



**SPECIAL PARKS AND
RECREATION ADVISORY
COMMITTEE
MEETING AGENDA**

**THURSDAY, MARCH 31, 2016
7 P.M.**

**HOLLAND ROOM
AURORA TOWN HALL**

PUBLIC RELEASE
March 24, 2016



**TOWN OF AURORA
SPECIAL PARKS AND RECREATION ADVISORY
COMMITTEE MEETING AGENDA**

DATE: Thursday, March 31, 2016

TIME AND LOCATION: 7 p.m., Holland Room, Aurora Town Hall

1. DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

2. APPROVAL OF THE AGENDA

RECOMMENDED:

THAT the agenda as circulated by Legal and Legislative Services be approved.

3. MATTERS FOR CONSIDERATION

1. PRS16-015 – Implementation of the Sport Plan pg. 1

RECOMMENDED:

THAT Report No. PRS16-015 be received for information.

2. Parks and Recreation Master Plan Implementation Schedule pg. 21

RECOMMENDED:

THAT the Parks and Recreation Master Plan Implementation Schedule be received for information.

4. ADJOURNMENT



TOWN OF AURORA
GENERAL COMMITTEE REPORT **No. PRS16-015**

SUBJECT: *Implementation of the Sport Plan*

FROM: *Allan D. Downey, Director of Parks & Recreation Services*

DATE: *March 22, 2016*

RECOMMENDATIONS

THAT Report No. PRS16-015 be received; and

THAT this report satisfies the conditional approval in the 2016 Operational Budget and implementation of Sport/Sport Tourism Plan; and

THAT the services of Sport Aurora Inc. be engaged for one (1) year in the amount of \$56,000.00 to fulfill the short-term goals of the Sport Plan to be funded from the 2016 Sport Plan Implementation Funding Account.

PURPOSE OF THE REPORT

To receive Council approval for the engagement of Sport Aurora Inc.

BACKGROUND

The Sport Plan was approved by Council on March 8, 2015. Twenty-Two tasks within the Sport Plan were subject of that approval and were to be completed over a period of five years. Staff have placed the tasks in the following chart and identified the year in which each recommendation will be presented to Council for approval:

| Task Number | TASK - Project Goals | YEAR 1 | YEAR 2-3 | YEAR 4-5 |
|-------------------------|--|--------|----------|----------|
| Sport Leadership | | YEAR 1 | YEAR 2-3 | YEAR 4-5 |
| T1 | Develop an Aurora Sport Policy that outlines the role of sport in the community. The policy should specifically address the roles and responsibilities of the Town and local sport stakeholders including sport clubs and collectives, the business sector, education, public health, etc. | √ | | |

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Report No. PRS16-015

| | | | | | |
|-----------------------------|--|---------------|-----------------|-----------------|--|
| T2 | Change the name of the Parks and Recreation Advisory Committee to the Parks, Recreation and Sport Coordinating Committee. Expand the Committee's mandate to include sport matters including the implementation of the Aurora Sport Plan and ensuring Town-wide priorities are addressed through parks, recreation and sport. | √ | | | |
| T3 | Reconstitute Sport Aurora into a Sport Council with an expanded mandate and representation from the entire sport community. The Sport Council's Executive Committee should be appointed through a fair and transparent democratic process. | √ | | | |
| T4 | Add a Sport Development Officer as a new position in Parks and Recreation Department to implement initiatives of the Aurora Sport Plan. | √ | | | |
| Sport Sustainability | | YEAR 1 | YEAR 2-3 | YEAR 4-5 | |
| T5 | Develop three year budget projections to deliver on the recommendations of the Aurora Sport Plan and identify stable and alternate funding sources. | √ | √ | √ | |
| T6 | Seek Partnerships to address the financial implications of the Sport Plan to secure and retain stable and alternate funding. | √ | √ | √ | |
| T7 | Develop a Sport Development Grant Program to assist groups in implementing elements of the Sport Plan as well as in their efforts to address their own sport priorities. | | √ | √ | |
| T8 | Develop a list of sport opportunities that could benefit from sponsorships and create a mechanism that that simplifies funders' responses to sponsorship opportunities. | | √ | √ | |
| T9 | Create a Volunteer Development Strategy that addresses volunteer recruitment, selection, training, retention and recognition. | | √ | | |
| T10 | Develop training programs and an e-tool kit that is focused on sport volunteer priorities and that provides insights into recruitment, screening, training, retention and recognition for use by sport stakeholder groups. | | √ | √ | |
| T11 | Procure volunteer software that serves to develop a database of community volunteers and matches perspective volunteers with the opportunities that become available within the community. The software should also track the number of active community volunteers and the annual number and value of volunteer hours. | | √ | √ | |
| T12 | Develop performance measures to capture the inputs, outputs, efficiencies and effectiveness of sport delivery in Aurora. Annually report on the results and any impacts on plans for the subsequent year. | | √ | √ | |

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| Task Number | TASK | YEAR 1 | YEAR 2-3 | YEAR 4-5 |
|--|---|---------------|-----------------|-----------------|
| Sport Participant | | YEAR 1 | YEAR 2-3 | YEAR 4-5 |
| T13 | Continue to provide the Physical Literacy training for persons working and volunteering with pre-school and children's groups and expand the program to include all age groups. | √ | √ | √ |
| T14 | Train staff and volunteers to encourage and facilitate Aurorans of all backgrounds participation in sports. | | √ | √ |
| T15 | Convene a meeting with agencies supporting persons with disabilities to better understand their needs in being included in sport in Aurora. | √ | | |
| T16 | Develop a Recreation and Sport Access Policy that identifies barriers to participation and addresses mechanisms that can increase participation and full access for residents from low income backgrounds. | √ | √ | |
| T17 | Work with Social Service staff from the Region of York to introduce sport opportunities and support funding for persons from low income backgrounds. Develop a brochure for Social Service workers to help their clients navigate the sport system. | | √ | |
| T18 | Inventory existing participation of girls and women in sport to determine if there are any gaps in participation. | | √ | |
| T19 | Assess the current provision of sports for older adults by all sectors in Aurora and work with the older adult population to address gaps and emerging sport needs. | | √ | |
| T20 | Quantify participation of diverse and marginalized groups in sport and measure the effectiveness of interventions. | | √ | |
| Sport Promotion and Celebration | | YEAR 1 | YEAR 2-3 | YEAR 4-5 |
| T21 | Develop a broad based Sport Marketing Strategy. | √ | | |
| Sport Tourism | | YEAR 1 | YEAR 2-3 | YEAR 4-5 |
| T22 | Develop an Aurora Sport Tourism Strategy. | | √ | |

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COMMENTS

Sport Aurora has played an integral role in the creation and development of the Sport Plan and has now provided a proposal for the execution of tasks within the Sport Plan.

