the last twelve months. Another 36% were not able to participate as often as they would like and the final 11% didn't know if they were able to.

Primary barriers to participation in arts and culture were similar to those for parks and recreation activities. "Lack of personal time / too busy" was the dominant barrier to participation, experienced by nearly half of respondents (48%). The second most common factor influencing participation was "lack of desired facilities or programs" (45%), and third was "lack of information / unaware of opportunities" (38%).

Respondents indicating that their household is unable to participate in arts and cultural activities as often as they would like were more likely than respondents not reporting barriers to:

- disagree that they know where to find information about local activities and events;
- state that arts and cultural activities are not affordable for their household; and
- indicate that a greater percentage of their household's arts and cultural needs are met outside the town.

Figure 16 Ability to participate in arts and culture as often as respondents would like (n = 342)



Local and Regional Participation

Parks and Recreation

Just over one-third (36%) of survey respondents indicated that most or all of their household's parks and recreation needs are met within the Town of Kingsville. Another one-third (34%) indicated about half of their parks and recreation needs were met locally, while the remaining 31% stated that some or none of their parks and recreation needs were met in town (5% of those didn't know).

Of those who travelled outside of Kingsville to participate in parks and recreation, 55% were participating in swimming, 39% were participating in walking or hiking for leisure, and 33% reported use of a splash pad. Similar to general participation, lower levels of participation were reported for special interest or individual activities.

When asked why they choose to participate in these activities outside the municipality, more than half (58%) stated "facility / program is not available in the area), 21% indicated they believe the "quality of facility / program is superior" elsewhere, and 20% leave town for "variety / change of scenery".

Arts and Culture

Nearly three-in-ten (29%) survey respondents indicated that most or all of their arts and cultural needs are met within the Town of Kingsville. Another two-in-ten (21%) stated about half of their arts and cultural needs could be met locally, while the remaining 51% indicated some or none of their arts and cultural needs were met in town (12% of those didn't know).

Of those who travelled outside of Kingsville to participate in arts and culture, two-thirds (67%) indicated they are going to theatres and another 63% are going to concerts. Almost half (49%) participate in arts and culture outside of Kingsville at special events such as fairs, festivals, movie nights, etc.

More than half (53%) indicated that they participate in these activities outside of the Town of Kingsville because "facility / program is not available in the area". Another two-in-five (40%) participate elsewhere to attend special events / exhibitions / festivals / fairs. Nearly one-quarter also cited "variety / change of scenery" and "quality of facility / program is superior" (23% for each).

General

Based on all questions pertaining to regional participation (including parks, recreation, arts and culture), it is clear that Kingsville's residents are travelling outside the municipality to access programs, events and facilities that are either believed to be superior or not available locally. Depending on the type of activities, the Town may seek to fill some programming or facility gaps, or work with neighbouring municipalities to ensure resident needs are met.

Respondents living closest to Cottam or Ruthven were more likely than respondents living closest to the urban portion of Kingsville to travel outside the town to participate in hockey or ice skating.

Program and Activity Gaps

Parks and Recreation

When asked to list any parks and recreation programs they would like to see offered in Kingsville that are not currently available, the most popular response was aquatics (n = 100). This includes requests for: lessons, lane swimming, aquatic fitness, etc. The second most commonly listed programs to be added were age-specific in nature (n = 43), including requests for targeted programs such as seniors' activities, parent and tot programs, or youth-focused programs and spaces. Winter activities were also commonly requested (n = 37), such as: community events, skating, curling, etc.

Respondents living closest to the urban portion of Kingsville were more likely than respondents living closest to Cottam or Ruthven to indicate that there are additional parks and recreation programs that they would like to see offered in the town.

Arts and Culture

When asked the same questions for arts and culture, the most common requests were for visual arts (n = 28), theatre arts (n = 20), and music (n = 18) activities and programs. Proponents for visual arts requested programs such as: painting, art shows, photography, drawing, etc. Specific requests for theatre arts included: stage plays, theatre arts classes and performances / events at Migration Hall. Some examples of requests for music included: concerts, outdoor performances, festivals, etc.

Figure 17 Requests for additional parks and recreation activities, selected list



Figure 18 Requests for additional arts and culture activities, selected list

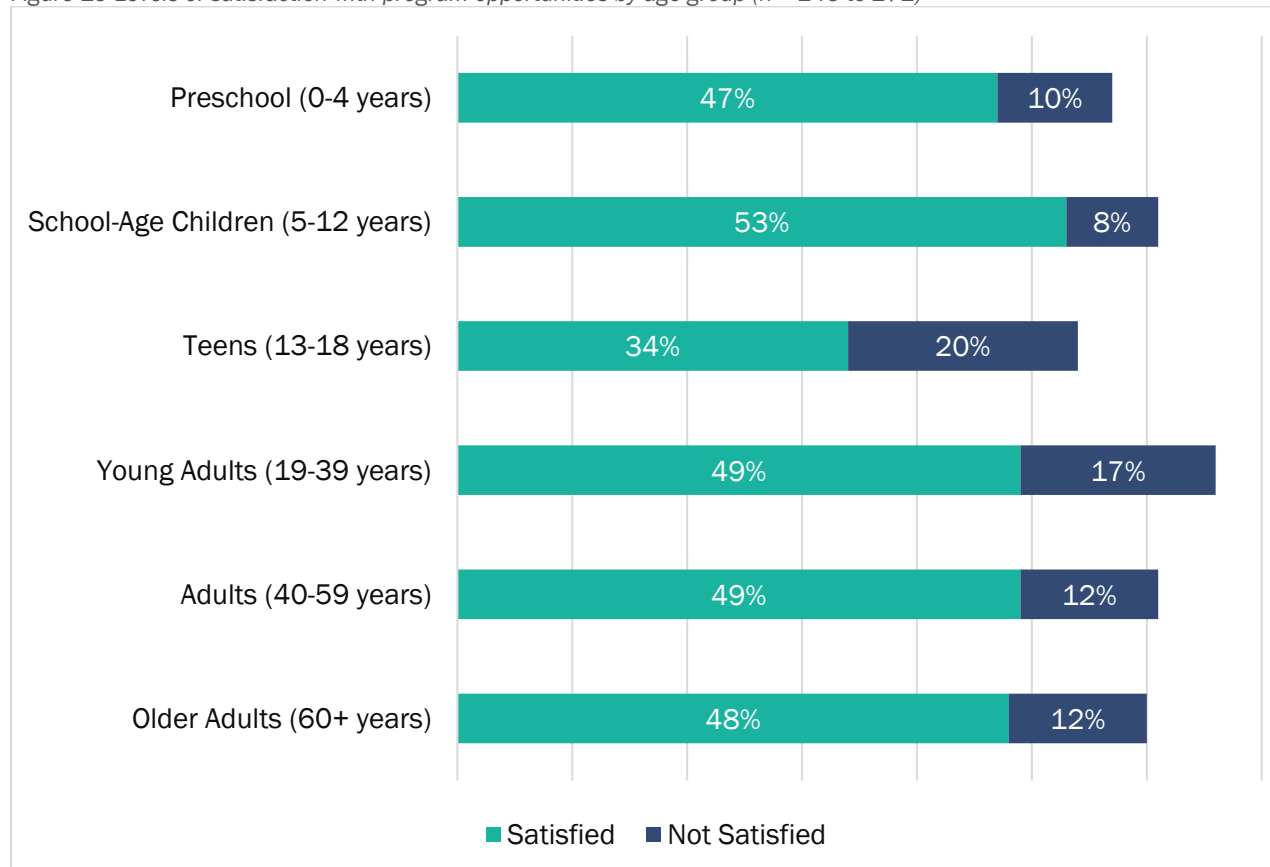


Importance and Satisfaction

Program Opportunities

The following series of questions examine levels of satisfaction and importance placed on parks, recreation, arts and culture opportunities within the municipality. The first question addresses opportunities available for various demographic age-groups. About one-half (between 47% and 53%) of survey respondents indicated they are satisfied with program opportunities for preschool age children, school age children, young adults, adults and older adults. The demographic group with the lowest level of satisfaction for programming was teens (34%), suggesting that demand for additional or improved programs are greatest for this market.

Figure 19 Levels of satisfaction with program opportunities by age group (n = 243 to 271)



"Neutral" responses not shown.

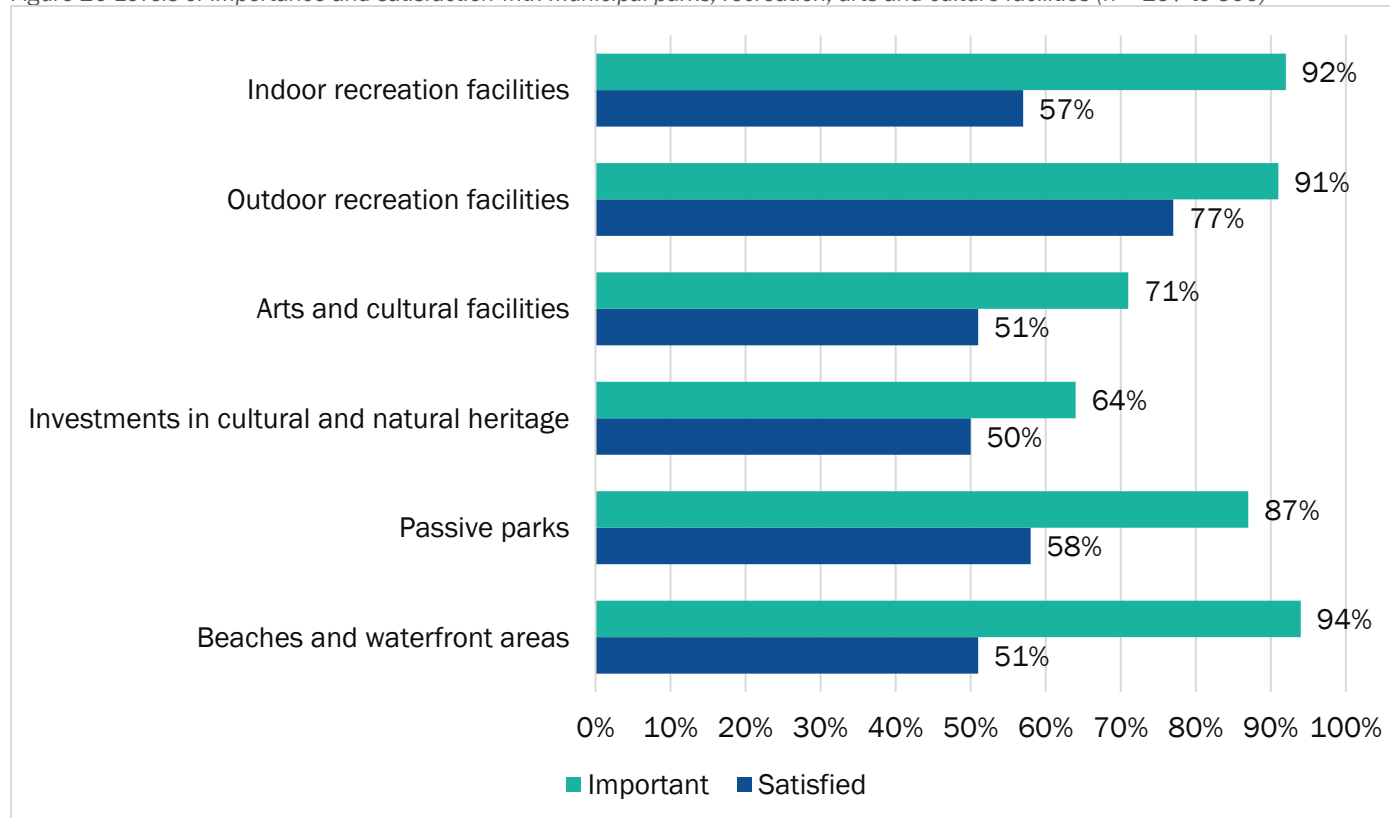
Respondents living in Kingsville for 10 years or more were more likely than respondents living in Kingsville for less than 10 years to be dissatisfied with Kingsville's beaches and waterfront areas.

Parks, Recreation, Arts and Culture Facilities

Survey respondents were provided with a list of six facility types and asked to rate their level of satisfaction with, and importance of, each. According to survey respondents, the three most important park amenities were: beaches and waterfront areas (94%); indoor recreation facilities (92%); and outdoor recreation facilities (91%). Levels of satisfaction were highest with outdoor recreation facilities (77%). Levels of satisfaction with all other facility types fell within an 8% range between 50% and 58% satisfaction.

For each of the six listed facility types, levels of importance are higher than levels of satisfaction, indicating a gap between expected and provided levels of service. The most notable gaps are seen in beaches, waterfront areas and indoor recreation facilities, suggesting that additional attention is required.

Figure 20 Levels of importance and satisfaction with municipal parks, recreation, arts and culture facilities (n = 297 to 300)



"Neutral" responses not shown.

Additional Investment

Survey respondents were asked to indicate their level of support for additional investment in a variety of parks, recreation, arts and cultural facilities (both indoor and outdoor). The chart on the following page illustrates the full results for all listed facilities. Note: results do not include: “neutral” responses and therefore may not add to 100%.

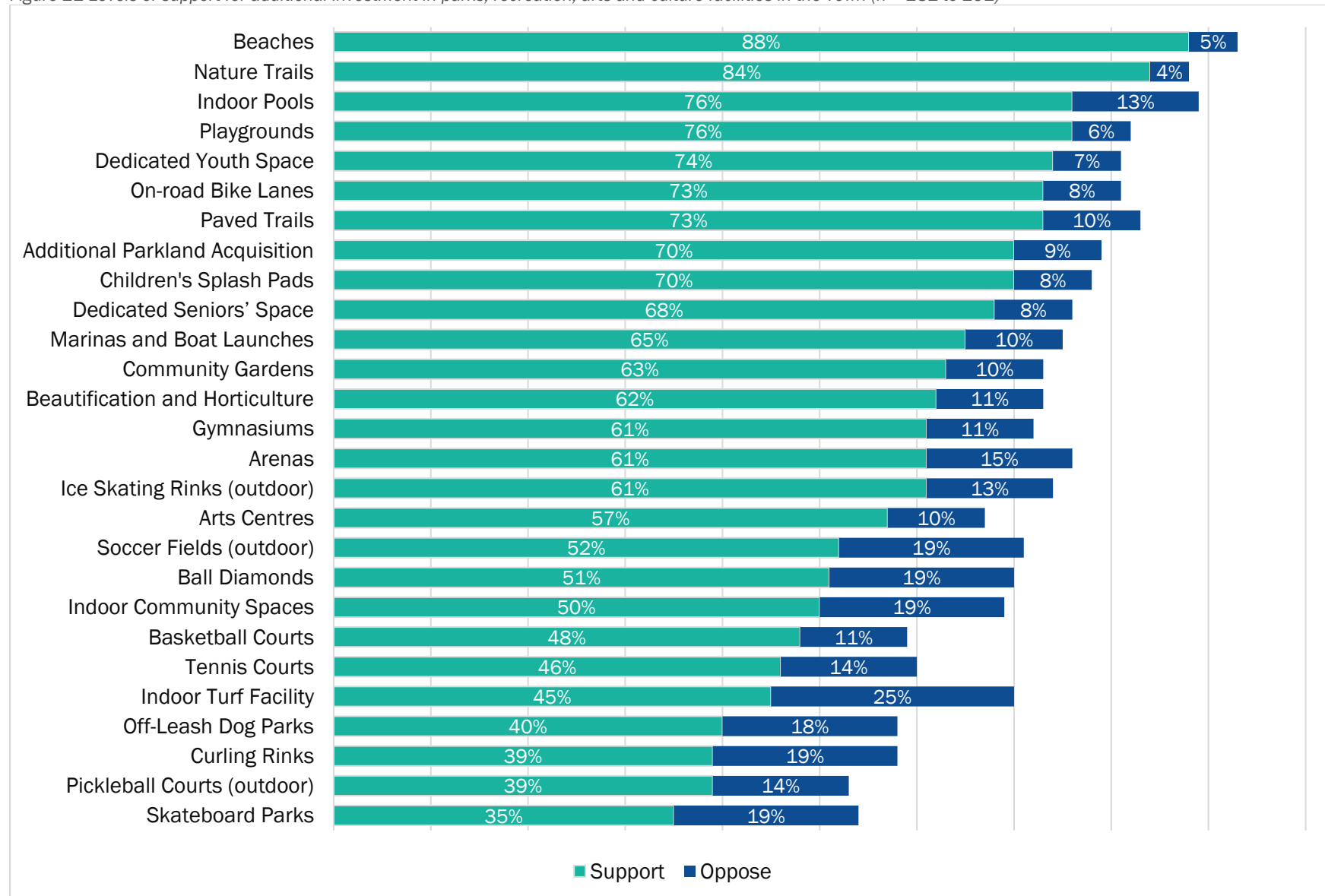
The facilities which received the highest level of support for additional investment were beaches (88%) and nature trails (84%). These were followed by: indoor pools (76%), playgrounds (76%), dedicated youth space (74%), on-road bike lanes (73%) and paved trails (73%). All of the facilities which ranked highest support unstructured, drop-in opportunities to participate in recreation. The results are also reflective of program areas and facilities identified previously as important (beaches, trails, etc.), missing (aquatic opportunities) and currently lacking (program opportunities for youth and young adults).

Conversely, the lowest-ranked facilities which received support from less than 50% of survey respondents were special-interest or team-sport facilities. These included: basketball courts (48%), tennis courts (46%), indoor turf facility (45%), off-leash dog parks (40%), curling rinks (39%), outdoor pickleball courts (39%) and skateboard parks (35%). Nevertheless, there may be demand for specialized facilities from those groups that participate most often. Despite lower representation for some facility types, it is possible that investment would result in increased use by those populations.

Respondents living closest to the urban portion of Kingsville were more likely than respondents living closest to Cottam or Ruthven to support investment in community gardens for food production.

Respondents living closest to Cottam or Ruthven were more likely than respondents living closest to the urban portion of Kingsville to support investment in ball diamonds and have participated in softball or baseball within the past 12 months.

Figure 21 Levels of support for additional investment in parks, recreation, arts and culture facilities in the Town (n = 281 to 291)

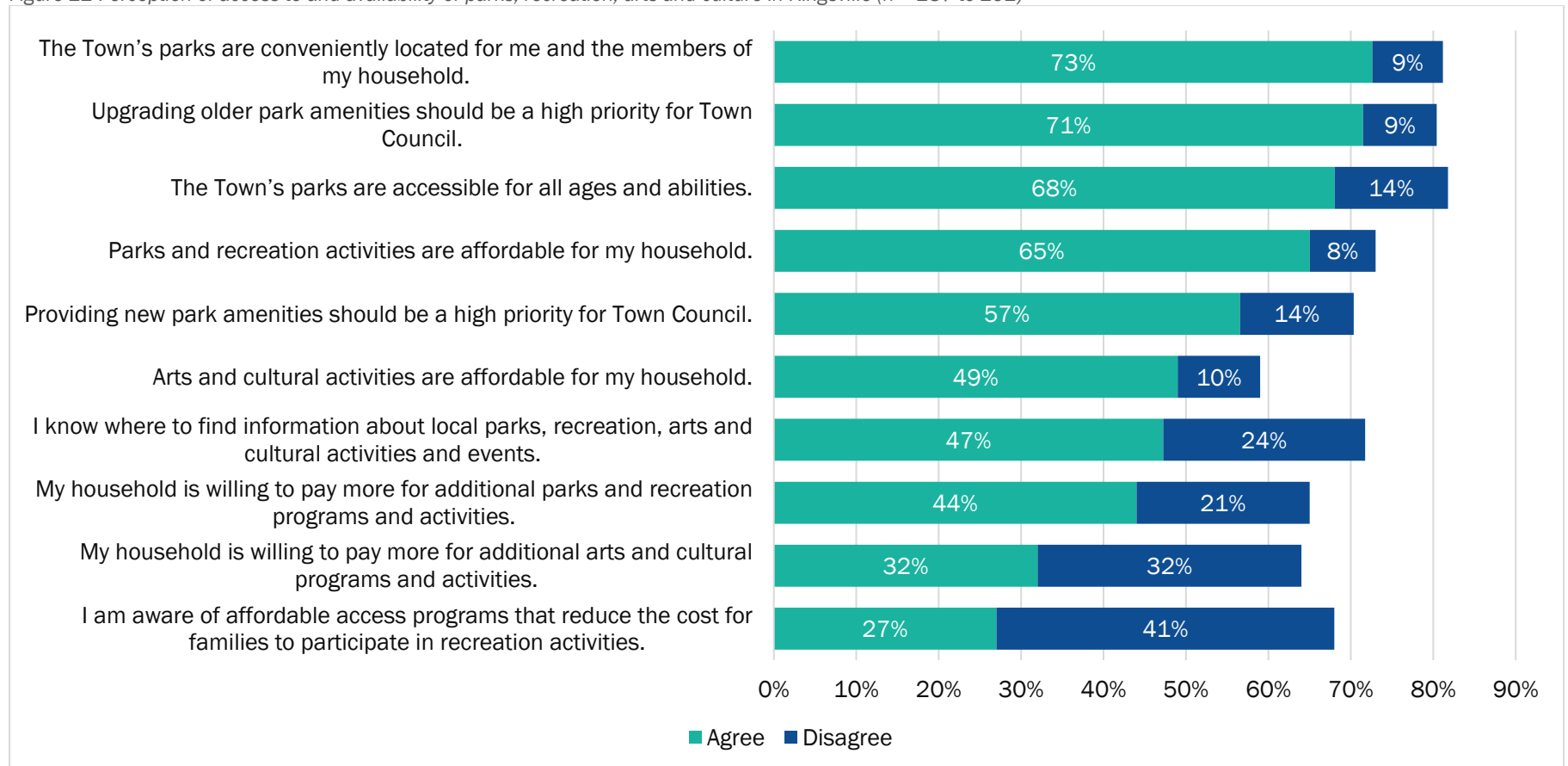


"Neutral" responses not shown.

Perceived Support (Opinion and Agreement)

Respondents were asked to indicate their level of agreement with a series of statements pertaining to availability, affordability and access to parks, recreation, arts and culture in Kingsville. Overall, parks and recreation-focused statements ranked higher and received more responses, indicating that these are a high priority for residents. According to these responses, areas for improvement in the town are communication / promotion and ensuring that opportunities are affordable. The three statements which received the lowest levels of agreement all focused on willingness to pay and knowledge of affordable access programs. These findings suggest that residents would be more willing and/or able to participate in parks, recreation, arts and culture opportunities if they could afford them or knew where to find financial support.

Figure 22 Perception of access to and availability of parks, recreation, arts and culture in Kingsville (n = 287 to 292)



"Neutral" responses not shown.

4.5 Stakeholder Input Sessions

The Town of Kingsville hosted several Stakeholder Workshops to support the development of the Master Plan. The purpose of the sessions was to engage key stakeholders, create awareness of the Master Plan and seek feedback on challenges and priorities related to parks, recreation, arts and culture programs, services and facilities. The sessions were facilitated by the consulting team and took place on November 13 and 14, 2018; they featured the same content and information.

Each session began with an overview presentation outlining the Master Plan process and additional opportunities for organizations, their members and others to get involved and share feedback. Following the presentation, participants took part in facilitated discussions guided by a series of questions related to the role of their organization, participation trends, challenges, needs and opportunities to work together. Nearly 70 organizations were invited to participate in the sessions. Of these, approximately 40 people representing 30 organizations participated in-person (see **Appendix A** for a complete list).

The following high-level summary synthesizes common themes that emerged from stakeholder feedback, organized by key themes. It is noted that very little interpretation or fact checking of statements made by stakeholders has been undertaken at this stage and, therefore, may not represent themes or directions of the Master Plan.

1) Current Strengths

The Town currently does very well to provide a wide variety of well-supported **community events and activities**. Stakeholders take pride in **community-delivered programs** (e.g., minor sports, sailing programs, beach volleyball, pickleball, yoga, seniors' activities, early years, community garden, etc.) and are satisfied with day-to-day **maintenance of parks** where the Town has direct oversight (i.e., no contracted services).

From an economic perspective, stakeholders appreciate the **community funding policy** and believe that community-delivered programs are affordable. In cases where cost is a barrier for participants (it was noted that childhood poverty rates are increasing across the County), the Pathway to Potential financial assistance program was identified as a strength.

2) Notable Trends and Barriers

The most commonly cited trend was the **changing population**; the average age of residents is increasing and there are more newcomers (many moving to Kingsville from larger urban centres) to the town. **Declining volunteerism** was another trend discussed by many stakeholder groups. Strong commitment exists from current volunteers, but many are overworked and this can cause burnout.

Transportation and awareness were two major barriers discussed by stakeholder groups. Many noted uncertainties over the location of the new super school, leaving some groups and decisions in limbo until that matter is settled. Another awareness barrier was knowledge of events and offerings in the town. Multiple groups stated they were unaware of current offerings either by other providers or the Town, resulting in duplication or gaps in programs and services. Transportation was noted as a barrier for many, particularly youth, seniors and those living in rural areas; access to transportation services helps some groups to increase participation and break down some of those geographic barriers.

3) Indoor Recreation Services

From a general recreation perspective, interest was expressed for a **multi-use facility** that can accommodate a variety of sports. This could vary to include anything from ice hockey to curling, soccer to baseball, pickleball to indoor walking. General design considerations for any future development (new and redesigned facilities) should employ **universal design principles** to enhance accessibility for all users. Stakeholders also expressed a desire for more **unstructured family activities** (indoor or outdoor).

The **curling club** is seeking a new facility and **arena users** indicated that prime time ice is at capacity. Curling Club members lost their facility in 2018 and have been dispersed throughout the county, but they remain active and look forward to finding creative solutions to address their needs (possibly through a multi-use facility). Stakeholders believe the current ice allocation process is effective, but the ability to use non-prime hours is limited and demand for skills development is growing. These factors, combined with future program growth, could generate additional demand that may not be able to be accommodated locally.

4) Parks and Outdoor Recreation

Many stakeholders discussed opportunities to improve upon or enhance existing parks. **Comfort amenities** such as shade, seating and washrooms were suggested by multiple groups. Additionally, informational and **directional signage** (e.g., walking routes, local history, natural heritage, etc.) were supported by session attendees. An enhanced focus on **environmental stewardship** and protection was also suggested. This could be accomplished through planting and maintenance of diverse and native species, interpretive / educational signage, butterfly or pollinator habitats, and naturalization initiatives.

Natural designs and **all-season use of parks** were also discussed by multiple stakeholder groups. Many were supportive of natural playgrounds and boasted the benefits of interactions with nature and incorporating risky play into children's environments. Similarly, many attendees would like to see more animation and use of parks for outdoor play in the winter months. This could be through outdoor ice rinks (natural or artificial), maintained walkways/trails and more community events.

Some specific communities and parks in the town garnered more discussion than others; these included Cedar Island and Beach, sports fields (e.g., ball diamonds, soccer fields), pickleball courts, Lions Park, as well as facilities in Cottam (specifically Ridgeview Park).

- Some felt that **Cedar Island Beach** is not well promoted – it was suggested that a strategy be developed to identify improvements (e.g., parking, basketball court, roadway, new shelter, beach accessibility, etc.) and enhance its function as a community park.
- **Sports field** users identified desire for: an additional full-size ball diamond in urban Kingsville; and improvements to soccer fields in urban Kingsville (e.g., storage space, lights on one field, shade, bike racks, parking upgrades, etc.).
- The active group of **pickleball** players has been working with the Town to build a new 4-court complex at the Kingsville Recreation Complex to accommodate current users and future growth. The group is seeking a formal agreement with the Town to solidify fundraising efforts.
- Support was expressed for the planned improvements to **Lions Park**, noting that it will fill a gap in playground distribution.
- Another concern identified by sports field users was **Ridgeview Park** in Cottam. Specifically, minor sports organizations in Cottam identified several longstanding concerns relating to the quality and maintenance of sports fields (i.e., Ridgeview Park). Groups feel that service standards in Cottam are inconsistent with those in urban Kingsville. These groups wish to be consulted further on the proposed / planned changes to Ridgeview Park (note: The Town has since begun a project to upgrade sports fields at this location).