Sport Aurora has been a key driver in the development and delivery of many initiatives related to Sports and Recreation over the past several years. They have developed the expertise and volunteer base to establish community events such as:

- The Breakfast of Champions;
- Volunteer Recognition;
- Sports Hall of Fame;
- All Kids Can Play; and
- Coaching Clinics.

to mention a few.

They have also been successful in the promotion of sport tourism and the engagement of local sponsors to support these events.

Sport Aurora Inc. has approached the Town with a proposal to deliver the tasks of the Sport Plan and continue with their efforts to elevate sports and recreation in the community. They would be a contracted service to the Parks and Recreation Services Department eliminating the requirement for a Sports Development Officer at this time.

Sport Aurora Inc. has outlined their deliverables and the metrics for measuring success that will be the subject of an annual report to Council. Recommendations will be presented to Council by staff on the effectiveness of this contract and whatever extension to the contract or modifications are warranted. Staff will be reporting to Council on the effectiveness of this community partnership during the 2017 Operating Budget deliberations.

ALTERNATIVE(S) TO THE RECOMMENDATIONS

1. Council could request that the Town not enter into a contract. This option would require the hiring of a Sports Development Officer to assign the tasks identified in the Sport Plan.
2. Further Options as required.

FINANCIAL IMPLICATIONS

Sport Aurora Inc. has identified a fee of \$56,000.00 for year one. Council has budgeted \$100,000.00 in the 2016 Operating Budget to support the recommendations of the Sport Plan.

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CONCLUSIONS

The partnership with Sport Aurora Inc. has been very successful for several years and with the establishment of an infrastructure to deliver services to the Town, the engagement of their services as a contract provider is an important step in continuing the success of that partnership.

Staff will be providing recommendation to Council on extension of this contract for an additional two years during the 2017 Budget deliberations.

PREVIOUS REPORTS

PR15-008 Development of a Sport Plan, March 24, 2015

PRS16-012 Sport Plan Master Plan, March 1, 2016

ATTACHMENTS

Attachment #1 – Sport Aurora Inc. Proposal for Providing Sport Plan Delivery Services to the Town of Aurora

PRE-SUBMISSION REVIEW

Executive Leadership Team Meeting, Tuesday, March 8, 2016.

Prepared by: Allan D. Downey, Director of Parks & Recreation Services - Ext. 4752



Allan D. Downey
Director of Parks and Recreation



Doug Nadorozny
Chief Administrative Officer

Attachment #1



A Proposal

Providing Sport Plan Delivery Services to the Town of Aurora

Prepared and Approved by the Executive Committee of Sport Aurora

Revised: March 9, 2016

Executive Summary

By all accounts, Sport Aurora has been successful at everything that we have undertaken and are recognized widely for our integrity and the value we bring to the Community through sport. We now bring our request to Town Council for funding to allow us to assist in both the short and long-term implementation strategies with respect to the Sport Plan.

Sport Aurora has developed a three-year Operating Budget of Sport Aurora that was passed by the Sport Aurora Board and consists of those activities we have developed and maintained that are highly valued by our membership. Deliverables have been established so that the impact of our work can be monitored and objectives achieved. We fully intend to meet or exceed all the deliverables of this Operating Budget in 2016 and beyond, provided that we have acquired the financial resources to do so. The Operating Budget in 2016 is supported by many volunteers who ensure that almost \$90,000.00 of annual revenue is achieved through various sponsorship and fund-raising efforts.

Also within the Proposal you will see we have identified the Recommendations from the Sport Plan Consultant and approved by the Town. We have described the knowledge, skill and expertise we bring to these implementation strategies and are confident of our ability to deliver as we always have.

With the conclusion of the four year Ontario Trillium Fund Grant a financial gap exists inhibiting our ability to deliver our programs. Therefore we encourage discussion with the Director of Parks and Recreation and Town Council on any or all of these important new strategies and ask that the Council recognize the capability of Sport Aurora and provide the funding of \$56,000.00, so we can continue to do the important sport leadership and development work for which we excel.

Sport Aurora Operating Budget

The Sport Aurora Operating Budget (attached) has been approved for 2016 and it identifies seven distinct budget areas, and identifies within each of these areas the deliverables that are intended. Revenues and expenditures are shown in each budget area.

We have also reviewed the Sport Plan Implementation and Performance Measures and have made specific references to them to ensure that the deliverables are achieved through the activities of Sport Aurora in 2016.

We believe that Sport Aurora can not only meet the Year One priorities of the Sport Plan, but will advance these significantly adding value to our engagement as a service provider to the Town. We are open to discussing the advancement of other aspects of the Sport Plan with a priority on those that produce sustainable services for the future.

We provide you here with the deliverables from our budget that we will guarantee and will report on annually or semi-annually as you require.

Administration

1. Coordinate and fulfill all requirements of administration and management of Sport Aurora.
2. Ensure all finances are accurately reported and presented through our retained Accounting Consultant.
3. Meet all insurance requirements for Directors and Officers liability.
4. Maintain sufficient event liability insurance.
5. Report and record and manage all membership information.
6. Create, design, deliver and support a Sponsorship Campaign and reach revenue targets.
7. Meet sponsor requirements and deliver sponsor support for all Programs
8. Ensure Affiliate Membership Targets are achieved.
9. Ensure Registered Membership targets are achieved.
10. Promote the All Kids Can Play Fund and administer donations and applications accurately and according to Policy.
11. Manage the Sport Aurora Operating budget ensuring all Policies are observed for all purchases and expenditures.

Celebrate Sport (Breakfast of Champions and Sport Volunteer Recognition Lunch)

1. Contract venues and appropriate food and beverage services.
2. Plan and implement the event and ensure all local champions and recipients are included/invited.
3. Ensure all volunteers are recruited and trained for each event.
4. Ensure all volunteers and VIP's are recognized appropriately.
5. Design, print and distribute official Programs day-of.

6. Contract videographers on budget and ensure video of event is captured and displayed on web site.
7. Manage media partnerships and publish Media Releases.
8. Design and publish promotional advertising to support ticket sales and PR as needed.
9. Ensure all awards are ordered, approved and available day-of for distribution.
10. Ensure promotional partnerships are recruited, and supported.
11. Ensure all sponsors and donors are properly recognized.
12. Prepare scripts for the events and ensure they are approved and managed day-of.
13. Recruit, retain and support Master of Ceremonies and ensure accurate payment is made for services.
14. Recruit, retain and support appropriate guest speakers and process payments if applicable.
15. Plan and implement Advertising and Promotion Plans to ensure proper public recognition.
16. Achieve revenue and expenditure targets.

Coaching Development

1. Prepare Strategic Coaching Plan.
2. Retain certified trainer and pay for services.
3. Procure and distribute training manuals and supplies.
4. Procure permits for all facilities needed.
5. Prepare and ensure advertising for each clinic is published in local media .
6. Meet participant targets.
7. Retain and support appropriate guest speakers for each clinic.
8. Create, plan, implement, and report on all training clinics each year to support capacity-building strategies.
9. Recruit, retain and support Program sponsors.
10. Ensure all participants have a sponsor promotional item that meets the sponsor's needs.
11. Manage and report all trainee registration/certification information.
12. Manage coach database and maintain coach training records.

Communication and Promotion of Sport

1. Prepare Scope of Work Document for new web site.
2. Produce new web site that meets the needs of sport for promotion and celebration of sport.
3. Maintain web site license.
4. Create and implement 3 events per year for all sport organizations to help develop promotion strategies with media of all kinds.
5. Hire and supervise a part-time social media professional who will promote sport through social media and manage web site content.
6. Initiate, organize and promote 1st Annual Sport Trade Show in 2016 and recruit sport organization participation.
7. Book and manage 15 Sport Aurora street sale sites.
8. Attract and secure sponsorship dollars to the web site.
9. Purchase Sport Aurora promotional tent for events
10. Manage all Event Expenses.

11. Report on Event Activity
12. Publish Event Activities to web and through traditional media.
13. Prepare content for Sport Bulletin Board for monthly publishing in local media.
14. Recruit and support Sport Bulletin Board sponsorship.

Sport Tourism

1. Produce and distribute semi-annual "Play in Aurora" Magazine on budget.
2. Recruit and train sales personnel to meet advertising targets.
3. Create Sport Tourism partnership with Neighbourhood Network.
4. Train and supervise new tournament volunteers.
5. Coordinate and manage event support volunteers and plan and deliver annual thank-you event for all volunteers who support each sport event.
6. Source and procure Promotional Gifts for 50 trained volunteers. (T-shirts etc.)
7. Create and produce sport tourism advertising monthly for insertion into the Auroran on all events.
8. Create and manage on-line bulletin board and calendar and public relations activities regarding sport tourism.
9. Manage advertising sales activity and ensure revenue targets are achieved.
10. Recruit, retain and support sponsors and partners in Sport Tourism Project.

Activate Aurora

1. Create, manage, implement and report on volunteer recruitment, retention, reward and records program quarterly.
2. Create Impact Reporting System and implement this reporting monthly on all Grant impact data.
3. Create sponsor support thank-you event and ensure sponsors are kept informed monthly.
4. Report on grant progress to Grantor and Town.

Sport Plan Implementation and Performance Measures Priorities

Goal 1: Sport Leadership

- 1. Develop an Aurora Sport Policy that outlines the role of sport in the community. The Policy should specifically address the roles and responsibilities of the Town and local sport stakeholders including sport clubs and collectives, the business sector, education, public health etc. Y1**

- a. Policy development is authority of the Town as accountability is with the Municipality. Every Policy therefore must be approved through Council and must meet the standards and strategy set out by the Town.*

As a Sport Council, Sport Aurora will create a sub-Committee that is directly responsible to the Town for providing research of best practices with respect to National, Provincial, Regional and Local jurisdictions and make recommendations that are locally acceptable by having these approved through consultation with all Local Sport Organizations (LSOs). With adequate funding, Sport Aurora could hire a consultant to create such a Report or the Town could hire the consultant directly.

- 2. Change the name of the Parks and Recreation Advisory Committee to the Parks, Recreation and Sport Coordinating Committee. Expand the Committee's mandate to include sport matters including the implementation of the Aurora Sport Plan and ensuring Town-wide priorities are addressed through parks, recreation and sport. Y1**

- a. This is clearly a Town responsibility. Sport Aurora is willing to participate fully in the Parks Recreation and Sport Coordinating Committee through the Sport Council, such as it has done in the past; however, it is our advice that providing that sport has one-third of the mandate, that one-third of the Committee be comprised of those nominated through the Sport Council.*

- 3. Reconstitute Sport Aurora into a Sport Council with an expanded mandate and representation from the entire sport community. The Sport Council's Executive Committee should be appointed through a fair and transparent democratic process.Y1**

- a. Sport Aurora presently is an inclusive Organization that is provincially incorporated as a non-share (not-for-profit) entity. The eligibility for membership is identified in the Constitution Attached (specifically By-Law 1). As to a fair and transparent democratic process of appointing the Board (Executive), this is done annually at the General Meeting of the Membership and one-half of the Board is elected each year through a nomination and election process that is also set out in By-Law 1 of the Constitution.*

- b. Sport Aurora provides a number of services that directly benefits the Membership and the continued growth of the Organization is a testament to*

that benefit. We have established operational policies and we deliver on our promises to all our partners and members.

- c. *The issue that Sport Aurora does not represent all local sport organizations (LSO's) is specifically referenced in the Sport Plan document and we agree that this can be remedied through the development of Policy by the Town. It is agreed that Sport Aurora be identified as the local Sport Council and that all sport organizations who wish to be considered bona-fide LSO's are required to register with the Sport Council. They can therefore choose to participate in elections of Directors and Officers, attend meetings and provide input, participate in programs and services offered through the Sport Plan and benefit from any Program or Service offered through the Sport Council to the Membership as a result of their registration. LSO's will be required to provide important information to the Town directly as part of their registration with the Sport Council that is to be determined in consultation with the Town so that information can be gathered that is relevant to the Town's Sport Plan Implementation and in particular the Sport Plan Performance measures as identified below:*

How many residents and what age cohorts are involved in sport?