Economic concerns were expressed by variety of stakeholder groups. Some discussed a desire for more transparency and/or consistency in application of fees (e.g., value for money and application of fee waivers). Another topic focused on economics and investment, as well as demand for additional staff and financial resources. As the town continues to grow and expand upon existing inventories, there were concerns that the staff burden will grow and upkeep of existing spaces may suffer. Many stakeholders expressed a desire to prioritize maintenance of existing Town assets over building new infrastructure.

5) Arts and Culture

Several passionate arts and cultural groups attended the sessions and believe that even though the Town is becoming more involved with culture and tourism, there is still a feeling that this area is under-resourced. Stakeholders identified a lack of cohesion and believe that rather than working independently (e.g., Arts Society, BIA, Migration Hall, the Town, restaurants and hospitality, etc.), they could collaborate to support arts and culture in Kingsville. Some suggested that a **Local Arts Council** (with its own strategic plan and integrated marketing plan) would help address this disconnect.

When discussing arts and cultural facilities, stakeholders agree that the **Carnegie Arts and Visitor Centre** is a great local resource and believe it could be better utilized. **Grovedale Centre** is highly anticipated, but several questions remain surrounding its function and future use; some felt that it could be structured to complement existing facilities if it had a stage and/or display space.

Within the county, Leamington was frequently cited as a municipality that has invested in its arts and culture community through their gallery, amphitheatre and other supports.

6) Awareness and Communication

Stakeholders would like to be better informed of programs, services, events, facilities and various providers in the town. **Consistent communication** was identified as a challenge for most groups; they believe that using multiple tactics is necessary to engage all users and providers (e.g., print, digital, word-of-mouth, etc.). It was suggested that regular information and networking forums (led by the Town and involving community organizations) would help to improve coordination, information sharing and future planning.

Another opportunity to disseminate information to residents and stakeholders (as suggested by participants) is enhanced use and promotion of the Town's **web calendar**. Attendees feel that more could be done to promote this and other resources for non-municipal events.

7) Working Together

Stakeholders are passionate, invested and engaged with the community. They are willing and interested in working more closely with the Town and one another to form partnerships and working groups to leverage resources and achieve maximum benefit for all. As a best practice, stakeholders suggested involving those with lived experience in decision-making and planning exercises, including the establishment of a youth advisory committee.

Additionally, it was suggested that the Town explore opportunities to **work with adjacent municipalities**. This may include coordination of events, cross-promotion of parks, recreation, arts and cultural activities in the County, or sharing of best practices and resources.

8) Best Advice for a Successful Master Plan

When asked to share their best advice for a successful master plan, stakeholders encouraged continued communication and enhanced promotion of parks, recreation, arts and culture. Once complete, the Master Plan should be available to review and download from the Town's website to promote awareness and buy-in from residents and stakeholders – many attendees were unaware that the Town prepared a Master Plan in 2013. The Plan should **establish a vision** and develop **recommendations to achieve it** (e.g., success for all). This includes transparent and evidence-based decisions from the Master Plan's recommendations, working in partnership with others (often with the Town as facilitator), and ensuring each recommendation has a sponsor / responsible party.

4.6 Public Information Session

A public information session was held at the Kingsville Recreation Complex on July 17, 2019 to present the draft Master Plan and seek feedback. Approximately 35 people attended the event, providing more than 20 unique comments. In addition, the draft Master Plan was posted on the Town's website for public review and comment throughout July 2019. All feedback received at the session and online has been considered in the finalization of this Master Plan. Common themes identified at this stage of consultation included:

- Interest in a **municipal gymnasium / multi-use recreation facility** (fitness, walking track, indoor pool, etc.)
- Support for additional **children's play facilities** (e.g., Mettawas splash pad, playground in Ruthven, outdoor basketball courts)
- Need to plan for the future of **Migration Hall** (in concert with school board)
- Enhanced promotion of **arts and culture**: programs, events, dedicated facilities
- Make sure that Plan is achievable and that timing aligns with **resources and staffing** (public support was expressed for additional staffing to address emerging needs)

4.7 Internal Consultation

Parks, Recreation, Arts and Culture Advisory Committee Consultation

As part of the Master Plan's development, the Parks, Recreation, Arts and Culture Committee (including three members of Town Council, three community representatives and two staff members) was assigned to act as the Project Steering Committee along with representation from the Town's Parks and Recreation Department. The Steering Committee was engaged in meetings with the Consultants to share their knowledge and expertise. They provided guidance, support and suggestions throughout the duration of the Master Plan project.

Staff Interviews

Municipal staff employed by departments related to the operation and programming of municipal parks, recreation, arts and culture within the Town of Kingsville were invited to attend interviews. All sessions were held at municipal facilities on August 16, 2018. The purpose of these sessions was to learn about the daily operations and functions of municipal departments supporting parks, recreation, arts and culture and discuss the status of recommendations from the 2013 Master Plan. Input from those sessions has been used to inform the Master Plan.

5 Master Plan Vision & Goals



This section identifies the strategic directions that guide the development and implementation of the Master Plan, as well as future decision-making relating to services and facilities in the Town of Kingsville.

This section identifies the strategic directions that will guide the development and implementation of the Parks, Recreation, Arts and Culture Master Plan, as well as future decision-making relating to services and facilities in the Town of Kingsville.

5.1 Strategic Foundation

Parks, recreation, arts and cultural opportunities are a large part of what defines the Town of Kingsville's quality of life. Local parks, facilities, programs and events contribute immensely to the individual wellbeing of the town residents. Continually improving the way in which the Town delivers parks, recreation, arts and cultural services in cooperation with the community is a key goal for the municipality.

The mission set out in the Town's **2017-2022 Strategic Plan** exemplifies the path forward for the corporation as a whole: "To make Kingsville a progressive and prosperous place." The vision established in the Strategic Plan – "Kingsville: A friendly and safe community: Proud of our past; excited about our future" – emphasizes active lifestyle opportunities for people of all ages.

Specific to parks, recreation and culture, the Town's Strategic Plan identifies the following:

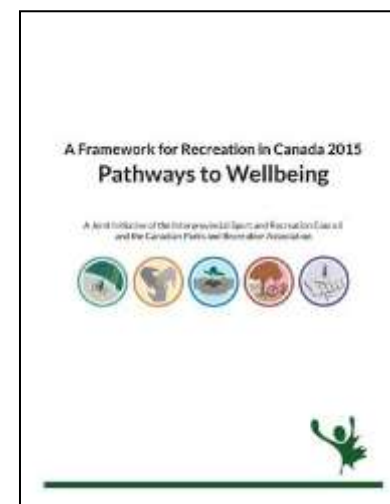
- Goal: Improve recreational and cultural facilities and opportunities within the Town of Kingsville.
- Objective: Provide cultural and recreational opportunities for residents and visitors.

In 2015, the **Framework for Recreation in Canada**¹ was developed by the Canadian Parks and Recreation Association together with Provincial/Territorial Parks and Recreation Associations and Provincial/Territorial Governments. The Framework supports coordinated policies and practices in recreation and related sectors in Canada. Its aim is to improve the wellbeing of individuals, communities, and the built and natural environments. The goals and related actions of the Framework are highly relevant to this Master Plan and should be considered by the Town of Kingsville in the establishment of its strategic actions and decision-making related to its parks, recreation, arts and culture system.

The goals of the Framework for Recreation in Canada are as follows; each goal is supported by a series of priorities:

1. **Active Living**: Foster active living through physical recreation.
2. **Inclusion and Access**: Increase inclusion and access to recreation for populations that face constraints to participation.
3. **Connecting People and Nature**: Help people connect to nature through recreation.

¹ <https://www.cpra.ca/about-the-framework/>



4. **Supportive Environments:** Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.
5. **Recreation Capacity:** Ensure the continued growth and sustainability of the recreation field.

5.2 Vision and Goals

A ‘vision’ is an inspiring statement describing an ideal future state. Setting a vision for the Town in the delivery of parks, recreation, arts and culture services is the initial step in setting a strategic path forward. A vision statement depicts how the Town wants to be viewed in the future and compels Council, staff and residents to work together to achieve the vision over time.

Based on supporting documents and public input, the following vision statement has been established to guide the development and implementation of this Master Plan:

Working together to deliver relevant and affordable parks, recreation and culture opportunities that strengthen our community and support healthy active living for all.

The Master Plan’s development and implementation are also guided by a series of goals that reflect the values and aspirations articulated by the Town and community at large. Together, the goals articulate the core directions that the Town and its partners should strive to achieve over time.

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Foster an Active and Age-Friendly Community
We will encourage community and individual wellbeing through accessible and inclusive leisure opportunities for people of all ages and abilities. 2. Work with Others to Expand Activity Choices
We will engage and support volunteers and community partners in the coordinated delivery of programs, services and events that maximize benefits to our residents and visitors. 3. Maintain our Existing Assets
We will commit to a high standard of maintenance and be a leader in sustainable infrastructure renewal and development. | <ol style="list-style-type: none"> 4. Plan for Emerging Needs
We will align investment with growth and promote parks and facility initiatives that support equitable access, participation and sustainability. 5. Grow Arts, Culture and Tourism
We will enhance and promote Kingsville’s unique arts and cultural experiences through strategic moves and coordinated efforts. 6. Promote Service Excellence and Financial Responsibility
We will demonstrate leadership and accountability through effective service practices and responsible fiscal management, including the pursuit of partnerships and outside funding. |
|--|--|

The following sections contain recommendations and actions aimed at achieving the proposed vision and goals.

6 Service & Program Assessment



This section identifies current strengths in the Town's service delivery model, in addition to areas that could be improved through the adjustment of program offerings, management practices, policies and operating procedures.

6.1 Municipal Role

Parks, recreation and culture services help to define the local quality of life and assist in attracting residents, visitors and business investment. As the town's population grows – including young families and older adults that have recently retired (baby boomers) – many residents will expect additional investment in the local parks, recreation and culture system, placing pressure on available resources and leading to difficult choices in resource allocation.

The Town of Kingsville currently takes a lead role in the planning, development, operation and maintenance of parks, trails, recreation facilities, major community events and a growing array of public program offerings. This core role is not expected to change, although this Master Plan has an opportunity to influence priorities and practices in these areas.

The strength and success of the local parks, recreation and cultural system lies in the Town's ability to work in partnership with the community to provide quality facilities, programs and events. In recognizing and utilizing the assets available within the community, the Town is able to leverage its role as a provider of parks and facilities while benefitting from the capacity of residents and community organizations. This requires collaboration between the Town, volunteers, non-profit providers, stakeholder agencies and the private sector, with each entity delivering skills in key areas.

Within this context, the following are the primary service delivery responsibilities of the Town's Parks and Recreation Department:

- a) Understanding changing demographics, community issues, and emerging trends
- b) Creating awareness of municipal services and engagement / participation opportunities
- c) Engaging the community in meaningful participation through planning, decision-making and service delivery
- d) Working to include all residents and advocating for marginalized individuals and groups
- e) Educating about and promoting the benefits of community services (e.g., greening and beautification initiatives, etc.)
- f) Determining service gaps and needed improvements (with an emphasis on enhancing community and individual wellness)
- g) Providing core facilities where gaps exist or the capacity is not present in the community
- h) Building and fostering partnerships with key providers and stakeholders in the delivery of services
- i) Playing an ongoing support role to community groups, volunteers and partners
- j) Delivering core programs focused on low-cost activities that promote community and individual health and wellness
- k) Supporting or facilitating social activities and events that promote community interaction, vibrancy and cohesion
- l) Advancing opportunities for arts, culture and heritage (supported by broader corporate initiatives)
- m) Developing effective and meaningful policies and procedures that enhance accountability and transparency
- n) Providing exceptional customer service

In order to properly fulfill its role in service delivery, the Town must continue to embrace a community development approach that builds and sustains participation as a result, while supplementing this through direct program provision where notable gaps in community capacity exist. This approach recognizes that the Town cannot (and should not) be everything to everyone; coordination of services and alignment with community priorities is critical to achieving this goal.

To support the Town's service delivery and community development efforts, it is recommended that decision-making be aligned with the Framework for Recreation in Canada (2015), which has been a guiding document for this Master Plan. The Town can create alignment with the Framework in several ways, such as: formally endorsing it at a Council level; referencing it within staff reports; using it to evaluate submissions to the Community Grant Fund; informing the annual budget process; embedding it within staff training and policy development; and more.

Another tool that may assist the Town in achieving its broad goals around access, inclusion, engagement and quality of life is the development of an Age-Friendly Community Plan. These plans are being prepared by many municipalities in Ontario in reference to the World Health Organization's (WHO) eight dimensions of an age-friendly community. Although designed to help seniors "age actively", age-friendly planning extends to residents of all ages. As front-facing community services, parks, recreation and culture can enhance a community's age-friendliness in a number of ways, although these plans extend beyond these services into other areas of municipal responsibility. Key concepts that are supported by both age-friendly planning and contemporary leisure planning include maximizing social and civic participation, promoting access and inclusion for all, offering age-appropriate services and supports, and more. Age-friendly status would not only help to improve the accessibility and responsiveness of local services, but it would also allow the Town to promote itself as a forward-thinking community, thereby enhancing its economic development efforts.

Recommendation & Actions

1. **Continue to solidify the Parks and Recreation Department's role as a park/facility provider, community-wide event coordinator and program facilitator through consistent messaging in all communications, budgeting, policies and procedures.**
 - a) **FRAMEWORK FOR RECREATION IN CANADA:** Align service delivery priorities and decision-making with the goals of the Framework for Recreation in Canada (2015), which include: Active Living; Inclusion and Access; Connecting People and Nature; Supportive Environments; and Recreation Capacity.
 - b) **AGE-FRIENDLY PLANNING:** Prepare a municipality-wide, multi-departmental Age-Friendly Plan to identify policies, services and structures that assist seniors and residents of all ages to lead healthy and active lives and stay involved in the community. This may require additional and/or external resources.

6.2 Funding and Service Levels

Community expectations are changing, influenced by expanding service levels in nearby municipalities and new residents that formerly lived in larger urban centres. The Town of Kingsville has responded to some of these needs through the recent expansion of events and recreation programs (both direct and partner-delivered), playground renewal and the Grovedale House, among others. Several park projects are in the planning stages, but are not fully funded.

The Town's infrastructure is also aging, and this will require increased capital investment into the future. To offset these costs, the Town must consider the degree to which funding will be available from community contributions (e.g. taxes, capital reserves, funding, etc.) in addition to external funding (e.g. grants, donations, etc.). As per the Town's Community Grant Fund, upgrades and facility creation or renewal should not be the sole responsibility of the Town and it is important to explore cost sharing arrangements with local groups, private businesses and service clubs.

During the public consultation phase, questions were raised about how Kingsville compares to other communities in relation to funding parks, recreation and cultural services. The Province of Ontario, through Financial Information Returns² submitted annually by municipalities, tracks and publishes data on municipal spending, revenue and resources. This data can be used to illustrate the level of financial support provided to parks, recreation and cultural assets and services by municipalities within the County (excluding the City of Windsor and Township of Pelee).

Prior to examining the cost, revenue and staffing levels of lower-tier municipalities in Essex County, it is important to consider general levels of service. At a high-level, these can be illustrated by the existence of major facilities and capital assets, as venues such as arenas and pools are substantial cost centres with more significant staffing obligations.

Compared to other municipalities in the county, the Town of Kingsville generally has fewer parks, recreation and cultural amenities per capita; as a result, per capita funding/staffing levels are significantly lower, as are overall municipal tax rates. Amongst the comparator group, the Town of Kingsville has by far the lowest per capita value of tangible capital assets (\$436 versus \$1,270). Further, Kingsville is the only area municipality without a pool (indoor or outdoor) and only one without multiple indoor ice pads.

² Ontario Ministry of Municipal Affairs, Financial Information Returns, 2017. <https://efis.fma.csc.gov.on.ca/fir/Welcome.htm>. Accessed November 2018

Table 3: Tangible Parks, Recreation and Cultural Capital Assets – Lower-tier Municipalities in Essex County

Municipality	Major Facilities	Net Book Value of Tangible Capital Assets (2017)	Capital Asset Value Per Capita
Amherstburg	Twin Pad Arena, Indoor Turf, Outdoor Pool	\$26,559,403	\$1,211
Essex	Twin Pad Arena, Single Pad Arena, Indoor Pool, Gymnasium	\$26,565,523	\$1,301
Lakeshore	Triple Pad Arena, Indoor Pool, Gymnasium	\$71,587,717	\$1,955
Lasalle	Twin Pad Arena, Indoor Pool, Fitness Centre, Outdoor Pool	\$23,132,584	\$766
Leamington	Twin Pad Arena, Indoor Pool, Gymnasium, Fitness Centre	\$31,095,369	\$943
Tecumseh	Twin Pad Arena, Outdoor Pool	\$31,043,963	\$1,336
Group Average	–	\$34,997,427	\$1,270
Kingsville	Single Pad Arena	\$9,387,028	\$436

Schedule 51, Financial Information Returns (2017)

Major Facilities sourced from municipal websites

Per Capita Values calculated using the 2017 municipal population estimates contained in Table 4

As shown below, the Town of Kingsville's average municipal tax amount (all services, including parks, recreation and culture) per residential household in 2017 was 26% lower than the comparator group (\$1,361 versus \$1,830).

Table 4: Municipal Population and Tax Comparison – Lower-tier Municipalities in Essex County

Municipality	Population (2017)	Households (2017)	Average Municipal Taxes Per Household* (2017)
Amherstburg	21,936	8,951	\$1,969
Essex	20,427	8,694	\$1,458
Lakeshore	36,611	12,502	\$1,732
Lasalle	30,180	10,989	\$2,467
Leamington	32,991	13,145	\$1,467
Tecumseh	23,229	8,384	\$1,943
Group Average	27,562	10,444	\$1,830
Kingsville	21,552	8,762	\$1,361

* lower-tier/residential only

Schedules 2 and 26, Financial Information Returns (2017)

The Town of Kingsville's annual per capita spending on parks, recreation and cultural services and facilities is 47% lower than the comparator group (\$131 versus \$245). The volunteer efforts in Kingsville are one of several likely contributors to this finding and provide value to taxpayers, but may also indicate a lower overall level of service and/or fewer tangible assets. For example, the provision of indoor and outdoor pools in several other municipalities has an impact on both expenses and revenues.

Table 5: Annual Spending on Parks, Recreation and Cultural Services and Facilities

Comparison	Annual Expenses (2017)	Per Household	Per capita
Group Average	\$6,763,738	\$648	\$245
Kingsville	\$2,826,893	\$323	\$131

Schedule 40, Financial Information Returns (2017)

The Town of Kingsville's annual per capita revenue associated with parks, recreation and cultural services and facilities is 67% lower than the comparator group (\$25 versus \$74). This demonstrates the affordability of facility rentals and related services, as well as the mixed service delivery system that helps to keep costs down for user groups and residents.

Table 6: Annual Revenue (User Fees & Service Charges) Associated with Parks, Recreation and Cultural Services

Comparison	Annual Revenue (2017)	Per Household	Per capita
Group Average	\$2,036,571	\$195	\$74
Kingsville	\$530,532	\$61	\$25

Schedule 12, Financial Information Returns (2017)

Across all comparator communities, expenses outpaced revenues, underscoring the subsidy that is afforded parks, recreation and cultural services. In 2017, the Town of Kingsville recovered 19% of its expenses through revenues, while the average for the comparator group was 30%. This is indicative of both the lower than average revenue base in Kingsville, as well as the lack of flexibility in base operating costs (i.e., cost of entry into the market).

In terms of staffing levels, the Town of Kingsville's annual per capita spending on personnel for parks, recreation and cultural services is 52% lower than the comparator group (\$48 versus \$100). Furthermore, the number of employees (full time equivalents, estimated) is approximately 280% lower in Kingsville. Staffing levels are one reason why the Town's operating costs for parks, recreation and culture are lower than the comparator group. Less staff typically results in lower service levels.

Table 7: Salaries, Wages and Employee Benefits for Parks, Recreation Facilities/Programs and Cultural Services (subset of total expenses)

Comparison	Annual Staffing Expenses (2017)	Per Household	Per capita
Group Average	\$2,744,825	\$263	\$100
Kingsville	\$1,024,339	\$117	\$48

Schedule 40, Financial Information Returns (2017)

Table 8: Employees for Parks, Recreation Facilities/Programs and Cultural Services

Comparison	Full Time	Part-Time	Seasonal	FTE (estimate)	Population per Employee
Group Average	14	76	40	40	698
Kingsville	7	14	5	11	1,959

Schedule 80, Financial Information Returns (2017)

These findings consistently demonstrate below average staffing, resourcing and spending levels on parks, recreation and cultural services in Kingsville compared to other municipalities in Essex County. While this translates into higher levels of affordability, it also limits the Town's ability to address growing community expectations. For the Town to substantially improve operational and capital aspects of its parks, recreation and cultural system and to provide an equitable level of service across the municipality— as recommended in this Master Plan— additional funding will be required.

Recommendation & Actions

2. **Encourage long-term financial sustainability through the cost-effective and efficient management of resources, appropriate application of user fees and the securement of external funding.**
 - a) **SERVICE REVIEW:** Regularly undertake internal reviews of existing services and emerging pressures, with comparisons to similar municipalities. Report these results to the community to illustrate the value of services to taxpayers.
 - b) **TRUE COST ACCOUNTING:** Identify the true cost to deliver parks, recreation and culture services (including direct and indirect costs) to support evidence-based decision-making and tracking of performance over time.

Note: Recommendations and actions related to user fees are contained in Section 6.6. Additional recommendations and actions related to funding are contained in Section 10.

6.3 Programming and Events

Community expectations are increasing, particularly as new residents move to Kingsville. Many of these new residents are older adults that have lived in larger communities that have a greater range and sophistication of urban services and programs. This expectation gap is particularly evident in the areas of program delivery and facility development, including for children/youth and the growing population of older adults and seniors.



The Parks and Recreation Department is a key facilitator of community events, seasonal sports and community development. Year after year, the Town of Kingsville has increased its provision of direct programming in response to growing community demand. Examples of Town-provided programs are listed below, many of which are offered in partnership with local groups (a more detailed inventory can be found in **Appendix B**):

- **Children's Programs** (e.g., pottery/art classes, parent and tot activities, camps, KinderGym, cooking classes, etc.);
- **Youth Programs** (e.g., after-school program, volleyball camp, babysitting courses, cooking classes, etc.);
- **Adult and Older Adult Programs** (e.g., pottery/art classes, fitness programs, cooking classes, First Aid and CPR courses, etc.); and
- **Community / Family Programs** (e.g., movie nights, public skating and shinny, festivals, etc.).

The Town also hosts a number of popular events each year, such as the Fantasy of Lights Festival, Migration Festival, Cottam Horse Show, Ruthven Apple Festival, Folk Festival, Highland Games, Tall Ships (2013, 2015 and 2019) and more. These are frequently cited as a strength and contribute to the area's high quality of life. Recognizing the importance of these events to community pride and enhancement, it has long been a goal of the Town to support and nurture these events in partnership with the community.

The Town works with the community to ensure that all residents, regardless of age and ability to pay, have equitable access to an appropriate range of parks, recreation and cultural services. Despite the Town's direct program offerings, there remains a heavy reliance on community volunteers and other organizations. During the term of this Master Plan, the focus should be on building on the Town's role as a program facilitator through a strengths-based approach. This model means that the Town first reaches out to qualified providers to work together to offer programming of an appropriate scale and scope, then filling the gaps themselves only when truly able and necessary.

The Town's Parks and Recreation Department is supportive of activities that promote healthy living, physical activity and basic skill development for residents of all ages. In making decisions to support and promote activities, the Town should **prioritize opportunities** that align with the Framework for Recreation in Canada, including those that:

- focus on children/youth, older adults/seniors and families;
- are affordable and accessible;
- incorporate physical literacy into child and youth activities;
- support healthy living and healthy aging;
- strengthen community partnerships;
- support unstructured and self-scheduled activities;
- optimize the use of municipal parks and facilities; and
- allow people to connect with nature and be good environmental stewards.



As a strategic planning document, this Master Plan identifies program and activity types for further consideration by the Town based on broad community input and strategic directions. With this in mind, interest in the following **potential program areas** – identified through local community research – may be explored further by the Town:

- arts, culture and heritage programming, including activities at the new Grovedale House;
- indoor active programming (pickleball and other sports, training, fitness/wellness);
- outdoor seasonal/self-directed activities (group fitness classes outdoors during the warmer months can activate park spaces and benefit participants);
- trail-based programming and environmental stewardship opportunities / education;
- social and learning activities (e.g., seniors' mentorship and multi-generational programming); and
- food, nutrition and cooking.

Recommendation & Actions

3. **Continue to employ an asset-based community development approach in program delivery, whereby the focus is on building capacity within local organizations and becoming involved in direct provision of targeted services only where suitable community partners do not exist.**
 - a) **UNDER-SERVED GROUPS:** Establish and grow locally-appropriate programming for under-served groups, including children/youth, adults/older adults, families, low-income households and those living in rural areas.
 - b) **COMMUNITY EVENTS:** Continue to support and seek opportunities to enhance community events and initiatives that promote social cohesion, community pride, and increase awareness of local traditions and talents.
 - c) **PROGRAM PARTNERSHIPS:** Undertake a review of existing and potential partnerships and identify areas of potential future expansion in conjunction with local service providers and volunteers (e.g., Public Library, service clubs, organizations, etc.).
 - d) **PROGRAM AND EVENT STRATEGY:** Develop a Program and Event Strategy that more fully defines the Town's role in program and event facilitation, support and delivery. This may include the establishment of criteria for evaluating partnerships, developing quality program standards, priorities for investment and more.

6.4 Staffing and Governance

The Parks and Recreation Department is led by a Program Manager that is responsible for the facilitation of partnerships encompassing community organizations, service clubs, sports and cultural groups, volunteers, residents and businesses. This position encourages and guides community stewardship and participation as well as being the single point of contact for the Department to assist with all community-driven initiatives, as well as implementation of many aspects of this Master Plan. The Program Manager is also responsible for the delivery of departmental and corporate special events and festivals, securing funding through grants and sponsorship opportunities, and recruiting and

managing volunteers. The organizational structure is uncommon, with the Program Manager reporting directly to the CAO rather than a director position as is typical in many municipalities.

Stakeholder consultation indicated that the separation of programs/events (Parks and Recreation Department), parks/facilities (Municipal Services Department), culture/tourism and communication responsibilities (CAO's Office) across the Corporation sometimes creates inconsistencies, gaps and duplications. This matter has been acknowledged through the Town's Strategic Plan, which recommends a municipal-wide review of human resources to identify peaks and valleys in operating cycles. Enhanced organizational processes or possible realignment may be considered to improve coordination and position the Town for success in the future (e.g., succession planning, quality assurance, resource gaps, etc.). Steps have recently been taken to address some of these concerns, such as consistency in maintenance and service standards. The findings and recommendations of this Master Plan should be considered as part of the Town's organizational review.

Internal and external input suggests that the staffing complement responsible for parks, recreation and culture services is under-resourced. As the population and work volumes (e.g., events, parkland and assets, etc.) have increased in recent years, staffing levels have not materially changed. Increasing expectations and new opportunities are also placing pressure on current resources and the Master Plan is recommending a considerable number of initiatives that will require additional expertise. This is an area that requires immediate and sustained attention.

While a detailed staffing review is beyond the scope of this Master Plan, some areas experiencing – or soon to be experiencing – pressure include (but may not be limited to):

- Operation of the Grovedale House (opening 2019)
- Program Development and Instruction (with a focus on health and lifestyle programming)
- Event and Tournament Support (coordination, set-up, maintenance, etc.)
- Specialized Maintenance (e.g., beautification, beaches, etc.)
- Extending Service Hours at Kingsville Recreation Complex
- Maintenance of New/Future Parks and Facilities

A sustained and strategic approach to addressing the staffing requirements of all departments involved in parks, recreation and culture is required over the longer-term. In late 2018, the PRAC Committee put forward a motion to add two full time Parks and Recreation positions to help address pressures relating to events, tournaments and increased programming; however, this was not implemented. These positions are well justified and would assist in meeting current and short-term demands in several areas. It is a goal of the



Department to develop a five-year outlook for staffing and operations; due to the seasonality of work and succession planning outcomes, cross-training initiatives should be considered. The Department's staff development and training plan should also continue to be a priority to ensure that services are delivered by a qualified and high performing staff team.

In terms of governance, the Town's Parks, Recreation, Arts and Culture (PRAC) Committee reports directly to Town Council on matters under their purview. The PRAC Committee currently consists of six members, including three elected officials and three lay representatives from a cross-section of the municipality. The committee does not have any delegated authority; recommendations requiring implementation or expenditures must first be considered by Council. The purpose of the Committee is to advise and assist the Town in promoting parks, recreation, and cultural activities, identifying capital requirements, providing advice in terms of programs and services, as well as acting as a direct conduit to community organizations. The Master Plan is reviewed each year by the Committee and forms the basis for annual work plans.

PRAC is supported by several other committees with varying representation, such as Migration Fest, Fantasy of Lights, Communities in Bloom, Highland Games and more. The Town is currently undertaking a corporation-wide Committee Review to determine effectiveness of the current structure. Some municipalities have had success in combining youth and older adults within a community-wide committee to address age-friendly initiatives as a collective. This format recognizes the contributions of all ages and fosters intergenerational opportunities. As part of the Committee Review, there may be merit in testing the concept in Kingsville.

Recommendation & Actions

4. **Ensure that parks, recreation and culture staffing levels, resources and competencies keep pace with growth and changing responsibilities.**
 - a) **ORGANIZATIONAL STRUCTURE:** Consider the findings and recommendations of this Master Plan as part of the Town's organizational review.
 - b) **STAFFING PLAN:** Develop a five-year outlook for growing parks, recreation and culture staffing and operations, with consideration to existing and emerging pressures, seasonal work, cross-training initiatives, succession planning, etc.
 - c) **GOVERNANCE:** As part of the Town's Committee Review, explore interest in establishing an Age-Friendly Committee to support activity for residents of all ages.

6.5 Policies and Procedures

Policies, procedures, by-laws and guidelines are necessary to ensure effective, orderly and transparent delivery of services. As the scope of municipal services grows and new issues arise, the review and enhancement of existing policy tools (both internal and external) is required. The list is broad – from customer service to facility allocation, from fees and charges to parkland dedication, from health and safety to in-kind services and many more. While the Town has many policies and standard operating procedures in place relative to parks, recreation and culture, appropriate staff resources are required to monitor and respond to the changing operating and legislative environment.

On a related note, the Town has few formal processes and performance metrics in place for parks, recreation and culture beyond the required provincial reporting. Keeping in mind the old adage – “what gets measured gets done” – it is important that the Department seek ways to capture the benefit of its services and programs and illustrate the value to residents and the local economy. Important metrics may include level of investment, participation rates, event attendance, grants leveraged and user satisfaction. This approach will enable staff to easily compare performance year-over-year in relation to pre-established targets.

Our observations also suggest that the Town is not leveraging technology to its fullest extent, though they have recently procured new facility management software that will assist the Town with a wide range of duties relative to administration, registration and booking, scheduling, invoicing, work management, reporting and more. This will help to address the strong reliance on key individuals and paper-based systems, which can be problematic when coping with staff absences or variable work locations.

Recommendation & Actions

5. **Establish and update policies and protocols to assist staff in standardizing internal processes and delivering consistent customer experiences.**
 - a) **POLICY AUDITS:** Undertake regular reviews of municipal parks, recreation and culture policies and guidelines to ensure that they are up-to-date, accurate and appropriate. Steps should be taken to address gaps in policies and procedures, where applicable.
 - b) **PERFORMANCE MEASURES:** Identify key performance indicators and targets that illustrate the value of parks, recreation and culture services. Report these figures to the community on an annual basis.
 - c) **TRACKING USAGE & PARTICIPATION:** Collect registration data annually from all organizations that use Town parks and facilities. Monitor utilization to assist in tracking trends, changing demands and allocation.

6.6 Rates and Fees

User fees ensure that a portion of direct costs are borne by users, rather than the general tax base. To address concerns relating to affordability, the Town of Kingsville (like most County municipalities) helps low-income residents apply for external support through agencies like Pathway to Potential (P2P) and Canadian Tire Jumpstart. These financial assistance programs are based on an “ability to pay” framework and apply to individual registrations within Town programs and those offered by many community organizations. The Town has made good strides in generating awareness of the P2P program as it was fully subscribed in 2018, which underscores the degree of need in the community. Demand for financial assistance programs should be monitored and reported on annually, with pooled funding adjusted accordingly to ensure that participation barriers are mitigated. Development of a Town-sponsored financial assistance program may be considered if existing models prove to be unable to meet local needs.

The Town of Kingsville’s rates and fees for the rental/use of municipal facilities and sports fields are reviewed annually and regularly updated based on inflationary factors. As is appropriate, the fees show sensitivity to what surrounding municipalities and service providers are charging and what the market will bear. Reduced rates are typically available for off-peak times and for populations that typically experience affordability challenges, such as children and youth. A standardized approach to fee waiver requests was established in 2018, requiring groups to request fee waivers directly from Council via resolution or through the Community Grant Program. The effectiveness of this fee waiver approach should be monitored and reviewed at least every five years.

As is the case with all municipalities, Kingsville’s parks and recreation services are subsidized as rates and fees do not achieve full cost recovery. The Town has made a conscious decision to subsidize parks, recreation and cultural services through funds from general taxation, which reflect the public benefits that community services have to offer. Nevertheless, most municipal parks and recreation departments are feeling pressure to enhance cost recovery levels. Stakeholder and public input suggest that most local activities are relatively affordable – 65% of survey respondents agreed that “parks and recreation activities are affordable for my household”, although this declined to 49% when asked about “arts and cultural activities”. While this suggests that there may be some opportunity to reduce municipal subsidies for some activities (e.g., higher quality sports fields), it will also be important to ensure affordability as the Town expands its arts and cultural programming through the opening of the Grovedale House.

Recommendation & Actions

6. **Ensure the fair, equitable and transparent determination and application of rates and fees to offset costs associated with dedicated access and services.**
 - a) **RATES AND FEES:** For parks and recreation items within the Fees and Charges By-law, maintain the practice of annual inflationary adjustments and consideration of broader cost impacts. Where applicable, significant changes should be phased in over multiple years.

- b) **FINANCIAL ASSISTANCE:** Monitor demand for financial assistance programs and adjust funding levels as necessary to ensure that participation barriers are mitigated. Opportunities to extend funding to indirect/partnered programs should also be explored.
- c) **COST RECOVERY:** Consider establishing minimum thresholds for cost recovery to assist in the establishment of rates and fees.
- d) **FEE WAIVERS:** Monitor the recently-established fee waiver protocol (which helps to offset costs to community groups providing eligible activities or events) to ensure that it is consistent and effective.

6.7 Working with Others

Partnerships are a key tool in the provision of parks, recreation, and cultural opportunities. The Town currently works with a number of partners to ensure its residents have access to services that are beyond its scope, including Essex County Library, ACCESS County Community Support Services, Essex County Conservation Authority, Kingsville BIA, school boards, advisory committees, volunteer groups (such as minor sports associations, service clubs, horticultural society, etc.) and private businesses. It is important that that the Town regularly meet with its partners to discuss successes and challenges of the partnership and to assess opportunities for future alignment.

There are numerous organizations that may be good candidates for partnership, but care must be taken to ensure that both the Town and the partner are benefitting from the relationship. As identified in the 2013 Master Plan, there are several criteria that should be considered prior to entering into a relationship with any entity (public, not-for-profit, private, etc.). At a minimum, the Town should consider:

- the degree to which the proposed partnership is consistent with the municipality's mandate and philosophies;
- that there is a role for the Town to play in the provision of the program or service (e.g., facility provision, promotion, coordination, etc.);
- whether there is a quantifiable or justified need for the service in the community;
- that the service can be sustainably accommodated within the Town's long-term capital and/or operating resources;
- whether the partner is sufficiently capable / qualified (e.g., financially, staffing, internal expertise, etc.) to be able to deliver the service over the long-term, and in compliance with legislated policies and municipal standards;
- the level of risk (e.g., financial, liability, etc.) and how this will be managed by the partner or the Town;
- whether the partner can provide the service on a sole source basis; and/or
- agreeing upon terms, conditions, standards and responsibilities for all parties involved.



Like many communities, Kingsville may be pressed to provide facilities or services that do not currently have sufficient demand to warrant municipal involvement (or that are not typically provided by the municipal sector). Requests may arise for expanding existing facilities or for delivering a new service. When requests are brought forward for investment in non-traditional, emerging and/or non-core municipal services, the Town should evaluate the need for these pursuits on a case-by-case basis through a proponent-led business plan.

It is the Town's role to facilitate and foster partnerships in the delivery of high-quality parks, recreation, and cultural services to the mutual benefit of Kingsville and its residents. Part of this requires the Town to continue to implement a community development approach that builds the capacity of volunteers and local service providers in order to facilitate the delivery of responsive and sustainable programs. If done effectively, this approach will encourage organizations and volunteers to grow to a point where they can function autonomously and with minimal support from external agencies. Examples of facilitating community development locally may include:

- continuing to support organizing committees in the provision of special events;
- helping groups to generate awareness of their services through marketing/promotion efforts;
- assisting groups to maintain their services through grant programs;
- assisting groups with volunteer recruitment, training, recognition and succession planning;
- upgrading municipal facilities through capital investment; and
- facilitating partnership arrangements to provide programs and access to facilities.

Community development requires a continued reliance on the volunteer sector for program delivery. Nationwide research suggests that volunteer involvement has stagnated. This is significant for a community such as Kingsville that requires these resources to deliver programs, organize community events and fundraise. Should volunteer involvement decline, residents will look to the Town to assume many of these responsibilities. Due to their important role within the community, it is imperative that priority continue to be placed on the recruitment, training and recognition of volunteers. The Town typically recruits volunteers on an event-specific basis (with many returning year after year) and posts volunteer opportunities on their website.

Recognition of the achievements and efforts of volunteers is also of great importance as it can serve as incentive for involvement as well as aid in the retention of existing volunteers. While the Mayor hosts an award recognition program for businesses, a similar event is not held for community volunteers. Such an initiative could include a recognition event, small gifts, certifications and public listing of volunteer names and achievements.

Recommendation & Actions

7. **Pursue partnerships and sponsorship opportunities to reduce reliance on tax dollars in providing quality parks, recreation, and cultural services in Kingsville.**
 - a) **ACCESS TO SCHOOLS:** Work with other providers to maximize public access to community and recreation opportunities within existing and new schools.

- b) **MUNICIPAL COOPERATION:** Continue to engage adjacent municipalities on initiatives that improve collaboration and promote access to regional services for Kingsville residents.
- c) **UNSOLICITED PROPOSALS:** Require proponents of unsolicited proposals for non-core services to prepare business plans for the Town's consideration. Use a standard set of criteria to evaluate municipal participation in proposals from outside interests.
- d) **VOLUNTEER RECOGNITION:** Create a volunteer recognition and annual awards program to celebrate outstanding achievements and contributions to parks, recreation and cultural services in Kingsville (in addition to the current Kingsville Business Recognition Awards).

6.8 Communications and Marketing

Knowledge and awareness are frequently cited as barriers to participation in leisure activities. Discussions with stakeholders found a desire for local groups to be consulted on issues affecting them, as well as greater sharing of information (including the ability to post non-municipal events on the Town's online calendar). These are common requests in most communities, as getting word out to all residents can be difficult. The Town and its partners have made strides in attempting to do so through the Activity Guide, newspapers, posters and roadside signs; the Town has also recently updated its website and expanded social media presence.

The Parks and Recreation Department maintains social media accounts that are distinct from the Town of Kingsville corporate accounts – essentially a “hub and spoke” approach where the primary Town accounts promote, share or tag posts from various sub-accounts. This helps residents to filter posts that are specific to their interests, while still allowing opportunity to share information more broadly to those seeking it. Cross-posting of non-competing programs and activities in adjacent communities may also be considered to assist in meeting demands that cannot be satisfied locally. Although the Department maintains a high degree of autonomy for its online communications (the Town's Strategic Plan supports an online presence for all services), it is important that the Town establish protocols that apply Corporation-wide; this should be addressed through the Town's forthcoming Communications Strategy.

The Town's 2017-2022 Strategic Plan identifies the development of a Communications Strategy as a priority, recognizing that a variety of tactics – new and old – are needed to share information and enhance community engagement. The key for the Town will be ensuring that consistent and accurate messages are put out into the community in formats that are accessible to as many residents as possible. Building on the “In Motion” brand should be explored, with sustained messaging around active living, connecting with nature and other goals of the Framework for Recreation in Canada. Continued promotion and access to the Town's online calendar is also recommended.

An open line of communication with community groups is necessary to ensure that issues, ideas, concerns, suggestions, needs, etc. are voiced and addressed. To this end, the previous Master Plan recommended that the Town host regular meetings with community organizations and the public to collectively discuss issues and opportunities related to service delivery, community needs, marketing and promotion and overall communication. While this matter is partially addressed by the Mayor's Roundtable discussions, sport user group meetings and the PRAC Committee, stakeholders continue to identify a need for regular information and networking forums, suggesting that more opportunities

should be sought. At a minimum, public and stakeholder engagement should be a mandatory requirement for all major capital projects and decisions impacting the community and user groups.

On the previous point, one suggestion raised by stakeholders is to organize focus groups to gather information and ideas on challenging subjects or other specific topics that would benefit from public discourse. Examples identified through the consultation program included: healthy active living; trend-watching; communications (e.g., improving the Activity Guide); networking; and service planning. It was evident that stakeholders benefitted from their engagement through the Master Plan and many wanted to continue the conversation with like-minded interest groups through ongoing dialogue.

Recommendation & Actions

8. **Continue to utilize and enhance a variety of communication tools to promote parks, recreation and culture services, with guidance from the Town's forthcoming Communications Strategy.**
 - a) **PUBLIC ENGAGEMENT:** Make meaningful public and stakeholder engagement a mandatory requirement for all major capital projects and decisions impacting the community and user groups. Seek opportunities to regularly share and solicit information with community organizations.
 - b) **AWARENESS:** Continue to work with community groups to generate greater use of the online event calendar and Activity Guide.
 - c) **TOPIC-SPECIFIC FOCUS GROUPS:** Consider organizing focus groups to gather information and ideas on challenging subjects or other specific topics that would benefit from public discourse, such as active living, trend-watching, communications and more.
 - d) **ONLINE SERVICES:** Maintain distinct social media accounts for the Parks and Recreation Department (following Corporate-wide communications protocols) and continue to explore ways to increase online services.

7 Parkland Assessment

This section evaluates the municipal parkland system and accompanying policy framework by building off the 2013 Master Plan.

Parks provide the land base that supports many recreation amenities and their continued provision and enhancement is a key goal of the community. More than three-quarters (77%) of Kingsville households indicated that passive parks are important or very important to them (waterfront parks and beaches received particularly strong support) and 70% support additional spending on additional parkland acquisition.

Section 3.5 of Kingsville's Official Plan addresses the Town's goals and policies relative to parks and open space. While the Official Plan policies are assessed further in this section of the Master Plan, the broad goals for Kingsville's parks and open space system include:

- a) *"to ensure that the Town maintains an adequate supply of open space;*
- b) *to ensure that open space areas are provided in suitable locations so as to maximize their accessibility for area residents;*
- c) *to secure additional public beach and waterfront parkland."*

Note: The 2013 Parks, Recreation, Arts and Culture Master Plan is being used as a guiding document for the ongoing Official Plan review and update as it relates to parkland acquisition policies, guidelines and parkland classification. As it relates to these items, the findings and recommendations from the 2013 Master Plan remain appropriate. The following sections have regard to the 2013 Master Plan, with necessary adjustments for recent changes in legislation, municipal direction and community requirements.



7.1 Parkland Classification and Policy

Classification

Parkland hierarchies guide the acquisition and development of parks and open space through the establishment of recommended sizes, uses, activities, functions and locations. This can assist the community in understanding what a new park may include and can also help ensure compatibility with neighbouring land uses. Some uses are more appropriate in certain types of parks. For example, playgrounds are generally appropriate in all park types, while lit sports fields should not be provided in neighbourhood-level parks due to their significant impacts.

The Town's Official Plan does not contain a classification system for the Town's parks and open space system. The parkland classification advanced in the 2013 Master Plan remains appropriate and should be considered in the Official Plan review and update. In addition, it is recommended that the Town avoid accepting or developing parkland parcels less than 0.5 hectares unless the Town has determined that there is a need to fill a gap, such as in areas of higher density where a smaller but more urban park type may be more appropriate. Ensuring

that parks are appropriately sized – rather than supporting a system comprised of several smaller parks – ensures that municipal resources are utilized effectively and efficiently.

Table 9: Proposed Parkland Classification System

Classification	Service Area	Permitted Facilities/Amenities	Size (ha)	Example
Parkette	Areas of higher density where the provision of a neighbourhood park is not practical or feasible	Small parcels of land that typically serve as singular uses such as a playground or seating area	+/-0.5	Larry Santos Park
Neighbourhood Park	Within walking distance to local residential areas	Active and passive opportunities such as play equipment, courts and spaces for unorganized activities; sports fields and off-street parking are discouraged	1 to 2	William Street Park (Ruthven)
Community Park	The broader community area	In addition to opportunities within Neighbourhood Parks, a range of higher order recreational facilities and amenities, such as playing fields and pavilions	2 to 5	Mettawas Park
Town-wide Park	Entire Town of Kingsville and beyond	Typically larger parks that a variety of amenities and facilities (including lit sports fields) and that serve as a focal point for tournaments and special events; may include special use/purpose parks	5+	Kingsville Recreation Complex
Open Space Lands*	Variable	Properties intended only for passive recreational uses (trails, picnic areas, storm water ponds, woodlots, etc.); may be undeveloped, but should generally be publicly accessible <i>*Should not be accepted as parkland dedication as they do not meet active parkland needs (playgrounds, sports fields, courts, etc. are not permitted)</i>	n/a	Prince Albert Open Space

Note: Beaches may be included in Neighbourhood, Community, or Town-wide Parks.

Source: 2013 Town of Kingsville Parks, Recreation, Arts and Culture Master Plan

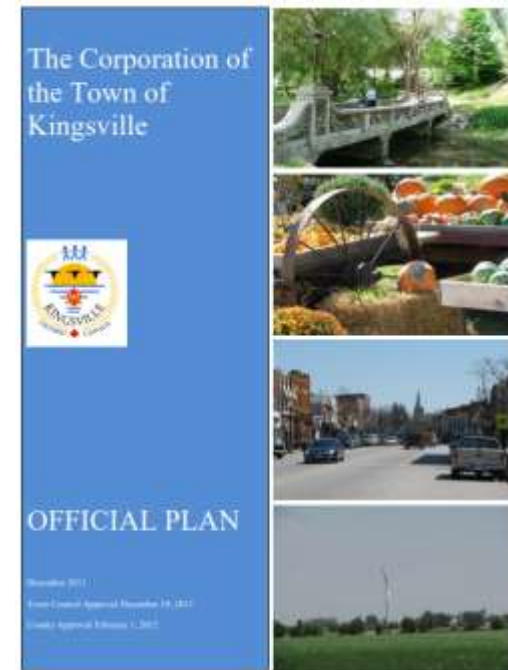
Policy

Note: In June 2019, the Province passed Bill 108 which – among other items – seeks to amend the Planning Act and provisions related to the alternate parkland rate (upon proclamation). Implications of Bill 108 are under review by the Town.

Parkland provision and dedication policies are contained within the Town's Official Plan (Section 3.5), in accordance with the Ontario *Planning Act* which establishes the framework for the dedication of parkland and possible alternatives. These policies enable the Town to require that land for park purposes (or cash-in-lieu) be conveyed to the municipality through the development process. This generally amounts to 5% of land for residential proposals, although there are alternate rates that may be used if identified in the Official Plan, including options to require land decision from industrial and commercial developments.

The Town of Kingsville Official Plan came into effect on February 1, 2012 and is currently undergoing a five-year review and update. Updates to the parks and open space policies are guided by the Town's Parks, Recreation, Arts and Culture Master Plan. The 2013 Master Plan contained several recommendations relating to planning policy for consideration in the Official Plan update. The Town's Official Plan Review Issues and Policy Directions Report (June 2018) identifies these and other considerations for the updated Official Plan. The following recommendations remain relevant and should be considered through new policy development (for more detail, reference should be made to the applicable documents):

- **Bill 73 and Bill 108** impacts, including changes to the alternative and cash-in-lieu rates and community benefits;
- **policy statements** to promote the health and environmental benefits of parks, trees and green spaces;
- parkland **classification system**, as recommended in the 2013 PRAC Master Plan;
- parkland **dedication requirements and provision targets**, as recommended in the 2013 PRAC Master Plan;
- **locational criteria and characteristics for acceptability** of active parkland (e.g., developable tableland, etc.), as recommended in the 2013 PRAC Master Plan;
- guidance for evaluating **parkland versus cash-in-lieu of parkland**, as recommended in the 2013 PRAC Master Plan; and
- **alternative parkland acquisition methods**, such as purchase, land exchange, Section 37 bonusing, partnerships, etc., as recommended in the 2013 PRAC Master Plan.



Recommendation & Actions

9. Update parks and open space policies in the Town's Official Plan.

- a) **PARK POLICY:** Consider the Master Plan's parkland policy suggestions within the Town of Kingsville's Official Plan Review and Update, including the proposed classification system, dedication/conveyance policies and acceptability (minimum park size and other requirements).

7.2 Parkland Inventory and Acquisition

Inventory

Through residential growth and opportunity, the Town of Kingsville has expanded its parkland inventory by approximately 7.0 hectares since 2013. New additions to the municipal supply include York Park, Timbercreek Park, Linden Beach Dog Park, Cottam Rotary Park (formerly owned by a service club) and Mucci Branco Park (Sun Valley Phase 1). Some park sites also have additional potential for development, such as Lions and Mettawas Parks.

The Town currently owns approximately 55.5 hectares of active parkland, itemized in the table below. This supply translates into approximately 2.5 hectares of parkland for every 1,000 persons based on a population estimate of 22,500 persons). Each of the Town's three primary settlement areas – urban Kingsville, Cottam and Ruthven – has access to at least one park; additional parks have been established within the Town's waterfront communities. Supplementing this inventory are open spaces, parks, trails and golf courses provided by schools, places of worship, non-profit organizations and/or private businesses. Parkland mapping is provided on the following pages.

This inventory excludes “open space” lands – such as Heritage Lookout (0.12 hectares), Prince Albert Open Space (2.0 hectares), Sumac Bridge (0.35 hectares) and Wigle Grove Open Space (0.24 hectares). These lands are generally undevelopable and primarily designated for purposes such as passive recreation (e.g., trails, etc.), environmental protection/conservation, stormwater management, buffers, etc. These are excluded from the inventory and the assessment of future parkland dedication requirements.



Table 10: Active Parkland Inventory (municipal parks), excluding open spaces

Community	Name	Park Classification	Hectares
Cottam	Cottam Rotary Park	Community	1.0
	Ridgeview Park	Town-wide	9.3
	William Street Park	Neighbourhood	0.8
Kingsville	Applewood Park	Neighbourhood	0.5
	Cedar Beach Conservation Area	Community	1.1
	Cedar Island Boat Ramp	Community	1.0
	Cedar Island Park	Community	1.0
	Coghill Park	Neighbourhood	0.3
	Katrishe Park	Neighbourhood	0.7
	Kingsville Recreational Complex	Town-wide	19.6
	Lakeside Park	Town-wide	6.4
	Larry Santos Park	Parkette	0.1
	Linden Beach Dog Park	Neighbourhood	2.1
	Lions Park	Neighbourhood	0.5
	Little Essex Park (Chelsea Crescent)	Parkette	0.2
	McCallum Street Park	Neighbourhood	1.5
	Mettawas Park & Beach	Community	1.6
	Millbrook Park	Neighbourhood	0.1
	Prince Albert Park	Neighbourhood	0.6
	Royal Oak by the Creek Park (Pinetree)	Neighbourhood	0.8
	Timbercreek Park	Neighbourhood	1.4
	Train Court Park	Parkette	0.2
	William Avenue Park	Parkette	0.1
	York Park	Neighbourhood	2.9
Ruthven	Mucci Branco Park (Sun Valley) – Phase 1	Neighbourhood	0.8
	Ruthven Park	Neighbourhood	0.6
Union	Union Beach	Neighbourhood	0.3
Total Municipal Parkland (hectares)			55.5
Provision Level (ha/1000 residents) – estimated 22,500 population			2.5

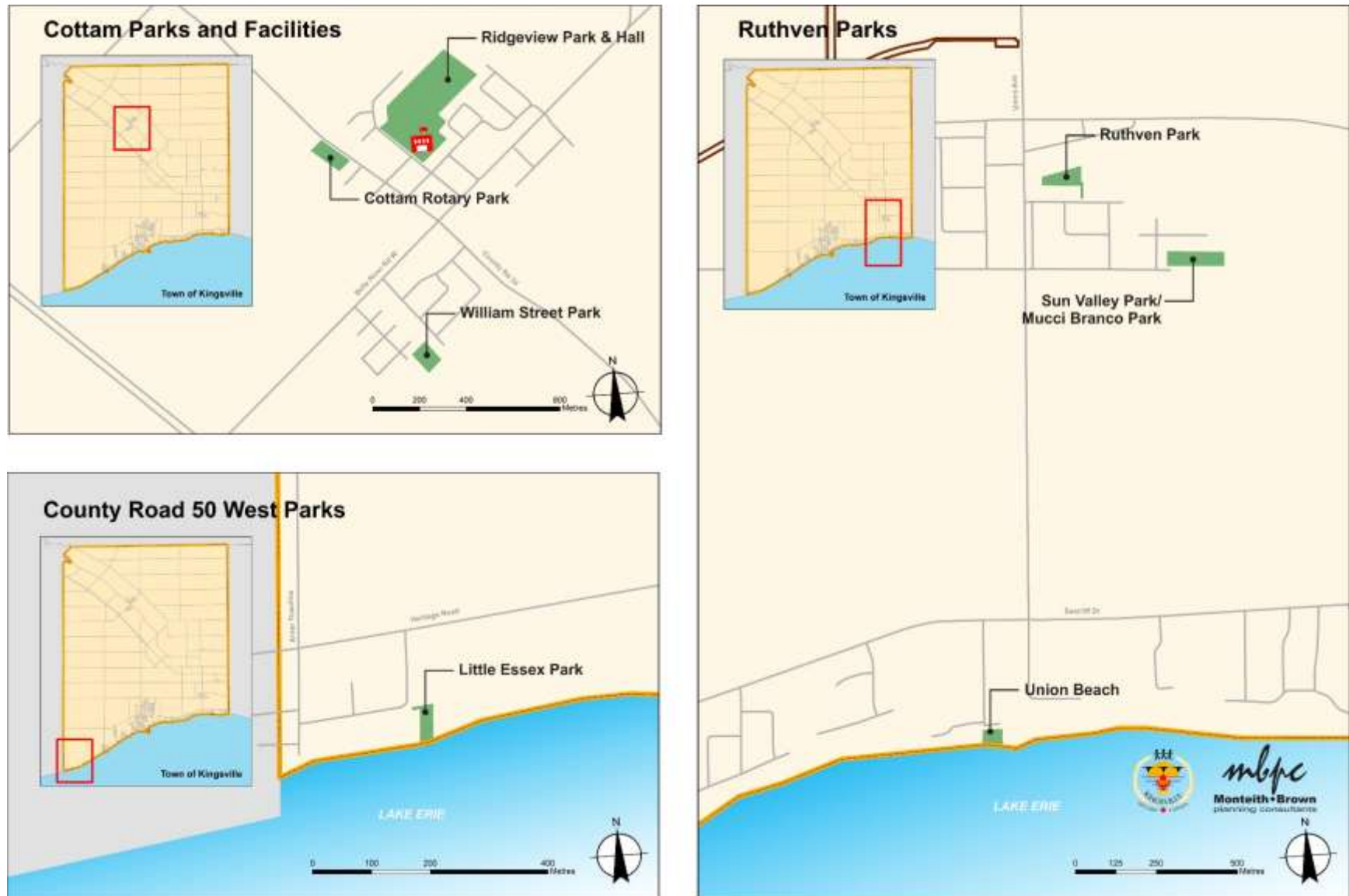
Source: Town of Kingsville, 2018

Inventory includes “Active parkland”, defined as lands owned, leased and/or managed by the Town and classified as Parkette, Neighbourhood, Community and Town-wide Parks. Inventory excludes future land dedications, open spaces, conservation areas and private parks.