What is the investment in sport in Aurora?

What is the value of the volunteer hours invested in sport?

How are the varying support programs increasing sport participation?

What is the annual value of partnerships and sponsorships?

What is the economic impact of sport tourism in Aurora?

Much of this information can be gathered and verified from LSO's and will serve to help identify the direction sport should take in years to come by:

- *measuring actual numbers, genders and ages of all participants through LSO's,*
- *collecting gross revenue figures from each sport organization*
- *collecting the number of volunteers, their genders and ages and the total number of hours invested in the community*
- *gross sponsorship, donor and partnership revenue*
- *estimate the economic impact of sport events through clearly identifying the dates, times and locations of events and estimating the number of in-town vs. out-of-town participants and using traditional economic impact measurement tools.*

Sport Aurora is prepared to change the Constitution through our democratic means to eliminate the \$25.00 membership fee to all registered member services delivery through a Service Agreement funded through the Sport Plan. This should be the first priority for the Sport Council and should result in a recommendation to the Town to approve a sport policy that creates bona-fide LSO's of all interested and eligible sport organizations and includes them in

the Sport Council as Members.

4. Add a Sport Development Officer as a new position in Parks and Recreation Department to implement initiatives of the Aurora.Y1

The employment of a Sport Development Officer (SDO) is the responsibility of the Town. Should a SDO be deemed appropriate, Sport Aurora requests the opportunity to provide information about the qualifications, experience and roles that are evident in other similar communities in order to ensure the new position attracts and delivers the Sport Plan in co-operation with Sport Aurora.

5. Create a Sport Funding Model utilizing the following process:

a. Develop three year budget projections to deliver on the recommendations of the Aurora Sport Plan and identify stable and alternate funding sources. Y1

i. Sport Aurora has prepared a three-year operating budget, but has not included all items suggested in the Sport Plan document. Sport Aurora is committed to the delivery of the Plan and will work closely with the Town through the Service Agreement, to ensure that a budget is prepared that meets the needs of the Sport Plan.

b. Seek Partnerships to address the financial implications of the Sport Plan to secure and retain stable and alternate funding. Y1

i. Sport Aurora has developed partnerships with a variety of sponsors and donors who have committed to the short-term success of the organization. Our budget identifies current revenue streams from the sale of tickets, advertising and promotional activities that are used to help sustain the organization. Many more partnerships are possible with a professionally developed Marketing and Communication Plan designed to recruit and retain high-value sponsors in order to meet the demands of the Sport Plan delivery. It is recommended that some of the funds directed by Council for Sport Plan delivery be directed at a professionally prepared Marketing Plan for sponsorship purposes. Sport Aurora would include this expense in our operating budget and facilitate the development of the Marketing Plan for sustainability of the Sport Plan should the Town be interesting in funding this activity through Sport Aurora.

c. Develop a Sport Development Grant Program to assist groups in implementing elements of the Sport Plan as well as in their efforts to address their own sport priorities.

i. This is not identified as a priority in Year 1 but there are many

examples of granting schemes that are designed to incent sport organizations for various town-centric reasons such as sport tourism, organizational development, and sport business priorities. Sport Aurora is committed to the development of each of our Member Organizations and the sooner that these organizations are developed, the faster will be the return of benefits from the Sport Plan. Sport Aurora has plans to deliver organizational development opportunities through the existing budget, but we could also provide valuable information to the Town for the development of a granting structure that is both 'home-grown' and are considered best-practices elsewhere. We have a number of grant schemes that have been used elsewhere to share.

- ii. We also feel that a grant-writing workshop should be delivered within the Community to enable LSO's to be prepared for grants that could become available external to the Town. Also, funder research could be completed that would become a database of information about available grants so all LSO's are aware of them as they are announced. Provided that the Town funds this activity, these could be implemented in Year 1 of the Sport Plan.*

d. Develop a list of sport opportunities that could benefit from sponsorships and create a mechanism that simplifies funders' responses to sponsorship opportunities.

- i. As part of the Sport Tourism budget and through the Sport Leadership provisions previously identified, sport events can be accurately identified and cases for support of each of these developed through the Sport Tourism Committee. Small additional funding to cover meeting costs and promotional activity of a professional dedicated to the sponsorship and donor opportunities is required. Sport Aurora has placed a small professional retainer (\$6000.00) for sponsorship and donor activity but this could be further expanded with additional funding. It is recommended that additional funds be allocated to the development of an inventory of sport events and the development of a mechanism that simplifies funder's responses to sponsorship opportunities be developed.*

e. Create a Volunteer Development Strategy that addresses volunteer recruitment, selection, training, retention and recognition.

- i. Sport Aurora has been asked to research this issue by its Membership*

and it has made some strides in this area. It has not been funded so it has stalled. The Program is called the 4-R Program (Recruitment-Retention-Records and Recognition) and has been discussed with provincial sport organizations and other local sport organizations. Specifications for the development of a system have been prepared and a scope of work prepared. Research into existing systems has been done. None yet have been found to be sufficient for amateur sport's purposes. Funding could move this forward dramatically in Year 1, but it may not be a priority of the Town. Volunteer Management however is a huge priority for the LSO's as they have identified the number, skills and availability of volunteers to be threats to their existence and an important part of their service obligation to the Community.

ii. Developing volunteers has a direct economic impact. By increasing the number and diversification of sport volunteers, capacity can be increased and new programs developed. These programs build value into the Community whether they be for sport tourism or other LSO purposes.

- f. Develop training programs and an e-tool kit that is focused on sport volunteer priorities and that provides insights into recruitment, screening, training, retention and recognition for use by sport stakeholder groups.**
- g. Procure volunteer software that serves to develop a database of community volunteers and matches perspective volunteers with the opportunities that become available within the community. The software should also track the number of active community volunteers and the annual number and value of volunteer hours. (see e) i) above)**
- h. Develop performance measures to capture the inputs, outputs, efficiencies and effectiveness of the sport delivery in Aurora. Annually report on the results and any impacts on plans for the subsequent year.**

Goal 2: **The Sport Participant-** Increase sport participation in Aurora by focussing on the needs of the participant.