Figure 23: Municipal Parks and Facility Locations within Urban Kingsville



Figure 24: Municipal Parks and Facility Locations within Cottam, Ruthven and Lakeshore Areas



Acquisition

The Town's parks system is highly valued by residents and efforts should be made to ensure that provision levels remain sufficient to meet local needs. Over time, this will require expansions to the Town's parks system, including new active parkland to serve growing areas and strategic acquisitions or agreements to increase the supply of lakefront property.

Parkland supplies can be measured using a variety of methods. Many municipalities use population-based targets to calculate and plan their supply of parkland. The Town is currently served by a ratio of 2.5 hectares of parkland for every 1,000 persons. Most similarly sized urban/rural communities target parkland provision rates in the range of 3.0 hectares per 1,000 residents. The average level of provision in Essex County is 4.7 hectares per 1,000 residents, although it is likely that this figure also includes open space lands that are unable to address active parkland requirements (Lakeshore is lowest at 2.9ha/1000 and Tecumseh is highest at 6.3ha/1000). Through the parkland dedication enabled by the *Planning Act*, municipalities can generally expect to receive parkland below this level, meaning that alternate acquisition tools (e.g., land purchase, etc.) may be required to attain greater rates of provision. Opportunities may exist through the subdivision process to negotiate with landholders to achieve greater parkland supplies, which is often in the best interest of all parties.

In establishing a target for parkland provision, several factors should be included, including current distribution. The Town has addressed gaps in distribution through the assumption of park blocks in expanding subdivisions and it is anticipated that this will continue to be the case moving forward (e.g., Valente subdivision in the Lakeshore West area). Future opportunities should be evaluated through the planning approvals process using Town's Official Plan and the tools contained in this Master Plan. In cases where a proposed development is too small to result in a meaningful park parcel or where the immediate area already has suitable and unimpeded access to sufficient parkland, the Town may consider accepting cash-in-lieu to put towards future acquisition or development.

To ensure an adequate level of parkland supply and distribution, it is recommended that the Town maintain the target identified in the 2013 Master Plan of **2.5 hectares of active parkland per 1,000 residents**. This target should be applied on a Town-wide basis and should not include open space lands. With a current population of 22,500, the recommended target of 2.5 hectares per 1,000 residents translates into a need for 56.3 hectares of active parkland for a marginal shortfall of 0.8 hectares at present. By 2027, based on a population estimate of 24,480, it is recommended that the Town target the overall provision of 62.1 hectares of active parkland – **6.6 hectares more** than what is currently under municipal control. This amount will increase to 76.6 hectares in 2041 (population of 30,630). It is noted that this is a point in time calculation and figures are subject to change based on the Town's rate of growth and development patterns.



Table 11 Current and Projected (2027) Parkland Needs

Current Parkland Supply, excluding open spaces (ha)	55.5 ha
Estimated Population (2019)	22,500 persons
Parkland Per 1,000 (2019)	2.5 ha/1000
Current Parkland Needs (2019) based on 2.5 ha/1000	56.3 ha
Current Parkland Deficit (2019)	0.8 ha
Estimated Population (2027)	24,480 persons
Total Parkland Needs (2027, based on 2.5 ha/1000)	62.1 ha
Future Parkland needs (2027)	6.6 ha

Active parkland supplies should be monitored and strategies put in place to achieve needs. Looking to the future, additional parkland dedication is likely to be conveyed through plans of subdivision, including the Valente subdivision in Urban Kingsville (a 6.2 hectare park block has been identified) and Phase 2 of the Sun Valley development in Ruthven (a 1.3 hectare expansion to Mucci Branco Park). In addition, approximately 1.0 hectare of land of Road 2 East (north of the Kingsville Recreation Complex) has recently been donated to the Town for park development. Once available, these three parcels will increase the supply of active parkland to approximately 64 hectares, which should generally be adequate to meet needs for the next ten years.

In addition to anticipated land conveyances, consideration may be given to expanding the **Kingsville Recreation Complex** as a land-banking strategy to address future needs as there is value in locating multiple sports fields at one location; additional planning of this site is required as part of the Jaspersen Road realignment. Continued efforts should also be made to increase the supply of **lakefront property** as these spaces are strongly supported by residents and help the Town achieve its tourism goals.

Recommendation & Actions

10. **Provide an adequate supply of parks and open space to serve the needs of current and future populations.**
 - a) **PARKLAND INVENTORY:** Update the parkland inventory database and mapping on a regular basis to assist in the assessment of parkland requirements.
 - b) **PARKLAND NEEDS:** Assess parkland needs based on a minimum Town-wide service level of 2.5 hectares of active parkland per 1,000 residents. This service level excludes undevelopable open space lands, which may be conveyed to the Town through voluntary dedication.
 - c) **PARKLAND DEDICATION:** Maximize *Planning Act* provisions in acquiring active parkland (including cash-in-lieu) to meet growth-related needs through the development process.
 - d) **WATERFRONT PARKLAND:** Evaluate opportunities to increase the supply of lakefront property for recreational and tourism purposes. Consideration should be given to updating the Town's 1998 Waterfront Area Development Strategy to develop a long-range plan for expanding, improving and maximizing waterfront areas.

- e) **PARKLAND EXPANSION:** Examine options to expand the parkland component of the Kingsville Recreation Complex to address future needs.

7.3 Parkland Asset Management and Design

Asset Management

Capital renewal represents a significant portion of the Town of Kingsville's parks budget as infrastructure ages and amenities require repair or replacement. It is a key goal of the 2015 Framework for Recreation in Canada to "enable communities to renew recreational infrastructure as required". This can be accomplished by dedicating sufficient funding, collaborating with others, developing assessment tools and evidence-based guidelines for investing in aging infrastructure, and adopting innovative renewal strategies that enhance affordable access for all.

Inventories and observation-based condition audits of each Town park and open space were completed by the Consulting Team in **July 2018**. The following tables identify the general condition of major park amenities.

Most park amenities are in good to very good condition; playgrounds and tennis courts are some of the more notable facility types that are in above average condition as the Town has emphasized repair and replacement in recent years. The Town deserves credit for reinvesting in these amenities as well maintained and renewed parks are more appealing to users and better utilized.

However, due to the age of Kingsville's older parks, some amenities are reaching the end of their functional lifespan and a plan is required to ensure their timely replacement and/or revitalization. Basketball courts were amongst the items in poorest condition and many will require capital repair or replacement generally within the next five years. Pressure for park renewal and redevelopment is also being driven by safety considerations, legislative requirements as well as changes in leisure preferences and socio-demographic composition. As costs rise and needs change, Kingsville must establish priorities and capitalize on opportunities for reinvestment in parks infrastructure.

Table 12 Condition of Municipal Park Amenities by Amenity Type

Facility Type	Very Good	Good	Moderate	Poor	Very Poor	Not rated	Total	Supply
Ball Diamond			100%				100%	12
Basketball Court (locations)			33%		67%		100%	3
Batting Cage	50%	50%					100%	2
Bocce Court (locations)	100%						100%	1
Bridge		33%	33%	33%			100%	3
Off-leash Dog Park	100%						100%	1
Park Building / Gazebo / Hall	23%	31%	31%	8%		8%	100%	13
Parking Lot	9%	55%	18%	18%			100%	11
Pathway	45%	27%	27%				100%	11

Facility Type	Very Good	Good	Moderate	Poor	Very Poor	Not rated	Total	Supply
Playground - Creative	53%	27%	13%	7%			100%	15
Playground - Traditional	64%	21%	7%	7%			100%	14
Skate Park		100%					100%	1
Soccer Field (locations)		50%	50%				100%	2
Splash Pad	100%						100%	1
Tennis Court (locations)		100%					100%	2
Volleyball Court	50%	50%					100%	2
Total	33%	29%	29%	6%	2%	1%	100%	94

Note: Totals may not add due to rounding. Excludes non-municipal parks and locations.

Source: Monteith Brown Planning Consultants. Current as of July 2018.

One-half or more of the amenities at Millbrook Park, Cedar Island Conservation Area (non-municipal) and Cottam Rotary Park are listed in poor or very poor condition, suggesting a need for remediation in the short- to medium-term. Looking into the medium- to long-term, larger sites such as Ridgeview Park and the Kingsville Recreational Complex will require additional attention; currently, features such as fencing and sports field amenities are beginning to show their age.

Table 13 Condition of Municipal Park Amenities by Location

Park	Very Good	Good	Moderate	Poor	Very Poor	Not rated	Total	Supply
Applewood Park			100%				100%	2
Cedar Beach Conservation Area			50%	50%			100%	2
Cedar Island Park	43%	43%			14%		100%	7
Coghill Park	100%						100%	3
Kingsville Recreational Complex	26%	26%	48%				100%	23
Lakeside Park		83%	8%	8%			100%	12
Larry Santos Park	67%		33%				100%	3
Linden Beach Dog Park	100%						100%	2
Lions Park		67%			33%		100%	3
Mettawas Park and Beach	33%	33%		33%			100%	3
Millbrook Park				100%			100%	2
Prince Albert Park	67%		33%				100%	3
Ridgeview Park	20%	27%	53%				100%	15
Rotary Park	25%		25%	25%		25%	100%	4
Royal Oak / Pinetree	100%						100%	2
Sumac Bridge			100%				100%	1
Timbercreek Park	100%						100%	3

Park	Very Good	Good	Moderate	Poor	Very Poor	Not rated	Total	Supply
William Street Park		100%					100%	1
York Park	100%						100%	3
Total	33%	29%	29%	6%	2%	1%	100%	94

Note: Totals may not add due to rounding. Excludes non-municipal parks and locations.

Source: Monteith Brown Planning Consultants. Current as of July 2018.

Design

Kingsville's parks are well maintained and the Town has recently reinvested in several sites through playground replacement and other updates. Nevertheless, some parks are under-utilized and it is partially because of their similarities that they do not resonate with people, especially the burgeoning population of older adults.

Parks should be the very best spots in the community – a place where people connect and become engaged in healthy activities (social or physical). Despite recent investment, Kingsville's parks have potential to be more than they currently are – to be vibrant places and spaces where residents and tourists can enjoy meaningful experiences. Re-imagining a parks system takes time and resources, but making the Town's parks **more distinctive** – through unique designs, more age-friendly amenities such as seating and shade (from trees, structures, etc.), experience-based amenities such as natural playgrounds and more – will make a noticeable impact on local quality of life. Accommodating active play for children and passive elements for social connectivity and nature appreciation serve the entire community. The Town should also continue to encourage the organized and non-programmed use of its parks and employ best practices in beautification, environmental management and stewardship – all of which are highly valued by local residents.



It is essential that parks are **inclusive and barrier-free**, as guided by the *Accessibility for Ontarians with Disabilities Act*. To ensure that the parks system is able to serve people from all segments of the community, accessible seating, shade areas, drinking water (where feasible), parking, connections to key destinations and safety must be prominent considerations. This will require the completion of accessibility audits and a phased plan for improvements, such as the hardscaping (paving) of park pathways where appropriate. All new and redeveloped amenities should be made AODA-compliant and follow inclusive design standards. Levels of accessibility for persons with disabilities should be advertised through various mediums, including signage and the Town's website.

Safety is another consideration when designing parks and trails. Visible sites that have adequate frontage – along with appropriate setbacks from busy streets for child-focused features– help to promote use within a safe environment. **Shade** also provides another form of safety as it protects residents (especially children and youth) from sunburn and skin damage. Engaging local police to review and implement appropriate design strategies (e.g., Crime Prevention Through Environmental Design) will also allow the Town to identify strategies to improve security, visibility and safety of parks.

The Town and its partners receive high marks for their efforts in **park stewardship** and public space **beautification**. For example, the Town has established a Communities in Bloom program and is involved in several beautification initiatives with the community. Volunteer organizations such as the Kingsville Horticultural Society and “Friends of” groups also assist in various endeavours that beautify, preserve and protect parks, open spaces and significant features. The enhancement of green space helps with climate change adaptation, improved air quality, natural habitat conservation and community education. A priority should be placed on tree planting in future parks, along with the use of diverse but native vegetation. In cooperation with local agencies and volunteers, consideration may also be given to the naturalization of appropriate park spaces, as well as the creation of butterfly or pollinator parks. Community infrastructure should also be designed to take into account the potential impacts from **climate change** to minimize damage, with a preference toward practices of better stewardship and protection of nature, naturalized areas, greenspaces and water resources.



The development of a consistent visual identity for **signage** in parks, trails and facilities is recommended. Signage is an important element of the corporate communications and branding strategy and serves as an indicator of the quality of the local parks system. Park and directional signage also help to improve awareness and wayfinding for residents and visitors. Other types of signs – such as informational (e.g., walking routes), interpretive (e.g., natural heritage features) and commemorative (e.g., donor plaques, local history) – assist in creating exceptional park experiences that foster community pride and in educating about our past and unique features.

Recommendation & Actions

11. **Create high quality parks and open spaces through the use of contemporary and innovative practices and standards.**
 - a) **ASSET MANAGEMENT:** Undertake condition assessments on a regular and as-needed basis and integrate parks, recreation and cultural infrastructure into the Town’s next Asset Management Plan.
 - b) **DESIGN STANDARDS:** Regularly update the Town’s Development Manual to clearly outline the responsibilities and standards required for parkland design (in light of the proposed park classifications), development and transfer.

- c) **SUPPORT AMENITIES:** Place a priority on the development of support amenities such as pathways, washrooms, shade and benches/seating areas in parks, beaches and along trails.
- d) **ACCESSIBILITY:** Maintain a commitment to accessibility, safety and comfort for all ages and abilities within the Town's parks system through compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and Crime Prevention Through Environmental Design (CPTED) principles. To support this goal, accessibility audits should be completed, new and redeveloped amenities should be made AODA-compliant, and information on accessible features should be widely promoted.
- e) **MAXIMIZING USE OF PARKLAND:** Promote opportunities for unstructured play, active sports, special events, passive recreation and naturalization efforts within the Town's parks system, where appropriate.
- f) **STEWARDSHIP:** Seek opportunities for outdoor education, stewardship and climate change mitigation through recreation, such as tree planting, use of native species, naturalization initiatives, and butterfly/pollinator parks in conjunction with community partners.
- g) **SIGNAGE:** Establish consistent and high-quality signage at all municipal parks, facilities and trails to enhance branding and wayfinding.

7.4 Park-Specific Renewal Considerations

Parks support community gatherings, athletics, passive recreation, open space buffers, green space and habitat conservation, beautification and more. Their size, location and condition are vitally important to their function and value. While most of Kingsville's parks are in good condition, improvements and enhancements are necessary to respond to growth pressures, changing demographics, age/condition of infrastructure, availability of funding, volunteer initiatives and more.

The public consultation program and the evolution of the Town's parks system lend support to a broader range of opportunities and continued improvements. Although new parkland will be required to serve future residents and/or improve distribution, a focus should also be placed on making the best use of existing park sites and enhancing connectivity within the town.

Based on public input, past studies, trend information and the consultants' assessment, parks have been evaluated and potential options for improvement identified. The following is a site-specific account of proposed changes to be considered at selected Community and Town-wide Parks. Feasibility and funding of these suggested improvements will require additional investigation and resources. For example, parkland renewal and redevelopment projects should be accompanied by public consultation and park-specific examinations to obtain an accurate picture of needs, possibilities, costs and implementation strategies. Although preferred timing is identified, implementation will be based on the Town's discretion and influenced by needs determined through consultation, demand indicators and the availability of funding.

Cedar Island Park

In 2017, Town Council approved the Cedar Beach and Marina Action Plan. The Action Plan is intended to guide the development and operation of the municipal marina and Cedar Island Beach area and was developed in partnership with various stakeholders. Among the goals that are relevant to this Parks, Recreation, Arts and Culture Master Plan are beautification improvements and extended programming events in the short-term, as well as the completion of a Marina and Beach Master Plan in the medium-term (2020-2022).

Suggested improvements for Cedar Island Park include:

- develop a site master plan to identify improvements, such as parking areas, basketball court, roadway, new shelter, beach accessibility, etc. and enhance its function as a community park (1-5 years)
- seek funding to implement marina improvements (slips, breakwall, depth) identified in Action Plan (1-10 years)



Cottam Rotary Park

The Cottam Revitalization Plan was adopted by Town Council in 2018 and, among other items, outlines improvements and preferred amenities to beautify and increase usability of Cottam Rotary Park, which was recently transferred to the Town from the service club.

Suggested improvements for Cottam Rotary Park include:

- park lighting improvements (1-5 years)
- picnic area (improvements 1-5 years)
- furniture improvements (6-10 years)
- replace playground equipment (6-10 years)
- garden space improvements, event space upgrades and walking path development (11-15 years)



Kingsville Recreation Complex

As the primary sports park in the town, the Kingsville Recreation Complex hosts ball and soccer practices, games, tournaments and events throughout the summer months. The park is also heavily used for tennis, pickleball and skateboarding; dedicated pickleball courts are planned to be developed in the park in 2019.

Suggested improvements for the Kingsville Recreation Complex include:

- develop a site master plan to reflect the realignment of Jasperson Road (2019)
- repair/replace ball diamond fencing and lighting, as required (1-5 years and ongoing)
- provide storage space to serve the soccer complex (1-5 years)
- develop one new full-size diamond (1-5 years), with longer-term consideration of a second new diamond (6-10 years)
- monitor demand for installing lights on one full-size soccer field to accommodate evening play opportunities (1-10 years)
- consider park expansion to accommodate longer-term needs (6-10 years)



Lakeside Park

Lakeside Park is Kingsville's premier passive park and location for several special events, such as Fantasy of Lights Festival, Folk Festival, etc. The park contains an indoor pavilion, playground, walkways and historic bridge, small beach area, gardens and open space.

Suggested improvements for Lakeside Park include:

- develop asphalt/hardscape paths throughout the park to improve accessibility for all (6-10 years)
- identify solutions to address water quality issues to allow for greater beach use (6-10 years))



Lions Park

In 2018, the Town undertook public consultation and initiated a design process for the redevelopment of Lions Park, which was in disrepair. The site is located south of the Lions Hall (also containing ACCESS County Community Support Services), with vehicular entrance off Mill Street behind Epworth United Church. Development of this park will serve a gap in distribution identified in the 2013 PRAC Master Plan.

Suggested improvements for Lions Park include:

- work with adjacent church to resolve long-term access (2019)
- develop park as per concept plan, including playground, multi-use court, basketball court, walking path, shade structure, bocce courts and improved parking (1-5 years)



Mettawas Park

Phase 1 of the Mettawas Park development (parking area and gazebo) has been completed and the Town is fundraising to realize future phases of construction. With its location on the waterfront and adjacency to the Grovedale House, the vision for this site is one of a destination park that will complement and connect to the nearby Lakeside Park. Park completion was identified as a priority in the Town's Strategic Plan.

Suggested improvements for Mettawas Park include:

- undertake public consultation to confirm future design phases (2019)
- complete fundraising and initiate final phases of development, including pathways, splash pad, pavilion / washroom, gardens and naturalized areas, and beach improvements (1-5 years)
- establish a linkage between Mettawas Park and Lakeside Park (6-10 years)
- enhance interface with harbour (6-10 years)



Ridgeview Park

The Cottam Revitalization Plan was adopted by Town Council in 2018 and, among other items, outlines improvements and preferred amenities to beautify and increase usability of Ridgeview Park.

Suggested improvements for Ridgeview Park include:

- soccer and baseball field improvements (2019); note: project began in 2018
- develop a walking trail (2019); note: project began in late 2018
- park lighting improvements (1-5 years)
- install pickleball courts and replace playground equipment (11-15 years)



Recommendation & Actions

12. Undertake strategic investments to community and town-wide parks to enhance the user experience for residents and visitors of all ages.
 - a) **PARK IMPROVEMENTS:** Establish a capital plan to guide investment in the following parks (listed in alphabetical order): Cedar Island Park; Cottam Rotary Park; Kingsville Recreation Complex; Lakeside Park; Lions Park; Mettawas Park; and Ridgeview Park.

8 Recreation Facility Assessment



This section examines the current supply of indoor and outdoor recreation facilities. Where appropriate, provision targets (informed by public input) are identified to assess current and future facility needs.

Recreation facilities, outdoor amenities and associated services play an important role in the daily life of Kingsville residents. The Town's recreation infrastructure promotes physical activity, healthy lifestyles, community interaction and economic growth.

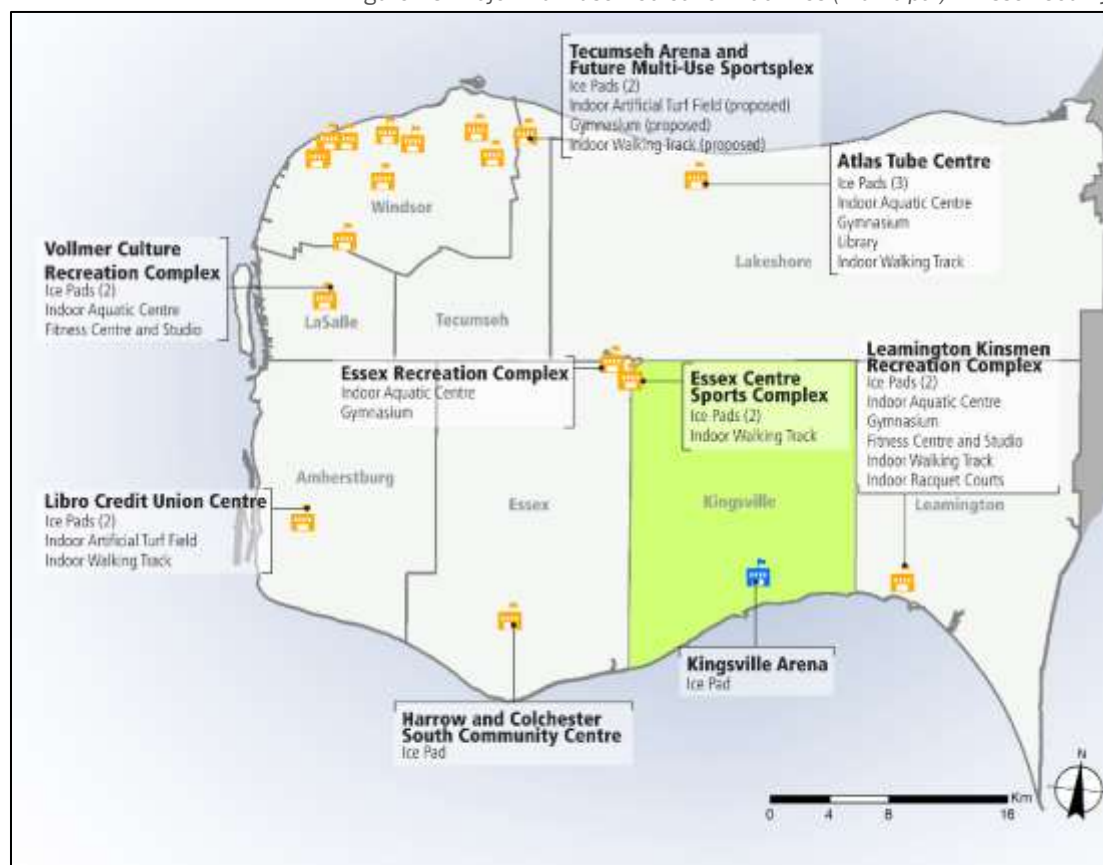
8.1 Indoor Recreation Facilities

The Town's Parks and Recreation Department works with the community to maintain and operate several indoor community facilities, including the Kingsville Recreation Complex (arena, multi-use rooms), Lakeside Park Pavilion, Migration Hall (owned by the school board and operated by a non-profit committee), and smaller facilities such as the Unico Community Centre, Ridgeview Park Pavilion and Lions Community Hall. Partnerships assist in maximizing the use of these assets.

Kingsville residents also benefit from amenities provided in nearby municipalities (e.g., Essex, Leamington, etc.), many of which are highly accessible due to their nearby location (including higher cost facilities such as indoor swimming pools). Major multi-use community recreation facilities within the county are shown on the accompanying map.



Figure 25: Major Multi-use Recreation Facilities (municipal) in Essex County



The Master Plan survey revealed that 92% of households feel that indoor recreation facilities such as arenas, pools and community centres are important; however, only 57% of households are satisfied with these facilities in Kingsville. This difference shows that residents' expectations with respect to indoor recreation facilities are not being met. The Master Plan's consultation program revealed several **suggestions for additional indoor spaces**, including:

- a second ice pad
- curling rinks to replace the loss of the Kingsville Curling Club facility
- indoor swimming pool
- gymnasium or multi-use hall to supplement or replace Migration Hall
- indoor walking track
- multi-sport indoor turf facility

The demand for many of these spaces was examined when the Kingsville Recreation Complex was expanded, and again through the previous 2013 Master Plan. Updated needs assessments and options are contained in the following subsections, with recommendations summarized at the end of this section.

Arenas

The Town operates one ice pad located at the Kingsville Recreation Complex. This facility was upgraded in 2011 through the addition of new change rooms and meeting spaces.

Due to proximity, residents in Cottam are more likely to play in arenas within the Town of Essex, which has two ice pads in Essex Centre. Across Essex County (excluding Windsor), the average provision rate of municipal arenas is estimated at one ice per 11,400 residents. Kingsville's provision ratio is 1:22,500 persons, although not all residents are directly served by the Kingsville Recreation Complex.

The Master Plan survey found that 31% of households contained at least one member that has participated in hockey or figure skating in the past 12 months, ranking 7th out of 26 listed activities. Across Canada, ice sport participation has stabilized or is declining due to factors such as rising costs, competing interests and a shift to unstructured activities, and increased immigration rates.

Arena user groups indicated that the arena is currently able to meet most of their needs (the ice allocation process established in 2016 has been



effective), but that the prime-time window is shrinking and demand for skills development is growing. Looking to the future, the groups expressed concern that population and program growth will generate additional demand that may not be able to be accommodated locally, forcing them to rent time in rinks outside of town. It was acknowledged that some groups have been amalgamating with neighbouring associations, and that travel to other centres is common.

The 2013 Master Plan recognized that the arena was well used, but did not find sufficient demand for a second ice pad as prime time utilization had been in decline due to factors such as the town's aging population and changes to adult hockey leagues. An examination of the current arena schedule suggests that it is used nearly to capacity during prime time (95%), though there is no usage before 8:00 am and very little after 10:00 pm, which suggests that groups (including those serving older youth and adults) are not pressed to use inconvenient times to accommodate their programs. In addition, the Master Plan survey found that 61% of households support additional spending for new or improved arena facilities, ranking 15th out of 27 facility types, suggesting that it is not amongst the Town's highest priority needs.

To evaluate market demand, the 2013 Master Plan established a provision target based on registered participants. Updated registration data is incomplete, though an estimate of 530 youth registrants was derived from information collected through the stakeholder workshops (estimates for adult groups are unavailable). This represents a 9% decline from 2011/12, though ice demand has increased as groups seek to offer more time to their participants to support skill development, practice and competition. A provision target of one ice pad per 425 youth registrants is recommended based on standards of play. Application of this target suggests a **current demand for 1.25 ice pads**, indicating that there is a local need for approximately 15 additional prime time hours. With the 5 to 19 age group expected to see nominal growth in the range of 0% to 5%³, it is anticipated that participation will also remain relatively stable. As a result, future population growth is unlikely to generate sufficient demand to support a second ice pad.



Although Kingsville's arena accommodates more users than typical, access is affordable and programming is effective. Despite pressure for prime-time ice, there is insufficient demand to support a second ice pad based on the current usage profile. Should demand increase due to programmatic changes or emerging needs, users will likely seek out additional ice time in adjacent communities. To inform short- and long-term analyses, regional demand for arenas should be monitored through regular communication between municipal facility managers.

³ Ministry of Finance. Ontario Population Projections Update, 2017–2041. Windsor-Essex.

The 2011 addition to the **Kingsville Recreation Complex** did not substantially address the southern portion of the building that contains the ice rink, mechanicals and spectator seating. The arena portion of the complex was built in the 1970s and many features have or are soon approaching the end of their functional life. It is recommended that the Town begin planning for a major refresh of priority items, such as mechanicals and seating to enhance the long-term viability of the arena.

Gymnasiums, Multi-use Rooms & Community Space

The Town offers public access to several multi-purpose spaces, meeting rooms and halls, providing venues for a broad range of opportunities. Some – such as Lakeside Park Pavilion, Ridgeview Park, Lions Hall and the UNICO Community Centre – are standalone, single-purpose facilities that accommodate community events, private rentals, activities for youth and/or seniors, small group gatherings and/or tenants. Others – such as Migration Hall or Kingsville Recreation Complex – are more multi-use or combined with other spaces that help to bolster their use and efficiency. The Town is also served by halls managed by the Lions Club and Royal Canadian Legion, while many schools and churches similarly provide meeting and activity space.

There is no dedicated municipal gymnasium in Kingsville, however, Migration Hall is a multi-use venue that is used for various special events, cultural activities and gymnasium-based sports; this facility is operated by a non-profit committee and shared with the high school. Local elementary and high schools also contain gymnasiums; however, weekend and summer access are costly, daytime access is unavailable, and prime-time weekday slots are highly restricted and inconsistent due to extra-curricular activities.

The co-location of gymnasiums, multi-use rooms and other community spaces has become the norm in the provision of modern recreation facilities. The development of stand-alone or single-purpose spaces is generally discouraged to avoid operational inefficiencies and limited appeal. Multi-purpose spaces can enhance cross-programming opportunities for public and private functions, and achieve economies of scale relating to facility construction, maintenance and management. Across the province, gymnasiums are in demand as they provide flexible space within which a variety of activities can be scheduled; the current provision level in Essex County is one municipal gymnasium per 32,000 persons. Most often, gymnasiums are used for active sports, such as basketball, volleyball, badminton, ball hockey, and pickleball, but can also be used for other forms of active programming, as well as community events.

The Master Plan survey revealed that, over the past 12 months, 30% of households participated in aerobics, fitness or weight-training, 17% participated in dance, 16% participated in basketball or volleyball, and 11%



participated in pickleball – some or all of these activities can take place within a gymnasium or multi-use space. Residents also identified indoor programs that they would like to see offered in Kingsville, including pickleball, soccer and baseball training on turf, various adult sports leagues and indoor walking (uses requiring specialized spaces such as swimming and curling were also suggested). 61% also support additional spending on gymnasiums.

The Town has given broad consideration to developing a multi-purpose facility containing a gymnasium in the past; however, demand has not yet grown to a level to support such a facility. The uncertain future of **Migration Hall**, which may be declared surplus by the school board once a new super school is built, further complicates matters. As the town's only true multi-purpose venue, it is critical to establish a strategy to maintain or replace this facility in order to maintain access for a wide range of events from theatre to sports and receptions to fundraisers.



The intent to acquire Migration Hall has been expressed by previous Town Councils, but would need to be confirmed with full consideration of the facility's condition and barrier-free accessibility, community demand, other opportunities and financial obligations. Investing in older facilities that may not meet contemporary design standards or current demands has its challenges and the Town is encouraged to complete its due diligence in fully assessing this option. In the interim, the Town should continue to foster partnerships with the school boards and Migration Hall Committee to facilitate public access to existing spaces.

To address the growing demand for older adult programming and off-season training for multiple sports in Kingsville and surrounding areas, it is recommended that the Town prepare a **business plan to confirm the need and viability of a multi-use recreation facility** containing flexible spaces capable of supporting multiple sports and activities (e.g., gymnasium, walking track, turf field, etc.). The timing and priority of this recommendation may be influenced by long-term access to Migration Hall – if a decision is made to remove this facility from the public inventory, the study should be advanced. In the interim, the Town should work with the other providers to maximize public access to community and recreation opportunities within existing and new schools.

While there is demand for centralized multi-use facilities that serve town-wide needs, consideration should also be given to smaller community spaces. For example, there are few public recreation or cultural facilities in **Cottam and Ruthven**; the libraries and schools often serve as local destinations but are not always accessible or conducive to needs. Neither community has sufficient population or demand levels to support a new recreation facility; however, gains can be made through improvements to parks in these communities. In addition, community and recreational needs should be considered when planning for future improvements to public libraries and schools in Cottam and Ruthven, with the goal of maximizing public access to multi-use spaces.

It is important that the Town continue to seek opportunities to achieve increased use of **existing community halls**. This can be achieved primarily by working with community service providers to identify and fill program needs. When smaller stand-alone facilities (e.g., Unico Community Centre, Lions Hall, etc.) reach a point where they require substantial capital improvements or become operationally unviable, the Town should assess needs and strategies for enhancing performance, such as consolidation, partnering with others, or value-added replacement.

Indoor Pools

There are no municipal indoor or outdoor pools in Kingsville; however, residents have access to indoor aquatic facilities in Essex and Leamington, which are located approximately 20km and 13km from urban Kingsville, respectively. Kingsville residents may access these facilities for no additional charge.



The Master Plan survey found that 41% of households participated in swimming in the past 12 months, ranking 4th out of 26 activities. The survey revealed that of those who participated in activities outside of Kingsville in the past 12 months, 55% participated in swimming, making it the most popular recreational activity pursued outside of Kingsville. Furthermore, 76% of households support additional spending for indoor swimming facilities, ranking 3rd out of 27 facility types.

Despite interest expressed by residents of all ages, indoor pools are seldom provided by small to mid-sized communities – the average provision level in Essex County is one per 40,000 persons. Municipal indoor pools require annual subsidies typically ranging from \$250,000 to \$500,000 depending on the type of pool and the market they serve. Furthermore, depending on site and pool design, construction costs are likely to exceed \$10 million. The development of an indoor swimming pool would result in a sizable tax increase for residents.

Kingsville's population – both now and into the foreseeable future – is insufficient to support indoor aquatic facility and offset its substantial costs. A population of 30,000 residents is a common threshold at which many communities begin considering the provision of an indoor aquatic facility (the Town's build-out population is projected to be 30,630 more than twenty years from now), while the population base for a more financially sustainable operation can be closer to 40,000 or more. Furthermore, the number of children (the core market for swim lessons, which represent a key revenue stream for pools) across Windsor-Essex is expected to remain relatively stable over the coming years. While the older adult population would likely make good use of an indoor pool, there is capacity within the regional supply to accommodate these needs.

The Town should continue to encourage the use of the indoor aquatic facilities in adjacent municipalities as there is insufficient demand to warrant the development of an indoor aquatic centre in Kingsville over this planning period. Should a public-private partnership opportunity

arise for the development and/or operation of an indoor aquatic facility, the Town may evaluate the proposal and consider low-risk participation in such an initiative.

Curling Rinks

Until their facility closed in 2018, the Kingsville Curling Club operated within a privately-owned venue (consisting of 4-sheets and a lounge) for several decades. At the time of the facility's closure, the club had grown to 115 members and also served three high school teams. The club's members have since dispersed to other curling facilities in the region (e.g., Leamington, Windsor, Tecumseh or beyond) or are no longer playing, although the club remains active and is fundraising for a new facility. The club is interested in working with the Town to find a solution that will allow it to replace its 4 sheets, and to serve the needs of its members and the community into the future.

Curling is a predominantly membership-based activity. While there are some municipally-owned or supported curling facilities in Southern Ontario, private sector operation is the predominant model. Across the province, several curling rinks and clubs have been phased out of operation over the past two decades due to declining memberships or – in the case of Kingsville's curling facility – aging infrastructure and new development opportunities.

As a traditional Canadian winter sport, curling can be enjoyed by people of most ages and abilities. It is popular among older adults, though successful youth programs exist in many communities. The general outlook for the sport is one of slow growth as there is some optimism that the aging population will lead to increased interest. Several curling club members participated in the Master Plan's public consultation program. While the survey found that 14% of local households have one member that curls (based on the membership counts, this is likely over-represented); however, investment in curling facilities ranked 25th out of 27 facility types, with 39% support.

The Curling Club has approached the Town seeking support in principle for a new facility. Most municipalities do not directly support curling facilities because they are specialized spaces that do not accommodate broad community use. They also serve a regional market, which makes the use local tax dollars problematic. Given the high costs associated with development and operation, creative options are required. For example, in communities that have low demand for both hockey and curling, arenas can be used for both, with specific nights of the week dedicated to curling; this model requires unique ice maintenance practices, as well as equipment storage. While this option is not possible given the high levels of usage at the Town's existing arena, it could be considered if the Town built a second ice pad that had additional capacity for use (note: this Master Plan does not support a second ice pad at this time). It is also common for curling facilities to be located on municipal land, although agreements regarding capital obligations would be required.

Despite a history of the sport in Kingsville, the provision of dedicated curling facilities is not a core service for the Town of Kingsville as there are higher priority community infrastructure projects that would serve a wider range of needs. Nevertheless, low-risk municipal participation in the development of a new curling facility could be considered, as guided by a pre-determined partnership framework.

Recommendation & Actions

13. Update plans and identify funding sources for the renewal and development of community supported indoor recreation facilities.
- a) **ARENA IMPROVEMENTS:** Establish a strategy for a major refresh of capital items at the Kingsville Recreation Complex, such as mechanicals and seating.
 - b) **MIGRATION HALL:** Assess viability of maintaining Migration Hall in public ownership if it is declared surplus by the school board. This assessment should be informed by the facility's condition and barrier-free accessibility, community demand, other opportunities and financial obligations. *Note: This task may be combined with the recommendation to prepare a business plan for a multi-use facility.*
 - c) **MULTI-USE FACILITY:** Undertake a business plan to confirm the need and viability of a multi-use recreation facility containing flexible spaces capable of supporting multiple sports and activities (e.g., gymnasium, walking track, turf field, etc.). The provision of an indoor aquatic facility or curling facility is not recommended, unless through a low-risk partnership with a viable provider (would require more detailed investigation).
 - d) **ACCESS TO SPACE IN COTTAM AND RUTHVEN:** Consider community and recreational needs when planning for future improvements to public libraries and schools in Cottam and Ruthven.
 - e) **COMMUNITY HALLS:** Continue to seek opportunities to achieve increased use of existing community halls, focusing on partnerships with others. Assess needs and strategies (e.g., consolidation, partnerships, value-added replacement, etc.) for enhancing the performance of smaller stand-alone facilities when they require substantial capital improvements or become operationally unviable.

8.2 Outdoor Parks and Recreation Amenities

A range of active and passive outdoor recreation opportunities are offered throughout the town, such as trails, beaches, marinas, sports fields and courts, playgrounds and more. Similar to indoor recreation facilities, community organizations are involved in maintaining or programming certain assets.

Since the 2013 Master Plan was completed, the Town of Kingsville has completed or initiated several notable improvements to outdoor parks and recreation amenities, such as new playground equipment at several parks, resurfacing of tennis courts, a new washroom building in Cedar Island Park, introduction of pickleball and bocce courts, and more. In the Master Plan survey, 91% of respondents identified that outdoor recreation facilities such as sports fields, tennis courts and playgrounds were important, while 77% indicated that they were satisfied with these assets. Despite recent investment in outdoor recreation, these findings suggest that there continue to be areas that require additional attention.

Updated needs assessments for outdoor recreation amenities are contained in the following subsections, with recommendations summarized at the end of this section. This analysis focuses on the major recreational amenities within the town's parks system; amenities such as community gardens, washrooms, seating, etc. are not specifically addressed but form part of the park design recommendations contained in Section 7.3. For more information on specific parks, see Section 7.4, as well as an inventory of assets within parks in **Appendix C**.

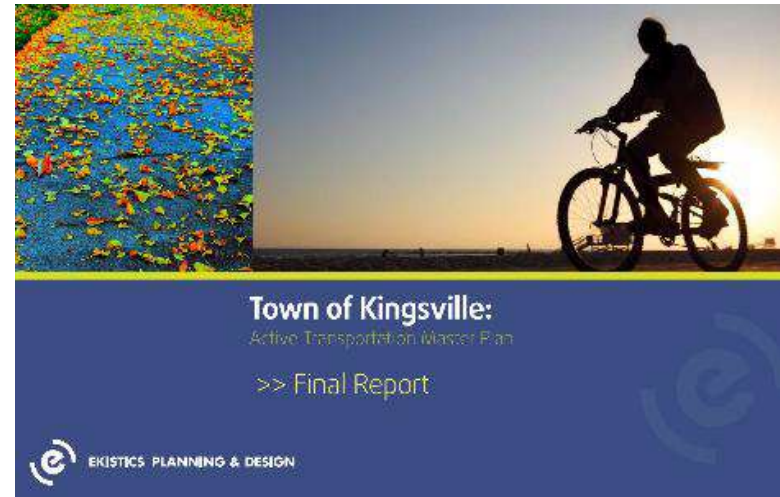
Trails

The Town maintains an extensive and growing network of sidewalks, multi-use trails and granular pathways. A key part of this network is the Chrysler Canada Greenway which is managed by the Essex Region Conservation Authority. The Chrysler Canada Greenway is one of Canada's most beautiful trails for hiking, cycling, running, birding and cross-country skiing and, in some areas, horseback riding. For 50-kilometres, it stretches across Essex County and through Kingsville (from McCain Sideroad to Ruthven) and is a key recreational component for those living in both urban and rural areas.

Trails encourage physical activity, promote active transportation, and offer opportunities to promote sustainability through the protection of areas of environmental interest. The Master Plan survey found considerable support for the continued development of nature trails, paved trails and non-road routes. With an aging but active population, the provision of safe cycling routes and walking trails is growing in importance.

The Town is committed to expanding its on and off-road network through the development of paved shoulder bike lanes, sidewalks and multi-use trails that support active transportation and recreation. To guide this objective, a County Wide Active Transportation Strategy (CWATS) was approved by Essex County Council and local municipalities in 2012. Implementation of the Strategy is phased over a 20-year period under the direction of an Inter-municipal Active Transportation Committee.

As opportunities arise, the Town of Kingsville has been implementing the CWATS plan in partnership with the County of Essex, as well as its own Active Transportation Master Plan (the plan was approved in 2012). For example, multi-purpose pathways have been completed on both sides of County Road 20 from Albuna Townline to Whitewood Road, with the intention of continuing



westerly to link Ruthven and Kingsville in the coming years. The Town's Official Plan review and update is underway and will consider policies and mapping to assist in implementing the active transportation strategies.

While the ATMP and CWATS plans are intended enhance the Town's active transportation network, the scope of this Master Plan focuses on recreational trails within parks. From a recreational perspective, trail users are typically interested in routes that traverse natural areas and that are looped so one does not have to take the same route both out and back. In this regard, the consultation program yielded suggestions for paving existing trails within Lakeside Park, developing a perimeter trail in Ridgeview Park, and improved accessibility and repairs for Sumac Bridge. Regularly evaluating ways to improve connectivity to parks and community facilities through new trail development, while ensuring that existing trails are well maintained, should continue to be an area of focus for the Town. This may include conducting community-wide walkability and bikeability audits in and around parks, open spaces and recreation centres to promote active transportation and identify gaps/areas of improvement within the current network.

Beaches and Marinas

The Town maintains six public beaches – Cedar Beach Conservation Area, Cedar Island, Chelsea Crescent Park/Little Essex Park, Lakeside Park, Mettawas Park and Union Beach. Water quality is monitored by the Windsor-Essex County Health Unit for the main beaches, including Cedar Beach / Cedar Island, which is the town's most popular beach and is co-located with the Town's marina, which also plays a pivotal role in accessing the waterfront.

Access to the water is important for residents and tourists, a fact that was reinforced throughout the public consultation program. The Master Plan survey found that 88% of households support additional spending on beaches (the highest amongst all facility types) and 65% support additional spending on marinas and boat launches. 94% of respondents feel that beaches and waterfront areas are important, but only 51% of respondents are satisfied with them, indicating a gap in service. Suggestions for improvement centred on the need to revitalize Cedar Island Park, improve water quality and beach maintenance, and undertake strategic improvements to Cedar Beach and Marina.

Section 7.4 of this Master Plan recommends that the town seek funding to implement the 2017 Cedar Beach and Marina Action Plan, as well as the implement the proposed vision of Mettawas Park; the future development of Mettawas Park presents a great opportunity to extend beach activities within the town. As these improvements are phased in, the Town should develop a Beach Maintenance Plan to review maintenance standards and management practices.



Playgrounds

Playgrounds are situated within 14 Town parks (there are two installations at Kingsville Recreation Complex, for a total of 15 playgrounds). The Town's playground provision levels are in line with the County average of one per 1,600 persons. In addition, several schools maintain playgrounds that are available for public use outside school hours.

The Town has installed new playgrounds at several parks within the last few years and the Master Plan consultation program yielded continued support for improvements. In the past 12 months, 44% of households used playground equipment, ranking 3rd out of 26 activities. Support for new or improved playgrounds also ranked high, with 76% of households in favour of additional funding for playground facilities, ranking 4th out of 27 facility types.

Playgrounds provide opportunities for early childhood leisure and interaction and are a common component in most neighbourhood and community parks. The Town's playground replacement program allows for the inspection, identification and replacement of older playground structures that do not meet CSA and barrier-free accessibility guidelines. Variation in playground design should be considered so as to provide different experiences. For example, the design of modern play structures has evolved into unique structures that encourage creative play to allow children to use their imagination to create more enjoyable playing experiences. This may include a broad range of design elements such as the use of vibrant colours, interactive play components, thematic designs and components that stimulate the senses (e.g., natural playgrounds). Community interest has been expressed for adventure or natural playgrounds; these installations utilize landscape features, provide creative options and daring opportunities, and use natural materials such as wood, logs, ropes, stones, and large boulders. Kingsville's most recent playground tender has included provision for naturalized components and the Town should continue to consider to incorporate natural playground components within future capital projects. It is also recommended that the Town replace sand bases in playgrounds with engineered wood chips whenever possible to accommodate accessibility standards.



To encourage active play, playgrounds should be available within walking distance of all urbanized residential areas. The 2013 Master Plan recommended that the town use a service radius of 500-metres (about a 5 to 10-minute walk, without crossing major barriers such as railways, waterways, or county highways) to determine gaps in urban Kingsville, Ruthven, and Cottam. To address gaps, a playground is required in Ruthven (possibly through future parkland dedication) and potentially in future subdivisions as they build-out. A playground should also be installed at Mettawas Park to enhance the park as a waterfront destination.

Another trend in playground provision includes outdoor fitness stations and exercise zones that facilitate unstructured physical fitness activities (in the county, Lakeshore, Leamington and Tecumseh have installed these features). Sometimes referred to as “outdoor gyms” or “adult playgrounds”, equipment-based stations feature low-impact, joint-friendly equipment that use resistance created by a person’s own body weight. Research has found that playgrounds for adults can provide several benefits, from improved balance, speed, and coordination to reduced isolation and associated mental health concerns like anxiety or depression. Given the town’s aging population, it is recommended that the Town gauge interest in installing an outdoor fitness circuit as part of a future park development or redevelopment project.

Splash Pads

Splash pads are interactive water play features that activate using motion sensors and buttons. They have no standing water and are unsupervised sites, but can attract large numbers of children and youth looking to cool off on a warm day. Splash pads are generally more affordable to build and operate than outdoor pools (the town does not operate an outdoor pool, and many municipalities are phasing them out as repair costs mount). They can vary in size and be designed using a range of different features, providing unique experiences throughout the parks system.

The Town of Kingsville installed its first splash pad in 2013 (Ridgeview Park). The Master Plan survey revealed considerable support for the provision of splash pads, with 70% supporting additional spending for this facility type (ranking 9th out of 27 facility types). To serve urban Kingsville, another splash pad (and support building) is proposed for Mettawas Park (see Section 7.4) and it is recommended that the Town continue to move forward with these plans. While there was some discussion about relocating the planned splash pad to Lakeside Park, support was strongest for the Mettawas Park location as it will complement the beach uses and help support the park as a community destination. This project would improve the geographic distribution of splash pads throughout the municipality and address short and long-term needs.



Soccer / Multi-use Fields

There are 26 unlit soccer fields in Kingsville, located at two parks. 17 soccer fields are located at the Kingsville Recreation Complex in urban Kingsville (seven full/intermediate and ten mini) and nine fields are located at Ridgeview Park in Cottam (five full/intermediate and four mini). The fields at Ridgeview Park overlap with ball diamonds, which limits their availability. All organized youth soccer (practices and games) takes place at these two parks as the Town does not permit school fields, which tend to be lower quality.

Soccer's low equipment costs, international appeal and high fitness quotient have helped to fuel its increased appeal over the past few decades, though registration across the province suggests that youth participation has levelled off recently. As the youth of today grow into adulthood, increased interest for adult soccer teams is anticipated. Demand is strong in most communities for high-quality full-size fields.

Nearly one in four (23%) Kingsville households contain at least one member that participated in soccer in the past 12 months and more than half (52%) of respondents support spending for additional or improved outdoor soccer facilities, ranking 18th out of 27 facility types (down from 9th in the 2013 Master Plan). Stakeholders requested improvements to the Kingsville Recreation Complex (including a storage building space, lights on one field, shade, bike racks and parking upgrades) and Ridgeview Park (adherence to maintenance standards).



There are approximately 990 soccer players in the Kingsville and Cottam minor soccer programs (725 in Kingsville and 270 in Cottam), representing growth of 14% since the 2013 Master Plan was prepared. Much of this growth can be attributed to rising interest in travel teams within the Kingsville Soccer Association, although the number of house league participants is declining as a result. Stakeholders suggested that the current field supply is sufficient and an examination of schedules suggests that several fields are underutilized, particularly some of the mini fields at the Kingsville Recreation Complex, as well as the full field closest to Road 2 East.

At current registration levels, the Town provides soccer fields at a rate of one field for every 38 participants. Communities similar to Kingsville generally utilize a provision target of one soccer field for every 50 to 60 participants, suggesting that Kingsville currently provides soccer fields at an aggressive rate. Put another way, this translates to one field per 865 residents, nearly twice as great as the country-wide average of one field per 1,600 persons. Assuming straight-line growth, there will be a need for 24 soccer fields by 2037 when the town's population reaches 27,290. This is two fewer fields than the town currently provides, indicating a sustained surplus.

No additional soccer fields are recommended during the course of this Master Plan. The removal of a small number of under-utilized fields from the inventory may be contemplated should there be higher priority needs for park space. Despite a modest surplus of fields, there is a need for improved field quality (specifically at Ridgeview Park) and supporting infrastructure (e.g., a storage/support structure to serve the fields at the Kingsville Recreation Complex).

Ball Diamonds

The Town maintains 12 ball diamonds, including three lit, seven unlit and two t-ball diamonds. Eight ball diamonds are located at the Kingsville Recreation Complex and the remaining four ball diamonds are located at Ridgeview Park; it is notable that most of the diamonds at Ridgeview Park overlap with soccer fields, thus they are only used four days per week. In addition, lower quality fields exist at local schools, though these are seldom used for organized play. The per capita ball diamond supply in the Town of Kingsville (one per 1,875 persons) is slightly lower than the county-wide average (one per 1,600 persons).

Echoing trends across Ontario, youth participation in baseball has recently been increasing in Kingsville after years of slow decline – since the 2013 Master Plan, youth registration has increased by over 50% (215 players). Interest in adult ball remains strong as well with a new adult league starting up in Cottam. One in four (24%) Kingsville households contain at least one member that has participated in baseball or softball in the past 12 months, ranking 11th out of 26 activities. One half (51%) of households support additional spending on baseball and softball facilities, ranking 19th out of 27 facility types. Stakeholders requested one additional full-size diamond at the Kingsville Recreation Complex, as well as improvements to the diamonds at Ridgeview Park and the Kingsville Recreation Complex.

The condition assessment undertaken for this Master Plan confirmed that the Town's existing ball diamonds require improvements to address current needs. Specifically, the diamonds at Ridgeview Park require enhanced infields (including one with a pitching mound) to improve safety and accommodate age and level-specific play; it is understood that some improvements are planned in the short-term. In addition, the fencing, dugouts and lighting serving the Kingsville Recreation Complex diamonds are approaching the end of their lifespan and will require repair and/or replacement. The Town should work with ball groups to identify priority investments and develop a funding plan that can be phased in over a period of time.

It is estimated that there are approximately 995 registered ball players in Kingsville for 2012 (590 youth and 405 adult). The Town is providing one ball diamond for every 74 participants (based on a supply of 13.5 fields, where each lit diamond is equivalent to 1.5 unlit diamonds due to extended play opportunities). The 2013 Master Plan recommended a market-driven provision target of one unlit diamond equivalent for every 75 participants, suggesting that the Town's diamonds are at capacity; a review of schedules confirms this to be the case. Assuming straight-line growth, demand for 2.5 additional unlit diamonds (or one lit and one unlit diamond) is projected by 2037 when the town's population reaches 27,290. It is recommended that the Town work with baseball and soccer groups using the Kingsville Recreation Complex to determine the feasibility of adding one full-size ball diamond with lights in the short-term, and longer-term consideration of a second additional diamond; these projects may require repurposing of under-utilized spaces and/or park expansion.



Hard Surface Courts

Tennis, pickleball and basketball courts are analyzed together in this Master Plan due to their similar design/footprint and opportunities for multi-use court construction.

Tennis

Tennis participation has fluctuated throughout the last few decades since peaking in the 1970s. After years of declining interest, the sport is seeing a bit of a resurgence in some communities, driven by the success of professional athletes and enhanced profile of the sport. Locally, membership in the Kingsville Tennis Club is stable, though the Master Plan survey found lower interest in tennis, with 9% of households reporting participation in the past 12 months (lower than pickleball at 11%).



The Town provides a total of six tennis courts at two locations – four courts at the Kingsville Recreation Complex (operated by the Kingsville Tennis Club) and two courts at Ridgeview Park; all courts were recently resurfaced. This supply translates into a service level of one tennis court for every 3,750 residents, greater than the county-wide average of one court per 5,000 persons.