- 1. Focus on the needs of athletes and sport participants by addressing the following identified actions:**
 - a. Continue to provide the Physical Literacy training for persons working and volunteering with pre-school and children's groups and expand the program to include all age groups. Y1

- i. The Sport Aurora budget identifies coach and volunteer training that is now underway to meet the needs of the RBC-Learn-to-Play Grant. It does not yet identify target training for pre-school (ECE) or elementary schools however the Summit lead by Seneca College is designed, in part, to deliver awareness and training to ECE leaders and elementary school teachers. Additional funding could add numbers to the training targets for each year. Sport Aurora is capable of delivering a targeted Program of training within the sport membership each year and extend this training where applicable to municipal partners and community-at-large.*
- b. Train staff and volunteers in working with culturally diverse groups to better understand their sport needs and look to other communities within the region that have responded to changing demographics by providing both culturally appropriate sports and an introduction to traditional Canadian sports (Markham and Richmond Hill).
- c. Convene a meeting with agencies supporting persons with disabilities to better understand their needs in being included in sport in Aurora. Y1
 - i. Through the Mayor's Task Force, relationships have been established with the School Boards and information about the number and types of special needs is now available. Other agencies that work directly with special needs participants should be included and Sport Aurora is able to add this "Sport for All" category to the list of priorities.*
- d. Develop a Recreation and Sport Access Policy that identifies barriers to sport participation and addresses mechanisms that can increase participation and full access for residents from low income backgrounds. Y1
 - i. Financial barriers can be reduced and eliminated through a Sport Access Policy as is suggested. Sport Aurora is capable of providing useful information about our sport organizations fee structures and can suggest methods of reducing fees to eliminate the barriers.*
 - ii. Our All Kids Can Play Program has been a success and it has the capacity for growth through partnership with the Town to not only promote participation, but also facilitate the mechanism by which those in need can access service and increase participation.*
- e. Work with Social Service staff from the Region of York to introduce sport opportunities and support funding for persons from low income backgrounds. Develop a brochure for Social Service workers to help their clients navigate the sport system.

- f. Inventory existing participation of girls and women in sport to determine if there are any gaps in participation.
 - i. Sport Aurora has targeted women in sport by training over 100 women in coaching techniques and has a plan to deliver Fundamental Movement Skills training to parents who are then able to deliver this skill-based play in homes, school yards and public parks.*
 - ii. Physical Literacy data has shown that girls are becoming more sedentary than boys at all ages above 8 years old. Sport Aurora is a proponent of Sport for Life and is now involved with those conducting research into this tragic situation. Aurora should become a leader in reversing the trend of female sedentarism with some funding and attention to new findings regarding this phenomenon.*

- g. Assess the current provision of sports for older adults by all sectors in Aurora and work with the older adult population to address gaps and emerging sport needs.
 - i. Sport Aurora has a number of adult service providers and the numbers of their memberships should be made available to us with a change in sport policy described earlier.*
 - ii. Sport Aurora is now also involved in a program called 'Durable by Design' that was just presented at the Sport for Life Summit in Gatineau, Quebec in January of 2016. We are identified as one of 6 Communities where this Program can be implemented. The Seniors Association has already been consulted and our next steps require funding. This Program is part of the Ontario Trillium Foundation (OTF) grant application that was submitted in December. It is expected to be announced Mid-March of 2016. It is imperative that this Program is funded for it to proceed. We recommend that this gap analysis is begun in our Community with not only the Seniors Association but with the community-at-large and other providers of adult programming, whether institutional or not.*

- h. Quantify participation of diverse and marginalized groups in sport and measure the effectiveness of interventions.
 - i. Sport Aurora believes there are a number of sport participants that are 'under the radar' and that have not been encouraged to come forward with their programming needs. Many of these sports are culturally-based and therefore non-traditional in the Canadian perspective. Mechanisms should be developed whereby new and emerging sports that stimulate participation are encouraged and promoted through*

sport marketing and grant opportunities. In addition, provisions for sport providers to bring unique programs or programs that are more affordable and therefore increases participation should be implemented as part of Aurora Sport Policy.

Goal 3. Sport Promotion and Celebration-Promote the benefits of sport participation and recognize and celebrate sport excellence.

- 1. Develop a broad based Sport Marketing Strategy that encompasses all necessary ingredients to increase the public's general understanding of the benefits of a robust sports system. The Strategy should be the responsibility of the Parks, Recreation and Sport Coordinating Committee with assistance and support from staff. In creating the Strategy, the Committee should undertake the following activities: Y1**
2. Inventory marketing, promotional and community messaging resources and supports available throughout the municipality, the sport community and the sport partners currently affiliated with sport organizations in Aurora.
3. Undertake an environmental scan of sport marketing campaigns that have been successfully implemented in other jurisdictions. Document the best practices drawn from these examples and prioritize the approaches that are most likely applicable to the Aurora circumstance.
4. Adopt standardized communication messaging and language that is applicable to all sport environments.
5. Create marketing tools and initiatives to reach as many audiences as possible and utilize an array of promotional techniques to expand the messaging reach as far as possible – e.g. traditional advertising, social media, public service announcements, communication through sports organizations, communications through sport organizations, etc.
6. Solicit private sector participation in sport marketing through cultivating creative partnerships with local communications firms or individuals with proven marketing expertise.
7. Consult with marketing advisors from public, not-for-profit and private sector sport or physical activity organizations that would benefit from coordinated marketing efforts. Advisors should routinely meet with appropriate members of the Sport Coordinating Committee and staff to offer advice and information about developing and maintaining the marketing strategy.

8. g) Develop a long range plan for the Aurora Sport Hall of Fame that continues to capture the heritage of sport in Aurora as well as current sport excellence.
9. Host an annual Sport Excellence Summit to strengthen cohesion and learning amongst the sport partners in Aurora.
 - a. *Sport Aurora is prepared to participate in this initiative and bring the sport organizations within its membership to partner with the Town and those hired to prepare this marketing strategy. This is a professional role and we recommend that some of the financial resources devoted to the Sport Plan be designated to build this marketing strategy.*
 - b. *The Annual Sport Excellence Summit can be implemented with the Annual Sport Trade Show to build its profile. In fact coach training and coach development activities should be included to create a “Congress”. The Activate Aurora Project and Mayor’s Task Force should be fully engaged within this Sport Excellence Summit. This Summit could be self-sustaining within a few years and perhaps bring profit to sport.*

Goal 4. Sport Tourism- Strengthen Aurora’s ability to attract sport events to the Town and reap the economic impacts of sport tourism.