The 2013 Master Plan suggested a provision target of one tennis court for every 4,000 residents; however, with the proposed development of dedicated pickleball courts, it is recommended that this target be modified to one tennis court per 5,000 persons. As such, the Town's supply of six courts should be sufficient to meet needs throughout the planning period. To enable future interest in the sport, it will be important to maintain public access to club courts (time/day restrictions will apply).

Pickleball

Pickleball is a quickly growing indoor and outdoor sport and is especially popular among older adults. The sport is described as a lower intensity paddle sport that can be played on dedicated courts or modified tennis courts (it requires a badminton-sized court with a net that is slightly lower than tennis height). Pickleball is easy for beginners to learn, but can develop into a quick, fast-paced, competitive game for experienced players. Although the Master Plan survey found low support for the activity, many suggestions for dedicated pickleball courts were received through other consultation tactics.

At present, there are no dedicated pickleball courts in the town, although pickleball users have previously shared space with the Kingsville Tennis Club. The average level of pickleball court provision across the county (Amherstburg, LaSalle and Tecumseh presently have courts that are used for pickleball) is currently one court per 17,800 persons, though the provision rate is increasing as more courts are developed to support this growing sport. The sport is also increasingly being played indoors on gymnasium, hall and arena floors.

The 2013 Master Plan recommended that pickleball be accommodated on the existing tennis courts as a pilot program to gauge interest and determine whether permanent outdoor courts were warranted. The Town initiated this pilot program and a local pickleball group – capped at 100 members due to limited hours – has shown that there is support to build dedicated courts. The Town is currently working with the pickleball group on a proposal to develop a dedicated outdoor facility to address needs during the period of this Master Plan; should this project be realized, court usage should be monitored to inform future needs.

Basketball

Outdoor basketball courts are relatively low cost and easily incorporated into local parks, thus allowing easy access and opportunity for spontaneous, informal play. Outdoor hoops at schools and private residences meet a portion of demand. Some interest was expressed through the Master Plan consultation for outdoor basketball court improvements (48% of households supported additional investment, ranking 21st out of 27 facility types).

The Town provides basketball courts at two locations (Cedar Island Park and Ridgeview Park) and a third court is proposed for the redevelopment of Lions Park. The anticipated supply of three basketball courts translates into one court for every 7,500 residents, below the county-wide average of one per 4,700 persons. A target of one basketball court per 800 youth (ages 10-19) was recommended in the 2013 Plan. The 2016 Census reported 2,515 youth residents, suggesting a need for three basketball courts, a level of provision that will be achieved once Lions Park is redeveloped. Additional courts may be considered on a case-by-case basis, with the support of a public consultation process and consideration of geographic distribution. Improvements to the court at Cedar Island Park are recommended (see Section 7.4).

Skate Parks

Skateboarding has demonstrated sustained longevity and has become a mainstream sport – along with BMX biking and inline skating – among many youth, and to a lesser extent, children and young adults. The unstructured, unscheduled, and low-cost nature of skateboarding also adds to its appeal.

The Town provides one skateboard park at the Kingsville Recreation Complex. By providing an authorized venue for skateboarding, these facilities offer a safe location for users to participate and can also help to reduce damage to public and private property.

Master Plan input suggests that additional opportunities for skateboarding are low priorities. This finding is supported by the provision analysis, which finds that the Town's skate park service level is presently one per 22,500 residents, greater than the county average of 26,600 persons. Insufficient demand currently exists to consider the development of a second skateboard park in the Town.



Off-Leash Dog Parks

Dog parks are becoming increasingly popular park spaces, particularly in urban areas where residents may not have access to private open space for their pets to run freely. Demand for these facilities has grown as pet ownership rates are rising and communities do not typically allow dogs to be off-leash on public property (as regulated by municipal by-laws). Dog walking is not only beneficial for pets, the activity provides owners with an opportunity to get outside and socialize; this is particularly true for older adults and seniors who often find pet ownership helps prevent social isolation and encourages outdoor activity.

The Town established its first off-leash dog park in 2016 (Linden Beach Dog Park), south of York Park and adjacent to the sewage treatment facility. The park is sufficiently large for the level of use and is located away from residential areas. It lacks shade or benches, although trees have recently been planted.

The Linden Beach Dog Park appears to be meeting current demand levels. One in every six survey respondents reported that they had participated in off-leash dog walking within the last 12 months. Dog parks ranked 24th out of 27 facility types, receiving support for additional spending from just 40% of survey respondents. No changes are recommended to the supply of off-leash dog areas in the town over the course of this planning period.



Recommendation & Actions

14. Update plans and identify funding sources for the renewal and development of community supported outdoor parks and recreation facilities.
- a) **TRAIL NETWORK:** Continue to place a priority on implementing the County Wide Active Transportation Strategy (CWATS) and Town of Kingsville Active Transportation Master Plan (ATMP) to address gaps in the on- and off-road network. Undertake an update to the ATMP in 2022.
 - b) **PARK PATHWAYS:** Seek options for improving the accessibility of trails and pathways within the Town's parks system, including paving primary trails within Lakeside Park and improvements to Sumac Bridge. Community-wide walkability and bikeability audits may be conducted to identify other areas for improvement.
 - c) **BEACHES:** Develop a Beach Maintenance Plan to review maintenance standards and management practices.
 - d) **MARINA:** Initiate phased implementation of the Cedar Beach and Marina Action Plan and seek funding to implement marina improvements.
 - e) **PLAYGROUND DESIGN:** Continue to support the playground replacement program, including installation of natural playground components in appropriate locations. Replace sand bases in playgrounds with engineered wood chips whenever possible to accommodate accessibility standards.
 - f) **NEW PLAYGROUNDS:** Provide playgrounds within 500 metres of residences within urban areas, unobstructed by major barriers. To meet this standard and to complement planned park sites, playgrounds are recommended for Ruthven (site to be determined) and Mettawas Park.
 - g) **OUTDOOR FITNESS:** Confirm community interest in installing an outdoor fitness circuit as part of a future park development or redevelopment project.
 - h) **SOCCER FIELDS:** Work with soccer associations to install a storage structure for the soccer fields at the Kingsville Recreation Complex, address maintenance standards at Ridgeview Park, and examine options for establishing a sports field allocation process.
 - i) **EXISTING BALL DIAMONDS:** Work with ball groups to identify and prioritize necessary field improvements. Develop a funding plan that can be phased in over a period of time.
 - j) **NEW BALL DIAMONDS:** Examine the feasibility of adding one full-size ball diamond with lights to the Kingsville Recreation Complex in the short-term, and longer-term consideration of a second additional diamond; this may require repurposing of under-utilized spaces and/or park expansion.
 - k) **PICKLEBALL COURTS:** Work with the local pickleball group to facilitate additional access to outdoor facilities; dedicated courts should be accompanied by an appropriate fundraising campaign.
 - l) **SPLASH PADS:** Develop a splash pad and support building as part of the proposed development of Mettawas Park.

9 Arts & Culture Assessment



This section reviews creative and cultural assets and identifies strategies to enhance opportunities and partnerships within this sector.

For the purposes of this Plan, “culture” is broadly defined as the arts, cultural industries and heritage resources. It includes (but is not limited to) the following opportunities and assets:

- artistic talent and expression (music, theatre, dance, visual art, film, media arts and literature);
- built heritage;
- natural heritage landscapes;
- museums and archives; and
- events, festivals and tourism.

9.1 Arts and Culture in Kingsville

Arts and culture are powerful contributors to the Town’s economic prosperity and quality of life. They bring people together through a shared set of values, traditions and histories that define and shape the community. Kingsville’s cultural scene is vibrant and growing, attracting professionals, creative people and educated entrepreneurs that are seeking authentic experiences and looking for creative outlets to share their talents. In 2018, Kingsville was identified as a top ten city (population under 50,000) based on the number of cultural events and activities offered through Culture Days.

Culture exists throughout Kingsville, not just in the downtown area where key assets such as the Carnegie Building and Lakeside Park are visible reminders. It exists in churches within the smaller communities and rural areas, along Kingsville’s waterfront, within the Town’s many parks and trails, at museums and cemeteries, and within the schools and libraries. It is the flowering baskets and banners on main streets, it is the many restaurants that attract visitors to Kingsville, it is in the architecture of the town’s many historic buildings, it is the views and vistas of Lake Erie and the countryside, it is the vibrancy created by special events such as the Fantasy of Lights and concerts at Migration Hall, it is the dance lessons provided by local businesses, it is the learning and inspiration provided by destinations like Jack Miners Bird Sanctuary and John R. Park Homestead, it is the prominent agricultural and wine industries that define the countryside, it is the many social gatherings that are hosted in local halls, it is the leisure activities that occur in parks and beaches and marinas, and so much more. While the Town



may not have a single destination or premier attraction, the totality and range of cultural resources in Kingsville and surrounding areas is impressive and presents many opportunities for future growth and success.

Given the very broad scope and impact of arts and culture in the Town, it is recognized that there are many key stakeholders responsible – directly or indirectly – for its care. This includes community groups such as the Horticultural Society and Kingsville Historical Park, learning institutions such as schools and libraries, the many volunteers that organize local activities and events, the hospitality industry that serves and accommodates locals and visitors, the Town and Conservation Authority that host many of these activities within their parks and facilities, the Tourism Windsor Essex Pelee Island that is the regional tourism body, and many more.

In order to thrive; however, efforts must be nurtured and supported through thoughtful planning. Over the years, the lead responsibility for governance and marketing has been shared by a blend of ad hoc groups, Arts Society of Kingsville and the Business Improvement Area (BIA). Currently, many organizations are acting independently, with limited coordination. The Town – which has a long and successful history of coordinating events such as Tall Ships and Festival of Lights – has recently become more involved with the tourism aspects of arts and culture (a Tourism Plan is currently under development). With the opening of the Grovedale House in 2019, the Town of Kingsville will have another venue dedicated to community events, offering greater opportunity to enhance local arts and cultural programming.

A cohesive and coordinated approach to arts and cultural tourism, events, programs, and promotion is needed to leverage existing resources and maximize benefit for all. This is a task for many, not few. The Town is represented by the Arts Council Windsor & Region (ACWR), a non-profit organization that serves all disciplines of individual artists, arts organizations and non-arts partners in promoting, developing and realizing creative activity. The ACWR has a regional focus as there are strong intra-regional partnerships and tourism impacts associated with the arts.

However, stakeholders are looking to the Town to provide additional leadership to enhance local arts, culture and tourism activities. To be effective, a strategic approach is necessary. The creation of a Kingsville-focused Cultural Roundtable comprised of local stakeholders (including municipal representation) and that is supported operationally by the Town is recommended. Cultural Roundtables have had success in many communities, such as Orillia, Wellington North, Halton Hills, Kawartha Lakes and Minto. This is different from the Council-appointed Parks, Recreation, Arts and Culture Committee. The Roundtable would be a service-oriented body tasked with: professional development and capacity building for artists and arts groups; lobbying and incubating new ideas, projects or spaces; and advocacy and communications⁴. Responsibility for exhibits, programs,



⁴ For more information, see: Ontario Arts Council. [Fostering Arts at a Local Level: A review of Community Arts Councils in Ontario](#). May 2011.

events, etc. would remain with the respective organizations – unchanged from the current structure. By bringing all voices together and working towards a common vision that focuses on Kingsville’s unique cultural, natural and historic assets, the community can achieve more.

Recommendation & Actions

15. Facilitate the creation of an effective governance structure for local arts, culture and sector-related tourism.

- a) **CULTURAL ROUNDTABLE:** Investigate the feasibility of developing a local Cultural Roundtable responsible for capacity-building, coordination, advocacy and communication of local arts and cultural activities. Develop a Strategic Plan to guide the work of the group and identify short-term priorities.

9.2 Maximizing Arts and Cultural Assets

The town is home to a growing number of assets that serve the arts and cultural industry. The municipality has responsibility (often shared with others) for many of these spaces, including the Grovedale House, Lakeside Park, Migration Hall, Carnegie Arts, Culture & Visitor Centre, Kingsville Historic Park and more. User-driven databases and cultural mapping initiatives completed by the Windsor Essex Economic Development Corporation are among the many resources that help to promote these assets.



To accommodate growing demand, the Town has recently developed the Grovedale House – a community facility set to open in 2019. The historic Grovedale House was originally a two-storey inn built in 1886. In 2016, the Town of Kingsville purchased this building with plans to restore the structure to its former Victorian splendour and incorporate the property into the adjacent Mettawas Park development. Ultimately, due to the building’s deteriorating condition and limitations, the decision was made to demolish the structure and to replace it with a multi-use facility that would better serve the needs of residents and visitors. The Grovedale House will provide additional community and cultural space to address unmet rental and activity demand at the Lakeside Pavilion and to establish new programs and events in the community. It is recommended that the Town assess usage of the Grovedale House for a period of one to two years (including revenues/costs,

events/programs/rentals, unaccommodated requests, potential partnerships, desired improvements, etc.), then use this information to develop a business plan to guide its long-term role and function in the community. Consideration should be given to the viability and role of other venues within the town, including but not limited to Migration Hall and the Lakeside Park Pavilion.

Located on Division Street South in Downtown Kingsville, the Carnegie Arts, Culture & Visitor Centre creates a focal point for tourist information, workshops and showcasing the arts. This facility also provides office space for the BIA (which is responsible for the facility's day-to-day operations) and Folk Festival. Opportunities to maximize cultural and community access to this facility should continue to be sought.

Another prominent local facility is Migration Hall, which is a multi-use facility that can be used for many gymnasium-based sports, as well as various community events and shows. It is managed by the Migration Hall Committee and access is dependent upon school activities and community events. This Master Plan proposes that the Town assess viability and community interest in securing the hall if it is declared surplus by the school board through the proposed replacement of the high school (see Section 8.1).

Recommendation & Actions

16. **Maximize community benefit through the operation of municipal cultural venues that work together as a system of complementary spaces.**
 - a) **GROVEDALE HOUSE:** Develop a business plan for the Grovedale House following a one- to two-year period of operation, during which strengths, weaknesses, opportunities and threats can be more thoroughly assessed.
 - b) **CARNEGIE ARTS, CULTURE & VISITOR CENTRE:** Continue to work with the community to maximize cultural and community access to the Carnegie Arts, Culture & Visitor Centre.

9.3 Supporting and Expanding Arts and Cultural Opportunities

Interest has been expressed in growing the local arts and culture sector. The 2018 Cottam Revitalization Plan found a desire for arts programming in the community, as well as the establishment of arts-based festivals. Kingsville's Economic Development Strategic Plan encourages growth in the Town's arts, culture and heritage sector and supports the development of a "brand" and additional events and festivals. Past municipal strategic plans have recommended that the Town provide a higher level of cultural opportunities to visitors and residents, including events and attractions such as community theatre, heritage awareness and musical events. Several Town-sponsored festivals have cultural components (e.g., Migration Fest, Folk Festival, Fantasy of Lights, Ruthven Apple Festival, Highland Games, Village of Cottam Rotary Horse Show and Fall Festival) and interest is growing.



The Master Plan survey found support for investing in the cultural realm. More than three-fifths (62%) of households indicated that arts and cultural facilities such as museums, theatres, and art galleries are important or very important, but only one-half (51%) were satisfied or very satisfied with Kingsville's arts and cultural facilities. The majority (57%) of survey respondents support additional spending for arts centres for creating visual art, crafts, and other works. Additionally, more than one-third (36%) of survey respondents face barriers to participating in arts and cultural activities, with 45% of this subset identifying a lack of programs and facilities as a primary barrier.

People are seeking value-added, high-quality and unique cultural opportunities that can fit into busy lifestyles. To address growing needs, the Town has dramatically increased its cultural program component in recent years. The Town remains focused on hosting existing and new events (e.g., Movie nights, Concert Series, Kids in the Kitchen, Paint and Sip, etc.) and has also been working with community organizations (e.g., Art Society of Kingsville, Music Moves Kids, etc.) to expand cultural programming and events such as Tall Ships and Highland Games. However, more resources and partnerships are required to support expanded offerings. In response to demonstrated demand, the Town should continue to pursue arts and cultural-related program and activity ideas that leverage municipal and community resources.

Emerging opportunities made possible through facilities such as the Grovedale House may further engage residents who are not currently participating in these types of programs to become involved, including children and youth. Older adults and seniors benefit from involvement in arts and culture programs and they are also the most likely to be limited in their ability to travel – whether by choice or mobility challenges. Locally-based and affordable provision, therefore, is important to ensuring accessibility. Development of future programming and events should focus on inclusive opportunities for interested participants of all ages, interests and abilities. For more on possible areas of program expansion, see Section 6.3.



To support these efforts, an integrated marketing plan that addresses art and culture, tourism, sport and more is needed. This may be developed by the Town in their role as the local communications facilitator or an oversight body such as the recommended Cultural Roundtable. Under either scenario, appropriate municipal resources for implementation are required, including staff resources.

The Town may also benefit from the development of a policy to guide the installation of public art in civic spaces and to encourage public art in development proposals. Public art (e.g., sculptures, murals, walkways, fountains, street furniture and other works, both permanent and temporary) is a means for beautifying and celebrating the area's rich heritage, promoting creativity, and enhancing community identity and pride. In the past, the Town has received proposals from residents offering to design and construct outdoor artwork within appropriate municipal locations, but does not currently have a policy or guidelines in place to evaluate these proposals.

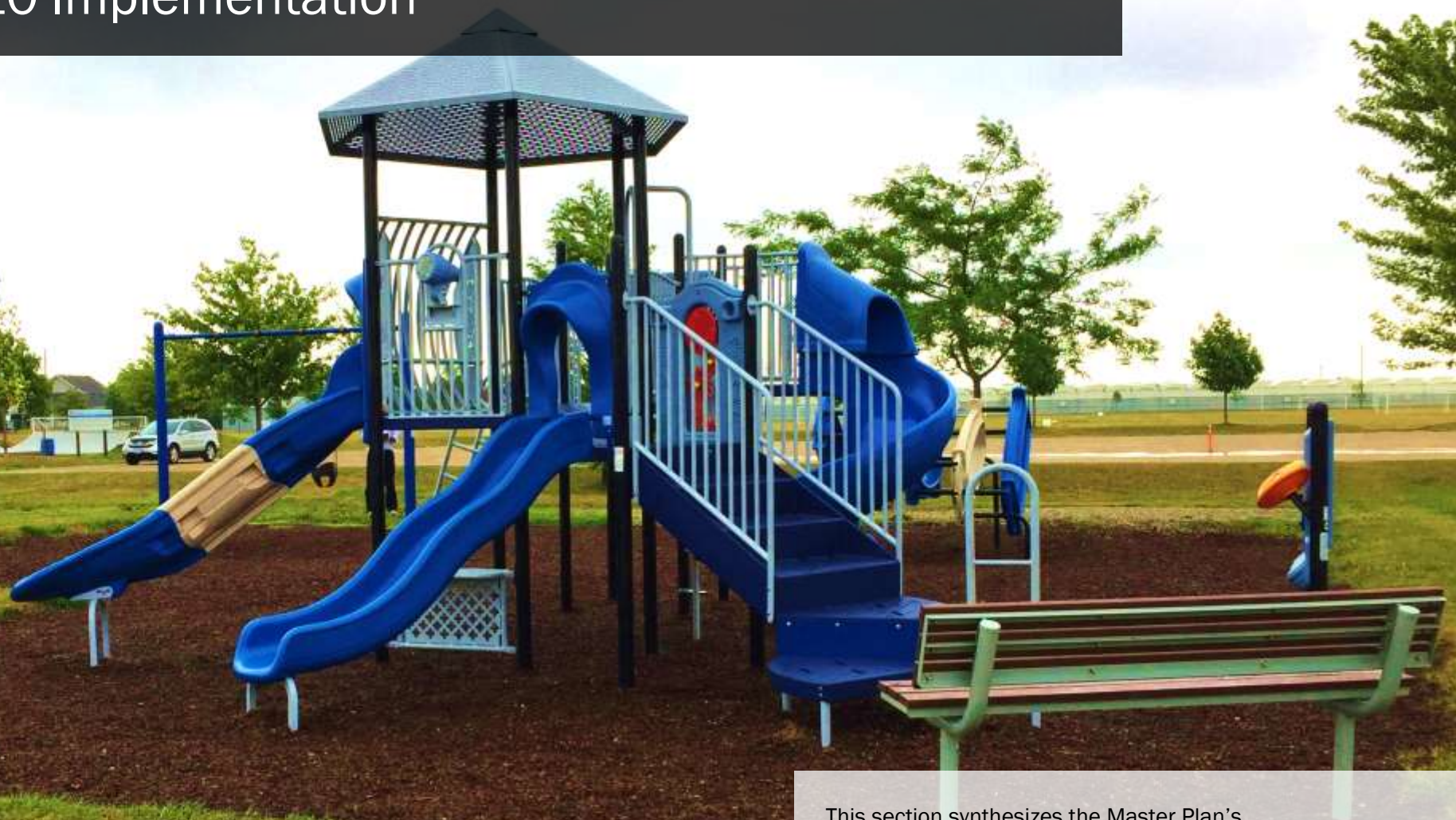
Such a policy would address the formation of an advisory panel, standards of appearance, structural durability and safety, and desired locations within the public realm. Through Official Plan policy, the Town may also consider the requirement for development proposals meeting key criteria to contribute to the public art program.

Recommendation & Actions

17. **Work with the community to grow the breadth of local arts and culture events and programming.**
- a) **PROGRAMS & EVENTS:** Continue to encourage capacity-building and partnerships that support arts and cultural programs and events focused on inclusive opportunities for participants of all ages, interests and abilities.
 - b) **PUBLIC ART POLICY:** Develop a Public Art Policy to guide decision-making relating to the display and installation of art within parks and other civic spaces, including through the land development process.
 - c) **MARKETING PLAN:** Develop an integrated strategy for marketing and communications related to Kingsville's arts, culture, and tourism sectors. Allocate dedicated resources to support successful implementation of the marketing plan.



10 Implementation



This section synthesizes the Master Plan's recommendations by summarizing their priorities, timing and key considerations for their implementation. Guidelines for reviewing and updating the Master Plan are also identified, as are potential funding sources.

10.1 Keeping the Master Plan Alive

The Town accomplished much of what was set out in the 2013 Master Plan. Of the recommendations that were not fully implemented, most were large-scale projects that required significant time and human/financial resources – both municipal and community – such as park development and redevelopment. By setting priorities, creating a phased plan for implementation, and working with community stakeholders to achieve more, we can ensure that the intent of this Master Plan and its main recommendations are achieved over the next ten years.

In doing so, the Town should regularly review and assess – and periodically revise – the recommendations of the Parks, Recreation, Arts and Culture Master Plan. This will ensure that the directions remain reflective of current realities and responsive to the changing community needs. This will require monitoring of activity patterns, conducting annual reviews of the achievements of the Plan, determining which actions have or have not been implemented, tracking satisfaction levels of residents and undertaking a detailed ten-year update to the Plan.

Additional tasks are required to enable active implementation of the Plan, including the monitoring of participation levels and regular dialogue with the community. Through these mechanisms – or as a result of other internal or external factors – adjustment of resource allocations and priorities identified in this Plan may be required.

Reviewing the Plan requires a commitment from all staff involved in the delivery of parks, recreation and cultural services, Council and the public. An appropriate time for this is prior to the annual budgeting process. The following steps may be used to conduct an **annual review** of the Master Plan:

- Review of the past year (recommendations implemented, capital projects undertaken, success/failure of new and existing initiatives, changes in participation levels, issues arising from the public and community groups, etc.);
- Issues impacting the coming year (anticipated financial and operational constraints, political pressures, etc.);
- Review of the Plan for direction regarding its recommendations;
- Preparation of a staff report to indicate prioritization of short-term projects and which projects should be implemented in the coming year based upon criteria established by staff (e.g., financial limitations, community input, partnership/funding potential, etc.);
- Communication to staff and Council regarding the status of projects, criteria used to prioritize projects and projects to be implemented in the coming year; and
- Budget requests/revisions as necessary.

Recommendation & Actions

18. Position the Parks, Recreation, Arts and Culture Master Plan as a living document.

- a) **MASTER PLAN AWARENESS:** Post the Master Plan on the Town's website as a resource for the community, Council and staff.
- b) **MONITORING & REPORTING:** Develop and implement a system for the regular monitoring and reporting on the progress of the Master Plan, such as the collection of participation/registration data and annual reports to Council and/or the community.

- c) **ANNUAL WORK PLAN:** Continue to work with the PRAC Committee to develop annual work plans for the Master Plan, with key priorities identified on a year-to-year basis.
- d) **IMPLEMENTATION TOOLS:** Conduct feasibility studies and business plans (with input from the public) prior to developing or expanding major park sites and recreation facilities to ensure that projects are aligned with community needs, partnership opportunities and financial capacities.
- e) **MASTER PLAN REVIEW:** Undertake a full update of the Parks, Recreation, Arts and Culture Master Plan in five to ten years (2024-2029).

10.2 Potential Funding Sources

To assist with implementation, several potential funding opportunities – in addition to direct taxation – have been identified below.

Development Charges / Community Benefit Charges

Note: In June 2019, the Province passed Bill 108 which – among other items - seeks to remove parks and recreation services from the Development Charges Act. These will be considered under a new Community Benefits Charge By-law (as will be set out in proclamation) should the Town wish to impose one. It is proposed that the legislative provisions related to community benefits charges would come into force on January 1, 2020. Implications of Bill 108 are under review by the Town.

Development charges are fees that are collected through the building process in order to address the growth-related infrastructure needs of a community. Up to 90% of eligible capital projects may be funded through development charges, with the remaining 10% financed by the municipality through other sources. Funding limitations (pre-Bill 108) include replacement portions of facilities, arts and cultural facilities, historical service level deficiencies, or excess capacity as a result of the pre-emplacement of facilities. Many of the items identified in this Master Plan are partially or fully growth-related, thus will be eligible for Development Charge / Community Benefit Charge funding.

Parkland Cash-in-Lieu

Note: In June 2019, the Province passed Bill 108 which – among other items – seeks to amend the Planning Act and provisions related to the alternate parkland rate (upon proclamation). Implications of Bill 108 are under review by the Town.

The Planning Act establishes a framework for the dedication of parkland and possible alternatives, with implementation policies identified through official plans. One such alternative to land dedication is the conveyance of cash-in-lieu of parkland generated by development or redevelopment. At the Town's discretion, cash-in-lieu may be used to purchase parkland, to acquire associated machinery or equipment and/or for parkland development. Bill 108 proposes to remove the alternative parkland dedication rate (1 hectare per 300 units or 1 hectare per 500 units if accepting cash-in-lieu), as well as make broad changes to Section 37 (community benefits).

Municipal Reserves

On occasion, municipalities may decide to set aside monies accrued from tax dollars or other revenue sources for special projects, such as the development or expansion of a specific community facility or park. In addition, annual lifecycle reserves that are earmarked to fund the maintenance and state-of-good-repair of existing facilities are becoming more common.

Fundraising, Donations & Sponsorships

The capital and ongoing operational costs of constructing parks and facilities are substantial and will inherently place pressures on the municipal budget. Seeking assistance from the community to contribute resources towards the construction and/or operation of parks and facilities can be an effective way to provide services and spaces that are truly desired by residents. In the past, many local user groups have collected donations and/or participated in fundraising for new facilities and this practice is expected to continue. The Town's Community Grant Fund provides guidance in this regard.

User Fees & Surcharges

User and rental fees vary considerably based on the type of activity/facility in question. For example, ice rentals comprise the bulk of the revenue stream for an arena but are less consequential for lower use spaces such as a meeting room. Nevertheless, increases in user fees – often achieved through a project-specific surcharge – can be used to offset the costs associated with capital upgrades.

Debenture Financing

In cases where alternate sources of funding are unavailable, some municipalities have shown a willingness to finance a portion of major capital expenditures. Depending on the municipality's credit rating, this can be a more expensive funding alternative and can impact the future borrowing rate and fiscal capacity.

Ongoing Government Programs

One example of an ongoing government program is the Federal Gas Tax Fund, which provides municipalities with a long-term funding stream that can be used for the construction and rehabilitation of core public infrastructure, including roads, bridges, drinking water and wastewater infrastructure, and recreational facilities (e.g., trails, bike lanes, etc.).

One-Time Grants

Municipalities often seek financial support from senior levels of government for major municipal capital projects. In 2017, the Federal budget made commitments towards infrastructure investments in the recreation sector through the "Investing in Canada" Plan – it is anticipated that the Community, Culture and Recreation Infrastructure funding stream (amounting to \$407 million across Ontario over 12 years, with up to 40% support for eligible municipal projects) will support new, expanded or renewed facilities. Another opportunity may be the Canadian

Experiences Fund, a two-year \$58.5-million national program to help Canada's tourism sector innovate and grow. The presence of an approved Master Plan is often a requirement to securing grant funding.

Partnerships

To maximize benefits to the community, the Town may consider engaging in collaborations or partnerships with the private sector, non-profit sector, or other levels of government to develop and/or operate various facilities and services. Detailed feasibility studies and the development of agreements will be required to ensure that these arrangements yield the desired results.

Cooperation between Municipal Neighbours

Cooperation between municipalities is essential to the effective delivery of parks and recreation services. Residents are not concerned about municipal boundaries if their access to and enjoyment of a recreational experience is unencumbered by local politics. Throughout Ontario, municipalities benefit from various types of cooperation, including joint services agreements that allow cost-efficient access to facilities by residents in another municipality.

Recommendation & Actions

19. **Employ a broad range of financial processes and practices to maximize contributions toward the full implementation of this Master Plan.**
 - a) **ALTERNATIVE FUNDING:** Where appropriate and consistent with municipal policies and priorities, consider alternative funding and cost-sharing approaches such as (but not limited to) surcharges, fundraising, grants, sponsorships and naming rights, parkland cash-in-lieu (CIL) reserves, and various forms of collaboration to provide the best value to residents. Redirect proceeds and operational savings from the sale or disposition of surplus parkland to other priority projects within the parks system.
 - b) **OPERATING FUNDS:** Assess operating budget implications and partnership options prior to approving major capital projects.
 - c) **LIFECYCLE PLANNING:** Continue to contribute toward annual lifecycle reserves to offset the repair and replacement costs associated with parks, recreation, arts and cultural infrastructure. Annual funding amounts should be increased over time to achieve fully funded status.
 - d) **MASTER PLAN ALIGNMENT:** Use this Master Plan as a resource in developing the Town's annual budget documents, Development / Community Benefits Charges studies, secondary plans and related studies.

10.3 Timing and Priority of Actions

The timing of the projects proposed in this Master Plan recognizes the need for phased implementation and/or outside funding sources as some actions are based upon what is needed and not necessarily what is financially achievable by the Town at the present time. As part of the annual budget process, this Plan will be reviewed to identify areas where the availability of resources may affect the timing of implementation. Analysis of implementation options and budget implications should be undertaken prior to approving major projects.

The actions identified in this Master Plan are not intended to be a definitive list, as additional capital repairs, operating expenditures and other initiatives outside the scope of this Plan may be identified and prioritized on a case-specific basis. By approving this Plan, the Town is not bound to implementing every action or providing facilities/services in the order, amount or timing indicated; rather, this Plan provides guidance on community priorities and sets a general course for meeting the needs as they are presently defined.

The Town has limited resources and cannot afford to do everything that the community desires; this is one of the primary reasons for undertaking a Master Plan in the first place. Although the Town of Kingsville may experience challenges in providing the appropriate financial and human resources to achieve the Master Plan's actions, the Town should make every reasonable effort to implement these strategies through appropriate and acceptable means. The full implementation of this Plan will require the use of municipal taxation, development charges and/or community benefit charges, grants, fundraising and/or collaborations with community partners.

Determining priorities is an exercise that should be revisited each year prior to the Town's budget development exercise. **It is expected that the Town will make decisions on individual projects and funding sources annually through the budget process.** In addition to funding availability, factors that might affect priorities year to year may include:

- capital lifecycle and considerations of safety;
- legislation and mandated requirements;
- changes to service standards;
- public input and community interests;
- emerging trends and changes in participation rates;
- availability of alternate providers; and
- socio-demographic changes and growth forecasts.

Priority is often, but not always, synonymous with timing – the higher the priority, the sooner the action should be implemented. Priority has been determined based on an assessment of need, as identified throughout the planning process and with consideration of public input, trend and demographic analysis, capacity and demand, etc. Generally, municipalities seek to make efficient use of resources through initiatives that have the broadest community benefit and serve the widest range of needs.

Within the tables that follow, the priority and timing of actions are organized into the following categories, with key considerations and potential cost impacts identified for selected actions:

Priority

High Priority: Immediate attention is recommended during the proposed timeframe.

Medium Priority: Attention is required when high priority actions have been initiated or completed, or when suitable partners have been identified for funding.

Lower Priority: Attention is required when high and medium priority actions have been initiated/completed.

Timing (generally aligned with Council terms)

Short-term (1-4 years): 2019 to 2022

Medium-term (5 to 8 years): 2023 to 2026

Longer-term (9 years and beyond): 2027 and beyond

Ongoing: Continuous directions that should be implemented throughout the course of the entire planning period

Considerations (cost impacts, linkage to Master Plan goals, ongoing best practice, responsible party, etc.)

Potential Cost Impacts (all cost estimates to be confirmed through future study)

Minor (\$): estimated at \$100,000 or less

Moderate (\$\$): estimated to be between \$100,000 and \$500,000

Major (\$\$\$): estimated at \$500,000 or more

Goals (see Section 5)

Goal 1: Foster an Active and Age-Friendly Community

Goal 2: Work with Others to Expand Activity Choices

Goal 3: Maintain our Existing Assets

Goal 4: Plan for Emerging Needs

Goal 5: Grow Arts, Culture and Tourism

Goal 6: Promote Service Excellence and Financial Responsibility

Note: In the following tables, the recommendations and actions are numbered according to the order in which they are presented in the body of the Master Plan. They are not listed in priority order.

Table 14 Implementation Strategy: Service & Program Assessment (Section 6)

Recommendations & Actions	Priority	Timing			Master Plan Goals	Key Considerations
		2019 - 2022	2023 - 2026	2027+		
1. MUNICIPAL ROLE: Continue to solidify the Parks and Recreation Department’s role as a park/facility provider, community-wide event coordinator and program facilitator through consistent messaging in all communications, budgeting, policies and procedures.						
a) FRAMEWORK FOR RECREATION IN CANADA: Align service delivery priorities and decision-making with the goals of the Framework for Recreation in Canada (2015), which include: Active Living; Inclusion and Access; Connecting People and Nature; Supportive Environments; and Recreation Capacity.	High	●	●	●	1, 2, 3, 4, 6	Best Practice
b) AGE-FRIENDLY PLANNING: Prepare a municipality-wide multi-departmental Age-Friendly Plan to identify policies, services and structures that assist seniors and residents of all ages to lead healthy and active lives and stay involved in the community. This may require additional and/or external resources.	Medium		●		1, 2	Cost impact: Minor (consultant)
2. FUNDING AND SERVICE LEVELS: Encourage long-term financial sustainability through the cost-effective and efficient management of resources, appropriate application of user fees and the securement of external funding.						
a) SERVICE REVIEW: Regularly undertake internal reviews of existing services and emerging pressures, with comparisons to similar municipalities. Report these results to the community to illustrate the value of services to taxpayers.	Medium		●	●	6	Best Practice
b) TRUE COST ACCOUNTING: Identify the true cost to deliver parks, recreation and culture services (including direct and indirect costs) to support evidence-based decision-making and tracking of performance over time.	Lower		●	●	6	Best Practice
3. PROGRAMMING AND EVENTS: Continue to employ an asset-based community development approach in program delivery, whereby the focus is on building capacity within local organizations and becoming involved in direct provision of targeted services only where suitable community partners do not exist.						
a) UNDER-SERVED GROUPS: Establish and grow locally-appropriate programming for under-served groups, including children/youth, adults/older adults, families, low-income households and those living in rural areas.	High	●	●	●	1, 2	Best Practice

Recommendations & Actions	Priority	Timing			Master Plan Goals	Key Considerations
		2019 - 2022	2023 - 2026	2027+		
b) COMMUNITY EVENTS: Continue to support and seek opportunities to enhance community events and initiatives that promote social cohesion, community pride, and increase awareness of local traditions and talents.	High	●	●	●	1, 2	Best Practice
c) PROGRAM PARTNERSHIPS: Undertake a review of existing and potential partnerships and identify areas of potential future expansion in conjunction with local service providers and volunteers (e.g., Public Library, service clubs, organizations, etc.).	High	●	●	●	2, 6	Best Practice
d) PROGRAM AND EVENT STRATEGY: Develop a Program and Event Strategy that more fully defines the Town's role in program and event facilitation, support and delivery. This may include the establishment of criteria for evaluating partnerships, developing quality program standards, priorities for investment and more.	Medium		●		1, 2	May be completed internally
4. STAFFING AND GOVERNANCE: Ensure that parks, recreation and culture staffing levels, resources and competencies keep pace with growth and changing responsibilities.						
a) ORGANIZATIONAL STRUCTURE: Consider the findings and recommendations of this Master Plan as part of the Town's organizational review.	High	●			6	Best Practice
b) STAFFING PLAN: Develop a five-year outlook for growing parks, recreation and culture staffing and operations, with consideration to existing and emerging pressures, seasonal work, cross-training initiatives, succession planning, etc.	High	●		●	6	May be completed internally
c) GOVERNANCE: As part of the Town's Committee Review, explore interest in establishing an Age-Friendly Committee to support activity for residents of all ages.	Medium		●		1, 6	Best Practice

Recommendations & Actions	Priority	Timing			Master Plan Goals	Key Considerations
		2019 - 2022	2023 - 2026	2027+		
5. POLICIES AND PROCEDURES: Establish and update policies and protocols to assist staff in standardizing internal processes and delivering consistent customer experiences.						
a) POLICY AUDITS: Undertake regular reviews of municipal parks, recreation and culture policies and guidelines to ensure that they are up-to-date, accurate and appropriate. Steps should be taken to address gaps in policies and procedures, where applicable.	Medium	●	●	●	6	Best Practice
b) PERFORMANCE MEASURES: Identify key performance indicators and targets that illustrate the value of parks, recreation and culture services. Report these figures to the community on an annual basis.	Lower	●	●	●	6	Best Practice
c) TRACKING USAGE & PARTICIPATION: Collect registration data annually from all organizations that use Town parks and facilities. Monitor utilization to assist in tracking trends, changing demands and allocation.	High	●	●	●	4	Best Practice
6. RATES AND FEES: Ensure the fair, equitable and transparent determination and application of rates and fees to offset costs associated with dedicated access and services.						
a) RATES AND FEES: For parks and recreation items within the Fees and Charges By-law, maintain the practice of annual inflationary adjustments and consideration of broader cost impacts. Where applicable, significant changes should be phased in over multiple years.	High	●	●	●	6	Best Practice
b) FINANCIAL ASSISTANCE: Monitor demand for financial assistance programs and adjust funding levels as necessary to ensure that participation barriers are mitigated. Opportunities to extend funding to indirect/partnered programs should also be explored.	High	●	●	●	1, 6	Best Practice
c) COST RECOVERY: Consider establishing minimum thresholds for cost recovery to assist in the establishment of rates and fees.	Lower		●		6	Best Practice

Recommendations & Actions	Priority	Timing			Master Plan Goals	Key Considerations
		2019 - 2022	2023 - 2026	2027+		
d) FEE WAIVERS: Monitor the recently-established fee waiver protocol (which helps to offset costs to community groups providing eligible activities or events) to ensure that it is consistent and effective.	Lower	●			1, 6	Best Practice
7. WORKING WITH OTHERS: Pursue partnerships and sponsorship opportunities to reduce reliance on tax dollars in providing quality parks, recreation, and cultural services in Kingsville.						
a) ACCESS TO SCHOOLS: Work with other providers to maximize public access to community and recreation opportunities within existing and new schools.	High	●	●	●	1	Best Practice
b) MUNICIPAL COOPERATION: Continue to engage adjacent municipalities on initiatives that improve collaboration and promote access to regional services for Kingsville residents.	Medium	●	●	●	2	Best Practice
c) UNSOLICITED PROPOSALS: Require proponents of unsolicited proposals for non-core services to prepare business plans for the Town's consideration. Use a standard set of criteria to evaluate municipal participation in proposals from outside interests.	Medium	●	●	●	2, 6	Best Practice
d) VOLUNTEER RECOGNITION: Create a volunteer recognition and annual awards program to celebrate outstanding achievements and contributions to parks, recreation and cultural services in Kingsville (in addition to the current Kingsville Business Recognition Awards).	Medium		●		2	Best Practice
8. COMMUNICATIONS AND MARKETING: Continue to utilize and enhance a variety of communication tools to promote parks, recreation and culture services, with guidance from the Town's forthcoming Communications Strategy.						
a) PUBLIC ENGAGEMENT: Make meaningful public and stakeholder engagement a mandatory requirement for all major capital projects and decisions impacting the community and user groups. Seek opportunities to regularly share and solicit information with community organizations.	High	●	●	●	2	Best Practice
b) AWARENESS: Continue to work with community groups to generate greater use of the online event calendar and Activity Guide.	High	●	●	●	2	Best Practice

Recommendations & Actions	Priority	Timing			Master Plan Goals	Key Considerations
		2019 - 2022	2023 - 2026	2027+		
c) TOPIC-SPECIFIC FOCUS GROUPS: Consider organizing focus groups to gather information and ideas on challenging subjects or other specific topics that would benefit from public discourse, such as active living, trend-watching, communications and more.	Medium		●		1, 2	Best Practice
d) ONLINE SERVICES: Maintain distinct social media accounts for the Parks and Recreation Department (following Corporate-wide communications protocols) and continue to explore ways to increase online services.	Medium	●	●		6	Best Practice

Table 15 Implementation Strategy: Parkland Assessment (Section 7)

Recommendations & Actions	Priority	Timing			Master Plan Goals	Key Considerations
		2019 - 2022	2023 - 2026	2027+		
9. PARKLAND CLASSIFICATION AND POLICY: Update parks and open space policies in the Town’s Official Plan.						
a) PARK POLICY: Consider the Master Plan’s parkland policy suggestions within the Town of Kingsville’s Official Plan Review and Update, including the proposed classification system, dedication/conveyance policies and acceptability (minimum park size and other requirements).	High	●			4	Best Practice
10. PARKLAND INVENTORY AND ACQUISITION: Provide an adequate supply of parks and open space to serve the needs of current and future populations.						
a) PARKLAND INVENTORY: Update the parkland inventory database and mapping on a regular basis to assist in the assessment of parkland requirements.	Medium	●	●	●	4, 6	Best Practice
b) PARKLAND NEEDS: Assess parkland needs based on a minimum Town-wide service level of 2.5 hectares of active parkland per 1,000 residents. This service level excludes undevelopable open space lands, which may be conveyed to the Town through voluntary dedication.	High	●	●	●	4	Best Practice
c) PARKLAND DEDICATION: Maximize Planning Act provisions in acquiring active parkland (including cash-in-lieu) to meet growth-related needs through the development process.	High	●	●	●	4	Best Practice

Recommendations & Actions	Priority	Timing			Master Plan Goals	Key Considerations
		2019 - 2022	2023 - 2026	2027+		
d) WATERFRONT PARKLAND: Evaluate opportunities to increase the supply of lakefront property for recreational and tourism purposes. Consideration should be given to updating the Town's 1998 Waterfront Area Development Strategy to develop a long-range plan for expanding, improving and maximizing waterfront areas.	Medium	●	● (strategy update)	●	4	Best Practice Cost Impact: Dependent on future direction
e) PARKLAND EXPANSION: Examine options to expand the parkland component of the Kingsville Recreation Complex to address future needs.	High	●			4	Cost Impact: Moderate to Major
11. PARKLAND ASSET MANAGEMENT AND DESIGN: Create high quality parks and open spaces through the use of contemporary and innovative practices and standards.						
a) ASSET MANAGEMENT: Undertake condition assessments on a regular and as-needed basis and integrate parks, recreation and cultural infrastructure into the Town's next Asset Management Plan.	High	●	●	●	3, 6	Best Practice
b) DESIGN STANDARDS: Regularly update the Town's Development Manual to clearly outline the responsibilities and standards required for parkland design (in light of the proposed park classifications), development and transfer.	Lower	●	●	●	4, 6	Best Practice
c) SUPPORT AMENITIES: Place a priority on the development of support amenities such as pathways, washrooms, shade and benches/seating areas in parks, beaches and along trails.	High	●	●	●	1, 4	Cost Impact: Moderate
d) ACCESSIBILITY: Maintain a commitment to accessibility, safety and comfort for all ages and abilities within the Town's parks system through compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and Crime Prevention Through Environmental Design (CPTED) principles. To support this goal, accessibility audits should be completed, new and redeveloped amenities should be made AODA-compliant, and information on accessible features should be widely promoted.	High	●	●	●	1, 3, 4, 6	Best Practice

Recommendations & Actions	Priority	Timing			Master Plan Goals	Key Considerations
		2019 - 2022	2023 - 2026	2027+		
e) MAXIMIZING USE OF PARKLAND: Promote opportunities for unstructured play, active sports, special events, passive recreation and naturalization efforts within the Town's parks system, where appropriate.	High	●	●	●	4	Best Practice
f) STEWARDSHIP: Seek opportunities for outdoor education, stewardship and climate change mitigation through recreation, such as tree planting, use of native species, naturalization initiatives, and butterfly/pollinator parks in conjunction with community partners.	Medium	●	●	●	4	Best Practice
g) SIGNAGE: Establish consistent and high quality signage at all municipal parks, facilities and trails to enhance branding and wayfinding.	Medium		●		3, 4	Cost Impact: Minor
12. PARK-SPECIFIC RENEWAL CONSIDERATIONS: Undertake strategic investments to community and town-wide parks to enhance the user experience for residents and visitors of all ages.						
a) PARK IMPROVEMENTS: Establish a capital plan to guide investment in the following parks (listed in alphabetical order): Cedar Island Park; Cottam Rotary Park; Kingsville Recreation Complex; Lakeside Park; Lions Park; Mettawas Park; and Ridgeview Park.	High	● (strategy)	● (implement- tation)	● (implement- tation)	3, 4	Cost Impact: Major

Table 16 Implementation Strategy: Recreation Facility Assessment (Section 8)

Recommendations & Actions	Priority	Timing			Master Plan Goals	Key Considerations
		2019 - 2022	2023 - 2026	2027+		
13. INDOOR RECREATION FACILITIES: Update plans and identify funding sources for the renewal and development of community supported indoor recreation facilities.						
a) ARENA IMPROVEMENTS: Establish a strategy for a major refresh of capital items at the Kingsville Recreation Complex, such as mechanicals and seating.	High	● (strategy)	● (implement- tation)	● (implement- tation)	3, 4	Cost Impact: Major
b) MIGRATION HALL: Assess viability of maintaining Migration Hall in public ownership if it is declared surplus by the school board. This assessment should be informed by the facility’s condition and barrier-free accessibility, community demand, other opportunities and financial obligations. <i>Note: This task may be combined with the recommendation to prepare a business plan for a multi-use facility.</i>	High	●			3, 4, 5	Cost Impact: Dependent on future direction
c) MULTI-USE FACILITY: Undertake a business plan to confirm the need and viability of a multi-use recreation facility containing flexible spaces capable of supporting multiple sports and activities (e.g., gymnasium, walking track, turf field, etc.). The provision of an indoor aquatic facility or curling facility is <u>not</u> recommended, unless through a low-risk partnership with a viable provider (would require more detailed investigation).	High	●			4	Cost Impact: Minor (business plan)
d) ACCESS TO SPACE IN COTTAM AND RUTHVEN: Consider community and recreational needs when planning for future improvements to public libraries and schools in Cottam and Ruthven.	Medium		●	●	2, 3	Cost Impact: Dependent on future direction
e) COMMUNITY HALLS: Continue to seek opportunities to achieve increased use of existing community halls, focusing on partnerships with others. Assess needs and strategies (e.g., consolidation, partnerships, value-added replacement, etc.) for enhancing the performance of smaller stand-alone facilities when they require substantial capital improvements or become operationally unviable.	Lower	●	●	●	2, 3	Best practice

Recommendations & Actions	Priority	Timing			Master Plan Goals	Key Considerations
		2019 - 2022	2023 - 2026	2027+		
14. OUTDOOR PARKS AND RECREATION AMENITIES: Update plans and identify funding sources for the renewal and development of community supported outdoor parks and recreation facilities.						
a) TRAIL NETWORK: Continue to place a priority on implementing the County Wide Active Transportation Strategy (CWATS) and Town of Kingsville Active Transportation Master Plan (ATMP) to address gaps in the on- and off-road network. Undertake an update to the ATMP in 2022.	High	●	●	●	1, 3, 4	Cost Impact: Moderate
b) PARK PATHWAYS: Seek options for improving the accessibility of trails and pathways within the Town’s parks system, including paving primary trails within Lakeside Park and improvements to Sumac Bridge. Community-wide walkability and bikeability audits may be conducted to identify other areas for improvement	Medium	●	●		1, 3, 4	Cost Impact: Minor to Moderate
c) BEACHES: Develop a Beach Maintenance Plan to review maintenance standards and management practices.	Medium	●				May be completed internally
d) MARINA: Initiate phased implementation of the Cedar Beach and Marina Action Plan and seek funding to implement marina improvements.	Medium	●	●	●	3, 4	Cost Impact: Major
e) PLAYGROUND DESIGN: Continue to support the playground replacement program, including installation of natural playground components in appropriate locations. Replace sand bases in playgrounds with engineered wood chips whenever possible to accommodate accessibility standards.	High	●	●	●	3, 4	Cost Impact: Moderate
f) NEW PLAYGROUNDS: Provide playgrounds within 500 metres of residences within urban areas, unobstructed by major barriers. To meet this standard and to complement planned park sites, playgrounds are recommended for Ruthven (site to be determined) and Mettawas Park.	High	●	●	●	3, 4	Cost Impact: Moderate
g) OUTDOOR FITNESS: Confirm community interest in installing an outdoor fitness circuit as part of a future park development or redevelopment project.	Lower		●		4	Cost Impact: Minor

Recommendations & Actions	Priority	Timing			Master Plan Goals	Key Considerations
		2019 - 2022	2023 - 2026	2027+		
h) SOCCER FIELDS: Work with soccer associations to install a storage structure for the soccer fields at the Kingsville Recreation Complex, address maintenance standards at Ridgeview Park, and examine options for establishing a sports field allocation process.	High	●			2, 3, 4	Cost Impact: Minor to Moderate
i) EXISTING BALL DIAMONDS: Work with ball groups to identify and prioritize necessary field improvements. Develop a funding plan that can be phased in over a period of time.	High	●			2, 3, 4	Cost Impact: Minor to Moderate
j) NEW BALL DIAMONDS: Examine the feasibility of adding one full-size ball diamond with lights to the Kingsville Recreation Complex in the short-term, and longer-term consideration of a second additional diamond; this may require repurposing of under-utilized spaces and/or park expansion.	Medium		●	●	4	Cost Impact: Minor to Moderate
k) PICKLEBALL COURTS: Work with the local pickleball group to facilitate additional access to outdoor facilities; dedicated courts should be accompanied by an appropriate fundraising campaign.	High	●			4	Cost Impact: Moderate
l) SPLASH PADS: Develop a splash pad and support building as part of the proposed development of Mettawas Park.	High	●			4	Cost Impact: Moderate

Table 17 Implementation Strategy: Arts & Culture Assessment (Section 9)

Recommendations & Actions	Priority	Timing			Master Plan Goals	Key Considerations
		2019 - 2022	2023 - 2026	2027+		
15. ARTS AND CULTURE IN KINGSVILLE: Facilitate the creation of an effective governance structure for local arts, culture and sector-related tourism.						
a) CULTURAL ROUNDTABLE: Investigate the feasibility of developing a local Cultural Roundtable responsible for capacity-building, coordination, advocacy and communication of local arts and cultural activities. Develop a Strategic Plan to guide the work of the group and identify short-term priorities.	Lower		●		5	Community-led initiative
16. MAXIMIZING ARTS AND CULTURAL ASSETS: Maximize community benefit through the operation of municipal cultural venues that work together as a system of complementary spaces.						
a) GROVEDALE HOUSE: Develop a business plan for the Grovedale House following a one- to two-year period of operation, during which strengths, weaknesses, opportunities and threats can be more thoroughly assessed.	High	●			5, 6	May be completed internally
b) CARNEGIE ARTS, CULTURE & VISITOR CENTRE: Continue to work with the community to maximize cultural and community access to the Carnegie Arts, Culture & Visitor Centre.	Medium	●	●	●	2, 5	Best Practice
17. SUPPORTING AND EXPANDING ARTS AND CULTURAL OPPORTUNITIES: Work with the community to grow the breadth of local arts and culture events and programming.						
a) PROGRAMS & EVENTS: Continue to encourage capacity-building and partnerships that support arts and cultural programs and events focused on inclusive opportunities for participants of all ages, interests and abilities.	High	●	●	●	2, 4, 5	Best Practice
b) PUBLIC ART POLICY: Develop a Public Art Policy to guide decision-making relating to the display and installation of art within parks and other civic spaces, including through the land development process.	Medium	●			5, 6	May be completed internally
c) MARKETING PLAN: Develop an integrated strategy for marketing and communications related to Kingsville’s arts, culture, and tourism sectors. Allocate dedicated resources to support successful implementation of the marketing plan.	High	●			5	Cost Impact: Minor (internal or consultant)

Table 18 Implementation Strategy: Implementation (Section 10)

Recommendations & Actions	Priority	Timing			Master Plan Goals	Key Considerations
		2019 - 2022	2023 - 2026	2027+		
18. KEEPING THE MASTER PLAN ALIVE: Position the Parks, Recreation, Arts and Culture Master Plan as a living document.						
a) MASTER PLAN AWARENESS: Post the Master Plan on the Town’s website as a resource for the community, Council and staff.	High	●			6	Best Practice
b) MONITORING & REPORTING: Develop and implement a system for the regular monitoring and reporting on the progress of the Master Plan, such as the collection of participation/registration data and annual reports to Council and/or the community.	Medium	●	●	●	6	Completed internally
c) ANNUAL WORK PLAN: Continue to work with the PRAC Committee to develop annual work plans for the Master Plan, with key priorities identified on a year-to-year basis.	High	●			6	Completed internally
d) IMPLEMENTATION TOOLS: Conduct feasibility studies and business plans (with input from the public) prior to developing or expanding major park sites and recreation facilities to ensure that projects are aligned with community needs, partnership opportunities and financial capacities.	High	●	●	●	6	Best Practice
e) MASTER PLAN REVIEW: Undertake a full update of the Parks, Recreation, Arts and Culture Master Plan in five to ten years (2024-2029).	High		●	●	6	Cost Impact: Minor (consultant)
19. POTENTIAL FUNDING SOURCES: Employ a broad range of financial processes and practices to maximize contributions toward the full implementation of this Master Plan.						
a) ALTERNATIVE FUNDING: Where appropriate and consistent with municipal policies and priorities, consider alternative funding and cost-sharing approaches such as (but not limited to) surcharges, fundraising, grants, sponsorships and naming rights, parkland cash-in-lieu (CIL) reserves, and various forms of collaboration to provide the best value to residents. Redirect proceeds and operational savings from the sale or disposition of surplus parkland to other priority projects within the parks system.	High	●	●	●	6	Best Practice

Recommendations & Actions	Priority	Timing			Master Plan Goals	Key Considerations
		2019 - 2022	2023 - 2026	2027+		
b) OPERATING FUNDS: Assess operating budget implications and partnership options prior to approving major capital projects.	Medium	●	●	●	6	Best Practice
c) LIFECYCLE PLANNING: Continue to contribute toward annual lifecycle reserves to offset the repair and replacement costs associated with parks, recreation, arts and cultural infrastructure. Annual funding amounts should be increased over time to achieve fully funded status.	High	●	●	●	3, 6	Cost Impact: 1% to 2% of asset value
d) MASTER PLAN ALIGNMENT: Use this Master Plan as a resource in developing the Town's annual budget documents, Development / Community Benefits Charges studies, secondary plans and related studies.	High	●	●	●	6	Best Practice



Appendices

Appendix A: Record of Public Input

Online Survey Tabulation

Stakeholder Participant List

Organizations Invited to Participate	Attended Session	Did not Participate
1. Erie Shores Quilters Guild	X	
2. Kingsville Community Centre	X	
3. Kingsville Friendly Club		X
4. 55+ Committee		X
5. Art Society of Kingsville	X	
6. Canadian Transportation Museum and Heritage Village		X
7. Kingsville Archives		X
8. Kingsville Gosfield Heritage Society		X
9. Kingsville Historical Park	X	
10. Gosfield Historical Society/Archives		X
11. Shooters Photography Club		X
12. Kingsville Folk Festival	X	
13. Pride of Scotland School of Dance		X
14. Little Tomatoes Children's Theatre		X
15. Darcy's School of Dance		X
16. Kingsville Class Basketball		X
17. Kingsville Pickleball	X	
18. Kingsville Tennis Association		X
19. Kingsville Yacht Club/Cedar Island Yacht Club	X	
20. On Point Beach Volleyball	X	
21. Girl Guides of Canada		X
22. Scouts Canada Kingsville		X
23. Scouts Canada Cottam		X
24. Adult Hockey League		X
25. Erie North Shore Minor Hockey Association		X
26. Kingsville Curling Club	X	
27. Kingsville Kings Jr. A Hockey Club	X	
28. Kingsville Minor Hockey		X
29. Kingsville Pick Up League	X	
30. Rusty Blades League		X
31. Skate Kingsville	X	
32. South County Predators	X	
33. Community Living Essex County	X	
34. Community Social Planning Council		X

Organizations Invited to Participate	Attended Session	Did not Participate
35. Family Respite Services	X	
36. Kingsville Community Policing Committee		X
37. Kingsville Early Years	X	
38. Migrant Worker Community Program		X
39. South Essex Community Council		X
40. Windsor and Essex Crime Stoppers Inc.		X
41. The Bridge Leamington Youth Resource Centre	X	
42. Access	X	
43. Essex County Library	X	
44. Windsor Essex Health Unit	X	
45. Migration Hall	X	
46. Neighbourhood Charitable Alliance		X
47. Pathway 2 Potential	X	
48. Friends of Cedar/Mill/Wigle Creeks		X
49. Jack Miner Sanctuary		X
50. Kingsville Horticultural Society	X	
51. Point Pelee National Park of Canada		X
52. ERCA/CWATS		X
53. Communities in Bloom Committee	X	
54. Migration Festival Committee		X
55. Kingsville BIA		X
56. Kingsville Lions Club		X
57. Lily Rebekah Lodge #49		X
58. Knights of Columbus 8233	X	
59. Optimist Club of Kingsville		X
60. Royal Canadian Legion Branch	X	
61. Fantasy of Lights Committee		X
62. Cottam Adult Baseball		X
63. Cottam Minor Baseball	X	
64. Cottam Soccer Association	X	
65. Kingsville Minor Baseball	X	
66. Kingsville Soccer Association	X	
67. WSC Special Stars Soccer League		X
68. UK Soccer		X
TOTAL	30	38

Public Comments from October 2, 2018 Open House

What do you like most about parks, recreation, arts and culture in Kingsville?