1. Develop an Aurora Sport Tourism Strategy. The Strategy could become an element of the broader municipal Tourism Strategy that is currently under development. Staff responsible for the Strategy should work with and through the Parks, Recreation and Sport Coordinating Committee to consult with Sport Aurora, hospitality agencies, affiliated sport and recreation associations, etc. to ensure the Strategy’s focus is sport specific. Staff should also adopt a collaborative partnering approach to ensure that the Strategy takes into account the needs, desires and resources of the local community and the surrounding region. The Strategy’s design should be sure to include agencies and organizations that provide facilities and services required to host sports events. In creating the Strategy, the staff should undertake the following activities:
2. Make use of resources and supports available through the Canadian Sport Tourism Alliance (CSTA) at www.canadiansporttourism.com. For example, the CSTA has developed sport tourism planning templates, business plan templates for hosting a sports event, sport tourism economic assessment model (STEAM) and an events database. All of these materials are available on a “plug and play basis” with very little guesswork required on the part of the jurisdiction developing the tourism strategy.
3. Undertake an environmental scan to determine the current situation associated with the Town’s capacity to host events. This scan should take into account the physical and organizational attributes and shortcomings of the Town in terms of event hosting.

4. Prepare an analysis illustrating the community and economic benefits associated with a sport hosting strategy compared to the costs of planning for and implementing a hosting strategy.
5. Based on the outcome of the environmental scan, identify categories of sport events for which the Town is best suited. This should lead to the identification of potential events for which the Town could bid. Utilizing the resources of CSTA, participate in a bidding process.
6. Utilizing the resources of CSTA, evaluate the economic impact of existing events as well as hosting opportunities made available through the implementation of the Sport Tourism Strategy.

Sport Aurora is well-positioned to assist in all aspects of Sport Tourism Strategy and has initiated steps in this direction through publishing Play in Aurora and implementing practices around notification. Much is left to be done and an integrated and sport-supported tourism strategy that includes incentives for the building of tourism properties and support for tourism initiatives is required. Training will be required as sports are adept at providing local sport events but the administration, organization and marketing and promotion of these events is not well developed.

We agree that the CSTA is an important resource and provides tools and best practices as well as bid opportunities and this relationship should be formalized.

The organization of a Bid Committee both within the municipality and one that is Regional in scope is also supported so that not only smaller events can be considered with the local capacity, but others of a size that are not normally within the capacity of a single municipality can be considered.

Aurora should be considered widely to be a "sport destination" and to do this it is imperative that the scan of this community include not only what is presently done, but what is planned, so that a quality hotel can be recruited for accommodation. The logic of this is clear. When sport tourists come to this municipality but stay overnight elsewhere, we are told they come and play and then return to their accommodations to spend their money on food and beverage and attractions where they stay. We are not supporting local businesses without adequate accommodation for sport tourists.

Parks and Recreation Master Plan Implementation Schedule

| Task Number | TASK - Project Goals | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | Priority | Task Dependencies | Task Assignment (PWR) | Target Start Date | Percentage Completed | Target date to be completed | Budget Required | Approach |
|-------------|---|------|------|------|------|------|------|----------|---|-----------------------|-------------------|----------------------|-----------------------------|-----------------------------|----------|
| | Indoor Recreation Facilities | | | | | | | | | | | | | | |
| T1 | Undertake an architectural facility fit and concept design exploring the feasibility associated with expanding the Stonach Aurora Recreation Complex (SARC) to include a gymnasium, multi-purpose program spaces and/or a full service fitness centre (the latter subject to Recommendation #8). Implementation of this recommendation depends on the Town of Aurora's chosen course of action for indoor aquatic (see Recommendation #4) as expansion of the SARC is only a plausible consideration if not proceeding with a new multi-purpose community centre. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | High | Feasibility Study, Approvals, Facility Expansion | | | | | | |
| T2 | Existing municipal facilities should be evaluated for ways to improve comfort and facilitate opportunities for informal interactions and socialization to take place (including within lobbies and other common areas) among all residents, including but not limited to families, youth and older adults. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | Medium | | | | | | Cost depends on Enhancement | |
| T3 | Maintain a supply of five ice pads over the next five years with a greater emphasis placed on tracking user registrations (particularly among residents of Aurora) along with monitoring arena bookings and utilization rates. | | | | | | | Low | | | | | | | |
| T4 | In the event that the Town of Aurora is not interested in maintaining the status quo regarding provision of indoor aquatic centres, cannot secure an acceptable partnership agreement with a third party to access new pool times, and is comfortable with the level of risk associated with adding new aquatic infrastructure, one new 25 metre, 6 lane rectangular pool tank should be explored in the following order of priority: #4a | | | | | | | | | | | | | | |
| T4A | Undertake an Architectural and Engineering Study to determine the feasibility and costs associated with adding a 6 lane, 25 metre pool tank to the existing Aurora Family Leisure Complex (AFLC) through expansion of the building envelop to the east of the existing aquatic centre space. This Study should also include the feasibility and costs associated with renovation of the existing hot tub and conversion of the leisurelane hybrid tank to a warmer water leisure tank. | ✓ | | | | | | High | Feasibility Study | | | | | | |
| T4B | #4b Should the Study (noted above) deem the expansion of the AFLC aquatic space not feasible or too costly, undertake a site selection process (as per Recommendation #38) for the provision of a new indoor aquatic facility containing a 6 lane, 25 metre tank, a warmer water leisure/therapeutic tank. The provision of this aquatic facility should include a gymnasium, multi-purpose program rooms and possibly a fitness centre (in-lieu of facilities being added at the SARC). In tandem with this recommendation, explore alternative uses for the existing aquatic facility space at the AFLC as this facility would become redundant. | ✓ | | | | | | High | Feasibility Study, Study & Site Selection Process | | | | | | |