- Great town hosted events
- Great festivals like Migration Fest and Fantasy of Lights
- Great staff and partners (that being said, more staff is required)

How can we improve parks, trails and outdoor recreation activities and facilities?

- Improve beaches, and beach access and beach activities (8)
 - Need better walk/bike path to Cedar Island Beach
 - Fix the Lakeside beach area
 - Beach volleyball at Lakeside
- Mettawas Park development (5)
 - Natural playground and activities for all ages at Mettawas
 - Concerned about access to the water on southeast side of Mettawas
 - Concerns around access and dust / debris
 - Get rid of gravel and increase waterfront access
 - Restaurant visitors need better signage and lights for pedestrian crossing
- Trail improvements (4)
 - Pave trails
 - Washrooms along trails
 - Better marketing on trails and directions to them
 - Bike Trail on Kratz from Arena to Greenway
- Outdoor pool (3)

- Splash pad (3)
 - Would feel much safer if my children were at a splash pad rather than a pool
 - Splash pad and outdoor skating at Lakeside Park
- Outdoor dedicated pickleball courts (3)
 - Will the proposed courts be enough to accommodate present demand?
- Cottam Rotary Park improvements (2)
 - Rotary Park: more lighting
 - Request for accessible swing
- Ridgeview Park improvements (2)
 - more power
 - update baseball diamonds
- Marina – needs to be made more presentable
- Parks with outdoor fitness stations
- Natural playground and multi-generation adult play equipment
- Timbercreek Park – concerns with mosquitos and proximity to playground
- Another dog park on east side of Kingsville
- Sumac Bridge – need better footing on north side, need railings to code on south side stairs (too wide, cannot grip) and signage that it is there

How can we improve indoor recreation activities and facilities?

- Curling club (45)
- Indoor pool (12)
 - Pool at new high school site
 - Olympic size pool
- Multi-use sports facility (9) – possible components:
 - Curling (7)
 - Walking track (2)
 - Turf Field (soccer, baseball, football, lacrosse)
 - Gymnasium with multi-surface (volleyball, pickleball, tennis, basketball)
 - Indoor pool
- Gymnasium / Indoor pickleball (7)
- Exercise facility (2)
 - Gym with fitness classes for all ages
- Seating (2)
 - More benches in lobby of area, more seating
 - Improve seating in arena (i.e. stands/foyer/viewing area)
- More program options, not fewer
- Gymnastics club
- More staff
- Advertise what is available

How can we improve arts and culture activities and facilities?

- Bring in live theatre such as Drayton Entertainment (3)
- Improve advertising (3)
 - Advertise through schools, arenas
 - More press/media information on events; email residents
- Establish some activities
- Provide more family friendly activities
- Improve town's website, difficult to navigate or find info related to local festivals and events
- Engage youth, activity planning
- Activities for teenagers
- Add heritage to this and potentially create a position to work with and support heritage, culture, and the arts; all are important to the town
- More arts/festivals music, Q&A with artists, promotion of multimedia creators and artists

Public Comments on the Draft Master Plan, including the July 17, 2019 Public Information Session

Public Information Session

- Arts and Culture (4)
 - Promote and support arts and culture in Kingsville
 - Celebrate Victorian Heritage and preserve what we have
 - Want to promote theatre in the town, but need financial support
 - Need to have a definite plan for Grovedale House
- Indoor Aquatics (2)
 - Why is an indoor pool not recommended when there is such high public demand?
 - Most towns the size of Kingsville have indoor aquatic centres, especially for kids. Why is Kingsville falling behind!
- Staff support (2)
 - More employees were budgeted but not hired to help implement the past Master Plan. Why not accomplished?
 - Need coordinated and dedicated staff to support facilities and programs (especially arts and culture)
- Multi-use recreation facility (2)
 - Kingsville is the only town in Essex County without an integrated sports plex / multi-use recreation facility. Why??
 - Perhaps develop a workout facility or gymnasium for organized leagues
- Migration Hall (2)
 - Migration Hall's future is limited. It is aging and doesn't meet needs. Consider a well-designed 300-seat theatre to take its place
 - Work with school board to keep the Migration Hall property, such a valuable arts and culture venue
- Lions Park (2)
 - As the Town already knows, there is a drainage issue on the south side of the Lions Park plan behind the existing tennis courts!
 - Like the concept for Lions Park. Basketball court is especially needed. Should allow backyard gates for access.
- More adult programs for seniors brought forward (e.g., yoga)
- Promote birding and environmental appreciation in Kingsville
- Interested in a dedicated cricket pitch
- I like the beach boardwalk idea. Also developing the dock area would be nice too
- Need 8 pickleball courts to accommodate growing membership. Should be dedicated courts but could make better use of existing tennis courts or Lions Park
- Build the splash pad in Mettawas already – has been budgeted for several years
- Need a playground in Ruthven – have been waiting decades
- Build an amphitheatre into the west side of Lakeside Park
- Promote cycling tourism opportunities

Email Submissions

- The pickleball club proposed options for Lions Park, including four dedicated courts and four courts shared with the two basketball courts
- Basketball courts in Kingsville are poorly maintained – would like to see new courts and existing courts improved
- Sumac Bridge and walkway does not meet accessibility standards; there is no sidewalk leading to the bridge and the grade is steep
- An indoor pool is needed for residents young and old
- A boat launch should be developed at the Pelee Island Ferry Dock, with consideration to a small marina for seasonal and transient boaters – would help make Kingsville a destination for boaters
- Written submission also received from Windsor-Essex County Health Unit in support of the draft Master Plan and containing additional considerations relating to healthy neighborhood design, natural environments and active transportation.

Appendix B: Program Inventory

The following tables include a listing of parks, recreation, arts and culture programs offered by the Town of Kingsville and non-municipal providers (including many partnered initiatives). The data was collected during Fall 2018 and is representative of offerings available at that time. The inventory has been divided based on registration type and further categorized by target participants, type, location, and partner or provider (if applicable). Further discussion of opportunities available in Kingsville and surrounding area is included in **Section 6**.

Table 19: Registered Parks, Recreation, Arts and Culture Programs Offered by the Town of Kingsville (2018)

Name	Age	Type	Location	Partner
ArtVentures for Children	School Age	Culture	Kingsville Arena	Sunshine Art Studio
Pottery - Clay Critters	School Age	Culture	Kingsville Arena	Allie Cat's Pawttery
Pottery - Parent/Grandparent & Tot	Preschool; Adult; Senior	Culture	Kingsville Arena	Allie Cat's Pawttery
Pottery - Hand Building & Wheel-throwing	Adult; Senior	Culture	Kingsville Arena	Allie Cat's Pawttery
Pottery Creations	School Age; Teen	Culture	Kingsville Arena	Allie Cat's Pawttery
Beginner Acrylic - Marblehead Lighthouse	Adult; Senior	Culture	Kingsville Arena	Paint'n Palooza
Beginner Acrylic - Monarch Butterfly	Adult; Senior	Culture	Kingsville Arena	Paint'n Palooza
Acrylic Paint Class	Adult; Senior	Culture	Kingsville Arena	For Art's Sake
Watercolour Landscapes for the Beginner or Intermediate	Adult; Senior	Culture	Kingsville Arena	Pleasant Valley Watercolours
Beginner Water Colour and Basic Techniques	Adult; Senior	Culture	Kingsville Arena	
Open Art Studio	Adult; Senior	Culture	Kingsville Arena	
Kids on Ice (Curling)	School Age	Recreation	Kingsville Arena	Curling Club of Kingsville
Spring, Summer & Fall Group Fitness - Urban Poling	Adult; Senior	Recreation	Lakeside Park	
Spring, Summer & Fall Group Fitness - Yogalates	Adult; Senior	Recreation	Lakeside Park	
KinderGym - Parent and Tot	Preschool; Adult	Recreation	Kingsville Arena	
KinderGym - Ages 4-5	School Age	Recreation	Kingsville Arena	
Music Moves Kids - March Break & Summer Camps	School Age	Camps	Kingsville Arena	Music Moves Kids
On Point Beach Volleyball - Youth Volleyball Camp	School Age; Teen	Camps	Cedar Island Beach	On Point Beach Volleyball
After School Fun	School Age	General Interest	Kingsville Arena	
Kids in the Kitchen - Junior Chefs	School Age; Adult; Senior	General Interest	Kingsville Arena	
Kids in the Kitchen - Master Chefs	Teen	General Interest	Kingsville Arena	

Name	Age	Type	Location	Partner
Red Cross - Babysitting Course	School Age; Teen	General Interest	Kingsville Arena	Red Cross
Red Cross - Stay Safe Course	School Age	General Interest	Kingsville Arena	Red Cross
Red Cross - First Aid and CPR Courses	Adult; Senior	General Interest	Kingsville Arena	Red Cross

Table 20: Drop-in Parks, Recreation, Arts and Culture Programs Offered by the Town of Kingsville (2018)

Name	Age	Type	Season	Location	Partner
Bocce Ball	Adults; Seniors	Recreation	Spring, Summer, Fall	Kingsville Arena	
Cedar Island Marina & Boat Ramp	Adults; Seniors	Recreation	Spring, Summer, Fall	Cedar Island Marina	
Public Skating - Adult Skate, Ice Tots, Home School Shinny, Shinny, Senior Shinny, Themed Skating Days, PA Day Skates, Holiday Skates	All	Recreation	Winter	Kingsville Arena	Tim Hortons, Kingsville OPP, Knights of Columbus
Fantasy of Lights	All	Event	Winter	Lakeside Park	Kingsville District High School Eat, Drink & Dine Kingsville
Fantasy of Lights - Dinner with Santa	All	Event	Winter	Lakeside Park	
Fantasy of Lights - Santa Claus Parade	All	Event	Winter	Lakeside Park	
Fantasy of Lights - Opening Ceremony & Fireworks	All	Event	Winter	Lakeside Park	
Fantasy of Lights - Kingsville Fantasy Express Train Rides	All	Event	Winter	Lakeside Park	
Fantasy of Lights - Sip & Shop Holiday Nights	All	Event	Winter	Lakeside Park	
Fantasy of Lights - Children's Christmas Activities and Visit with Santa	Kids	Event	Winter	Lakeside Park	
Fantasy of Lights - Christmas Ginger Bread House	All	Event	Winter	Lakeside Park	
Fantasy of Lights - Raise a Reader Book Trees	All	Event	Winter	Lakeside Park	
Canada Day Activities	All	Event	Summer	Kingsville Arena	
Family Day Free Skate	All	Event	Winter	Kingsville Arena	Kingsville OPP
Easter Egg Hunt	Kids	Event	Spring	Lakeside Park Pavilion	
Terry Fox Run	All	Event	Fall	Lakeside Park	The Terry Fox Foundation
Kingsville 55+ - Expo	Seniors	Event	Summer	Kingsville Arena	
Kingsville 55+ - Workshops	Seniors	Event	All	Kingsville Arena	
Kingsville 55+ - Annual Tea	Seniors	Event	Summer	Unico Hall	

Name	Age	Type	Season	Location	Partner
Movies on the Beach	All	Event	Summer	Cedar Island Beach	Healthy Kids Community Challenge Windsor-Essex
Beach Days	All	Event	Summer	Cedar Island Beach	
Pasta Night	All	Event	Winter	Kingsville Arena	

Table 21: Parks, Recreation, Arts and Culture Programs Offered by Non-Municipal Providers (2018)

Name	Age	Type	Address	Programs
Erie North Shore Minor Hockey Association	School Age; Teen	Recreation	1741 Jasperson Drive	Hockey, Instructional Programs, Tyke to Midget Divisions, House League and Travel Teams
Kingsville Kings Tier II Junior 'A' Hockey Club	Teen; Young Adult	Recreation	1741 Jasperson Drive	GMHL Hockey Team
North Shore Knights	Adult	Recreation	1741 Jasperson Drive	FHL Minor Professional Hockey Team
Adult Hockey League	Senior	Recreation	1741 Jasperson Drive	Hockey (55+ and 50+)
Cottam Cubs Minor Baseball	School Age; Teen	Recreation	124 Fox Street	Baseball, T-Ball to Midget Divisions, Girls Teams, Winter Training Programs
Cottam Cubs Adult Baseball	Adult	Recreation	124 Fox Street	Co-ed Softball, Baseball
Cottam Soccer Association	School Age; Teen	Recreation	124 Fox Street	Soccer
Kingsville Knights Minor Baseball	School Age; Teen	Recreation	1741 Jasperson Drive	Baseball, T-Ball to Midget Divisions, Girls Teams, Fastpitch, Travel Teams, Winter Training Programs
Kingsville Pick Up Hockey League	Adult	Recreation	1741 Jasperson Drive	Hockey (35+)
Kingsville Soccer Association	School Age; Teen	Recreation	1741 Jasperson Drive	Soccer, House League and Travel Teams
Kingsville Tennis Association	School Age; Teen; Young Adult; Adult; Senior	Recreation	1741 Jasperson Drive	Tennis League, Lessons
Kingsville Pickleball	Young Adult; Adult; Senior	Recreation	1741 Jasperson Drive	Pickleball, Membership, Lessons, Drop-in
Rusty Blade League	Adult	Recreation	1741 Jasperson Drive	Non-competitive Men's Hockey League (35+)

Name	Age	Type	Address	Programs
Skate Kingsville	All	Recreation	1741 Jasperson Drive	CanSkate, StarSkate, CanPowerSkate, Adult Skating, Synchronized Skating
Kingsville Golf & Country Club	School Age; Teen; Young Adult; Adult; Senior	Recreation	640 Essex County Road 20	Golf Leagues, Lessons, Junior Golf Program, Little Swingers Golf Clinic, Tournaments
Curling Club of Kingsville	School Age; Teen; Young Adult; Adult; Senior	Recreation	700 County Road West	Curling League, Bonspiels, Pay & Play (Closed)
On Point Beach Volleyball	School Age; Teen; Young Adult; Adult; Senior	Recreation	931-851 Cedar Island Drive	Beach Volleyball, Youth Camps, Youth & Adult Tournaments, Adult Leagues, 50+ League, Small Group Lessons
Kingsville Church League Baseball	Teen; Young Adult; Adult; Senior	Recreation	1741 Jasperson Drive	Church Softball League (16+)
Cedar Island Yacht Club	School Age; Teen; Young Adult; Adult; Senior	Recreation	982 Heritage Road	Boating Club, Youth Sailing, Racing, Learn to Sail
Movati Athletic Kingsville	Teen; Young Adult; Adult; Senior	Recreation	313 Main Street East	Group Fitness Classes, Yoga, Cardio Training, Strength Training, Cycling, Training Solutions
Push Motivational Fitness	Teen; Young Adult; Adult; Senior	Recreation	17 Division Street South	Group Fitness Classes, Yoga, Spin, Core Workouts
The Garage Gym	Teen; Young Adult; Adult; Senior	Recreation	17 Chestnut Street	Personal & Private Group Training, Youth Programs, Beginner Programs, 50+ Fitness
Colasanti's Tropical Gardens	All	General Interest	1550 Road 3 East	Rides, Zoo & Petting Farm, Mini Golf, Arcade Room, Camps & Daycare, Seasonal & Educational Activities, Events

Name	Age	Type	Address	Programs
2nd Cottam Scouts - Scouts Canada	School Age; Teen; Young Adult	General Interest	137 County Road 34	Camping, Hiking, Environment & Outdoors, Leadership, Active & Healthy Living, Citizenship, Creative Expression, Beliefs & Values
Rotary Club of Cottam	Young Adult; Adult; Senior	General Interest	124 Fox Street	Service Club, Annual Fall Fair & Horse Festival, Annual Christmas Tree Sale
ACCESS County Community Support Services	All	General Interest	23 Mill Street West	Community Support Services, Bridge Youth Resource Centre, Community Garden, KEYS EarlyON (Drop-in play), After School Programs
Beaver Lodge 82 Ruthven	Young Adult; Adult; Senior	General Interest	27 Beech Street	Ruthven Apple Festival
Community Social Planning Council	Young Adult; Adult; Senior	General Interest	23 Mill Street West	Kingsville-Leamington Community Planning Council
Girl Guides of Canada	School Age; Teen	General Interest	Various	Various Activities, Arts, Sciences, Outdoor Challenges, Global Awareness
Kingsville Community Centre	Adult; Senior	General Interest	1860 Division Road North	Events & Programs, Memory Café, Health Workshops
Kingsville Community Policing Committee	Young Adult; Adult; Senior	General Interest	41 Division Road South	Police Service Assistance, Public Education & Awareness Programs
Kingsville Friendly Club	Senior	General Interest	37 Beech Street	Seniors Club (50+), Cribbage, Euchre, Bridge, Pepper, Tea & Coffee
Kingsville Horticultural Society	Young Adult; Adult; Senior	General Interest	37 Beech Street	Plant & Maintain Parks, Flowerbeds, and Planters
Kingsville Lions Club	Young Adult; Adult; Senior	General Interest	23 Mill Street West	Service Club, Fundraising Events
Kingsville Social Square	Young Adult; Adult; Senior	General Interest	116 Parkdale Crescent	Service Club, Fundraising Events
Knights of Columbus 8233	Young Adult; Adult; Senior	General Interest	1172 County Road 20	Fraternal Benefit Organization, Fundraising & Social Events
Lily Rebekah Lodge #49	Young Adult; Adult; Senior	General Interest	37 Beech Street	Fraternal Benefit Organization, Fundraising & Social Events

Name	Age	Type	Address	Programs
Optimist Club of Kingsville	Young Adult; Adult; Senior	General Interest	23 Division Street North	Service Club, Fundraising Events
Royal Canadian Legion Branch 188	Young Adult; Adult; Senior	General Interest	145 Division Road South	Veterans Organization, Darts, Pool, Cards, Monthly Karaoke, Monthly Brunches
2nd Kingsville Scouts - Scouts Canada	School Age; Teen; Young Adult	General Interest	58 Division Street North	Camping, Hiking, Environment & Outdoors, Leadership, Active & Healthy Living, Citizenship, Creative Expression, Beliefs & Values
Kingsville Archives	All	Culture	40A Main Street	Library, News Records, Photographs, Land Registry Records, Genealogy Database
Kingsville-Gosfield Heritage Society	Young Adult; Adult; Senior	Culture	58 Division Street North	Promote Study & Preservation of Local History, Guest Speakers, Kingsville Archives
Shooters Photography Club	Young Adult; Adult; Senior	Culture	1423 McCain Side Road RR1	Photography 101, Monthly Meetings, Instruction on Photography Techniques & Equipment
Erie Shores Quilters' Guild	Young Adult; Adult; Senior	Culture	1741 Jasperson Lane	Quilting Workshops & Programs, Quilt Shows, Charity Projects
The Carnegie Arts & Visitor Centre	All	Culture	28 Division Street South	Tourist Centre, Art Gallery, Meeting Rooms
The Sun Parlour Folk Music Society	All	Culture	315 Queen Street	Kingsville Folk Music Festival, Road to Folk Fest Concert Series
Migration Hall	All	Culture	170 Main Street East	Music & Theatre Productions
Kingsville Culture Days	All	Culture	Division Street & Main Street	Art-Free-For-All, Artists, Buskers, Dancers
Chiaroscuro Artists' Supplies & Showroom	All	Culture	11 Main Street East	Artists' Showroom, Art Class, Paint Night
rEvolution Gallery & Studio	All	Culture	5B Main Street East	Art, Tattoo & Clothing Design Studio
Sissy & Roche	All	Culture	9-313 Main Street East	Art Gallery, Cooking & Art Classes, Gift Shop, Meeting Room, Special Events
The Arts Society of Kingsville	All	Culture	10 Division Street North	Art Classes & Events
Windblown & Weathered Studio	All	Culture	10 Division Street North	Art Gallery, Shop

Appendix C: Park Facility / Asset Inventory

Table 22 Urban Kingsville – Table 1 of 2

Park Name	Soccer (Full)	Soccer (Int)	Soccer (Mini)	Lit Ball Diamonds	Unlit Ball Diamond	T-Ball Diamonds	Playground Locations	Splash Pads	Tennis Courts	Skate Parks	Basketball Courts
Applewood Park (Remark)							1				
Cedar Beach Conservation Area											
Cedar Island Marina											
Cedar Island Park							1				1
Coghill Park							1				
Heritage Lookout											
Katrishe Park											
Kingsville Recreation Complex	5	2	10	3	3	2	2		4	1	
Lakeside Park							1				
Larry Santos Park							1				
Linden Beach Dog Park											
Lions Park											1
Little Essex Park											
McCallum Street Park											
Mettawas Park & Beach											
Millbrook Park							1				
Pinetree Parkette							1				
Prince Albert Open Space											
Prince Albert Park							1				
Sumac Bridge											
Timbercreek Park							1				
Train Court Park											
Wigle Grove Open Space											
William Avenue Park											
York Park							1				

Table 23 Urban Kingsville – Table 2 of 2

Park Name	Beach Volleyball	Batting Cage	Off-leash Dog Area	Community Garden	Beaches	Covered Pavilion/Gazebo	Concessions	Wash-rooms	Walking Loop	Open Space	Parking Lot
Applewood Park (Remark)											
Cedar Beach Conservation Area					1			Y			Y
Cedar Island Marina											Y
Cedar Island Park	3				1			Y			Y
Coghill Park											
Heritage Lookout										Y	
Katrishe Park										Y	
Kingsville Recreation Complex		1				1	1	Y			Y
Lakeside Park	1				1	2		Y	Y	Y	Y
Larry Santos Park											
Linden Beach Dog Park			1								Y
Lions Park				1							
Little Essex Park					1					Y	
McCallum Street Park										Y	
Mettawas Park & Beach					1	1					
Millbrook Park										Y	
Pinetree Parkette											
Prince Albert Open Space										Y	
Prince Albert Park										Y	
Sumac Bridge											
Timbercreek Park									Y		
Train Court Park										Y	
Wigle Grove Open Space										Y	
William Avenue Park										Y	
York Park									Y	Y	

Table 24 Cottam / Ruthven / Union – Table 1 of 2

Park Name	Soccer (Full)	Soccer (Int)	Soccer (Mini)	Lit Ball Diamonds	Unlit Ball Diamond	T-Ball Diamonds	Playground Locations	Splash Pads	Tennis Courts	Skate Parks	Basketball Courts
Cottam Rotary Park					1						
Ridgeview Park	4		4		1	1	2		1	4	
William Street Park					1						
Mucci Branco Park (Porrone)											
Ruthven Park											
Union Beach											

Table 25 Cottam / Ruthven / Union – Table 2 of 2

Park Name	Beach Volleyball	Batting Cage	Off-leash Dog Area	Community Garden	Beaches	Covered Pavilion/ Gazebo	Concessions	Wash-rooms	Walking Loop	Open Space	Parking Lot
Cottam Rotary Park						1					
Ridgeview Park		1				1	1	Y			Y
William Street Park											
Mucci Branco Park (Porrone)										Y	
Ruthven Park										Y	
Union Beach					1						

Table 26 Totals, Town of Kingsville – Table 1 of 2

Park Name	Soccer (Full)	Soccer (Int)	Soccer (Mini)	Lit Ball Diamonds	Unlit Ball Diamond	T-Ball Diamonds	Playground Locations	Splash Pads	Tennis Courts	Skate Parks	Basketball Courts
Town-wide Total	10	2	14	3	7	2	15	1	6	1	3

Table 27 Totals, Town of Kingsville – Table 2 of 2

Park Name	Beach Volleyball	Batting Cage	Off-leash Dog Area	Community Garden	Beaches	Covered Pavilion/ Gazebo	Concessions	Wash-rooms	Walking Loop	Open Space	Parking Lot
Town-wide Total	4	2	1	1	6	6	2	5	3	14	7