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| Task Number | TASK - Project Goals | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | Priority | Task Dependencies | Task Assignment (PMR) | Target Start Date | Percentage Completed | Target date to be completed | Budget Required | Approach |
|-------------|--|------|------|------|------|------|------|----------|---|-----------------------|-------------------|----------------------|-----------------------------|-----------------|----------|
| T5 | Reclassify Saturday afternoon and Sunday morning and afternoon time slots as prime time pool hours to encourage greater use of remaining pool capacity, possibly through a review of the Town of Aurora Pool Allocation Policy. | ✓ | | | | | | High | Review Pool Allocation Policy | | | | | | |
| T6 | Undertake architectural concept plan and costing exercise to determine the feasibility of constructing a gymnasium at the SARC (also refer to Recommendation #1). The design of this gymnasium should be 'sport friendly' to facilitate objectives congruent with the Sport Plan and provide the necessary features to facilitate locally-based sporting activities to occur. Implementation of this recommendation will depend on the Town of Aurora's chosen course of action for indoor aquatics (see Recommendation #4) as expansion of the SARC is only a plausible consideration if the Town does not proceed with a new multi-purpose community centre. | | | ✓ | | | | High | Refer to Recommendation #1 | | | | | | |
| T7 | Conduct an operating performance review of the AFLC's gymnasium after it has completed a minimum of two full years of operation whether programming and rental opportunities are being maximized, along with any operational adjustments or improvements required to this end. | | ✓ | | | | | Medium | Operating performance review | | | | | | |
| T8 | Proactively monitor membership, program participation, member retention/satisfaction and other appropriate performance metrics associated with the rejuvenated Club Aurora for a minimum of two years in order to inform a subsequent business planning process that explores the viability and suitability of expanding the Town's full service fitness centre model to another location(s). | | | ✓ | | | | Medium | Refer to Recommendation #1 | | | | | | |
| T9 | An indoor tennis facility should only be pursued using an operating model that is consistent with the town's existing practices, whereby the Town could be a partner in the provision of land but would assume no operating responsibilities or financial costs of operation, instead placing such responsibilities on a third party that demonstrates a capability to sustainably do so. This will require a Council decision to be made. | ✓ | | | | | | Medium | Decision required regarding desired type of partnership | | | | | | |
| T10 | Continue to promote membership and program opportunities through the AFLC squash courts in order to optimize use of these facilities, provided that there continues to be market support and that the level of use justifies the financial costs of operations. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | Low | Ongoing process | | | | | | |
| T11 | Multi-purpose program rooms located within existing community centres should be evaluated for improvement to increase their appeal and flexibility that expands usage. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | Medium | Cost depends on type of enhancement | | | | | | |
| T12 | New multi-purpose rooms should be assessed through the proposed expansion of the SARC (see Recommendation #1) and other appropriate projects, as well as explored as part of private land development projects in areas of intensification. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | Medium | Ongoing process | | | | | | |
| T13 | Consistent with the Aurora Public Library Facility Needs Assessment, the Town should initiate discussions with the Aurora Public Library to discuss the merit of reassigning responsibility of the Magna and Lebovic Rooms to the Library, and/or redefining the programming focus in collaboration with Library Staff to service mutually complementary objectives. | ✓ | | | | | | High | Discussions with Library Board | | | | | | |

Special Parks and Recreation Advisory Committee Meeting Agenda

Thursday, March 31, 2016

| Task Number | TASK - Project Goals | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | Priority | Task Dependencies | Task Assignment (PMR) | Target Start Date | Percentage Completed | Target date to be completed | Budget Required | Approach |
|-------------|--|------|------|------|------|------|------|----------|-------------------|-----------------------|-------------------|----------------------|-----------------------------|--|----------|
| T14 | Pending outcomes of the Aurora Cultural Precinct Plan and other formal studies within the Aurora Promenade, undertake a potential use study of the former public library on Victoria Street to determine its suitability, capability and associated costs for delivering services offered by the Parks & Recreation Department or other municipal departments in order to address the needs of intensifying populations that are expected to arrive shortly after the master planning period in the Aurora Promenade | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | High | Re-use Study | | | | | | |
| T15 | Continually assess, and augment where necessary, the delivery of 'youth-friendly' services and programming within the Town of Aurora's existing multi-use community centres and other civic destinations (e.g. Aurora Public Library, former public library, etc.) by considering opportunities to improve spaces such as multi-use program rooms, studio space, common areas and other appropriate areas (also refer to Recommendation #2). | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | High | | | | | | Cost depends on type of enhancement | |
| T16 | Continue to position the Aurora Senior's Centre as the primary hub for 55+ programming while exploring ways to extend the reach of services into neighbourhoods through use of existing multi-use community centres, parks and other civic destinations (e.g. Aurora Public Library, the former public library branch, etc.). | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | High | | | | | | Cost depends on type of enhancement | |
| | Outdoor Recreation Facilities | | | | | | | | | | | | | | |
| T17 | Establish a sports field complex containing a minimum of three lit full-size rectangular fields and supported by appropriate facilities oriented to further the player and/or spectator experience. One of these fields should be designed as a 'multi-use' field capable of accommodating field sports beyond soccer. | ✓ | | | | | | High | | | | | | Capital cost range from 500K to 750K per field | |
| T18 | Construct one outdoor artificial turf field at Stewart Burnett Park, as per current municipal plans, to service a broad range of field sports while providing the Town with flexibility to accommodate future needs. Any additional artificial turf fields beyond this one should be subject to confirmation through municipal business planning exercises as per current practice. | ✓ | | | | | | High | | | | | | Capital costs range from \$1.1M to \$1.5 M per field | |
| T19 | Continue to work with educational, industrial and other suitable partners to provide rectangular sports fields on non-municipal lands. Any adjustment to the supply of non-municipal fields should be considered and appropriately reconciled by the Town of Aurora using existing and/or future parks, and potentially through field capacity improvements such as lighting and/or artificial turf. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | High | Ongoing process | | | | | | |
| T20 | In consultation with local ball associations, construct one new ball diamond that is designed to be 'sport-friendly' and employs a larger design template in order to accommodate use by adult leagues and/or hardball users. | ✓ | | | | | | High | | | | | | Cost depends on upgrades undertaken | |
| T21 | Construct two additional outdoor tennis courts, preferably located in the northeast to bolster geographic access across the Town. | | | ✓ | | | | High | | | | | | Capital costs range from \$5K to \$7K per court | |

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| Task Number | TASK - Project Goals | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | Priority | Task Dependencies | Task Assignment (PMR) | Target Start Date | Percentage Completed | Target date to be completed | Budget Required | Approach |
|-------------|---|------|------|------|------|------|------|----------|-------------------|-----------------------|-------------------|----------------------|-----------------------------|---|----------|
| T22 | Create opportunities for outdoor pickleball through use of a multi-use court template (e.g. lining new or existing tennis courts for both tennis and pickleball) and providing a minimum of two courts that are preferably located in an area having a high concentration of older adults. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | Medium | | | | | | Capital costs range from \$5K to \$7K per court | |
| T23 | Explore the integration of multi-use courts through park renewal and revitalization projects in areas where geographic gaps exist. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | Medium | | | | | | Capital costs range from \$35K to \$60K per court | |
| T24 | Integrate minor skateboarding and biking zones within appropriate community-level parks undergoing renewal and revitalization activities, largely consisting of one or two basic elements similar to the Town's existing model. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | Medium | | | | | | Capital costs range from \$25K to \$50K per zone | |
| T25 | Construct an urban water feature employing a dual purpose design that facilitates recreational use and lends itself to Town's urban design and civic placemaking objectives, potentially through revitalization project within the Aurora Promenade. | | | | | ✓ | | High | | | | | | Costs depend on size and scale | |
| T26 | Integrate two 'minor' splash pads consisting of basic cooling elements (designed to a smaller scale than the existing municipal template) to service residential areas located west of Yonge Street, north and south of Wellington Street. | ✓ | ✓ | | | ✓ | ✓ | Medium | | | | | | Capital cost range from \$100K to \$150K per minor splash pad | |
| T27 | The provision of additional off-leash parks in Aurora should be evaluated using a model similar to that used at Canine Commons, whereby a community organization is primarily involved with the establishment, general maintenance and ongoing operation of the off-leash area. | | | | | | | Medium | | | | | | | |
| T28 | Playgrounds should be provided in new and existing residential areas where geographic gaps exist, generally calculated through application of an 800 metre service radius that is unobstructed by major pedestrian barriers. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | High | Ongoing process | | | | | | |
| T29 | Through the playground inspection and renewal process, evaluate opportunities in which to incorporate barrier-free components to facilitate access to, and use within the playground apparatus for persons with disabilities. | | ✓ | | ✓ | | ✓ | High | | | | | | Cost depends on size and scale | |
| T30 | An outdoor artificial rink, either in a new location or by upgrading an existing natural surface, should be a consideration when undertaking civic planning, urban design and/or economic development analyses given the sizeable costs to construct and operate refrigerated rinks. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | Low | | | | | | Cost depends on size and scale | |
| T31 | Remain apprised of trends and usage at the McMahon Park lawn bowling green through continued collaboration with the Aurora Lawn Bowling Club. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | Low | Ongoing process | | | | | | |
| T32 | Requests for facilities presently not part of the Town of Aurora's core parks and recreation service mandate should be evaluated on a case-by-case basis, after first considering the municipality's role in providing the service in relation to quantified market demand and cost-effectiveness of such services, while also identifying potential strategies to address long-term need for such requests should a sufficient level of demand be expressed. | | | | | | | High | | | | | | | |

Special Parks and Recreation Advisory Committee Meeting Agenda

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| Task Number | Task - Project Goals | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | Priority | Task Dependencies | Task Assignment (PWK) | Target Start Date | Percentage Completed | Target date to be completed | Budget Required | Approach |
|-------------|--|------|------|------|------|------|------|----------|-----------------------------------|-----------------------|-------------------|----------------------|-----------------------------|--|----------|
| T33 | To supplement decision-making and performance measurement exercises supporting investment in facilities falling within and beyond the Town of Aurora's core recreation facility service mandate, collect registration information from user groups regularly booking time in arenas, indoor pools, sports fields and other major recreational facilities including through implementation of allocation policies and other appropriate means. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | High | Ongoing process | | | | | | |
| | Parks | | | | | | | | | | | | | | |
| T34 | Re-examine and adjust, where necessary, the municipal parkland classification system through the next Official Plan Review process based upon envisioned land use forms and densities. In particular, the service level for Community Parks should be revised downwards in the range of 1.0 to 1.5 hectares per 1,000 residents to better reflect current rate of provision, programmed and unprogrammed space needs, and recognizing the limited availability of land as the Town reaches built out of greenfield lands. Similarly, the Neighbourhood Park/Parkette designations should also collectively target provision between 1.0 and 1.5 hectares per 1,000. | | | | | | | High | | | | | | | |
| T35 | Through the Town of Aurora Official Plan Review, integrate policies that prescribe the ability to situate permitted active parks and outdoor recreational uses within the Oak Ridges, where such parks and recreation uses cannot be accommodated within the designated built-up or greenfield areas. | | | | | | | High | | | | | | | |
| T36 | At a minimum, target between 10 and 16.5 hectares of developable tablelands within the quantum of parkland required to meet the parkland service ratios articulated in the Town of Aurora Official Plan (as revised per Recommendation #34), in order to accommodate active recreational facilities. The balance of outstanding parkland requirements can be satisfied at the Town's discretion through either active or passive recreational and/or cultural purposes. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | High | | | | | | Costs depend on acreage, location, conveyance amounts etc. | |
| T37 | Acquire larger Neighbourhood Parks and Community Parks as a priority to ensure future populations have sufficient access to spaces that are capable of accommodating a broad range of active recreational pursuits. Partnerships with area municipalities should be explored as a means to bolstering active parkland supplies since few opportunities remain to cost-effectively acquire and develop larger tracts of parkland for active recreational use. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | High | | | | | | Costs depend on acreage, location, conveyance amounts etc. | |
| T38 | Utilize a land banking approach to explore the potential acquisition of land(s) for a future indoor and/or outdoor recreation facility complex that may be required to service needs beyond the current five year master planning timeframe. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | Medium | | | | | | Actual costs depend on location, acreage, etc. | |
| T39 | Should the Town of Aurora decide to retain Mavrinac Boulevard Land Block 28 as parkland, it does so on the basis that if developed as active parkland this will result in a higher level of service being provided relative to most other neighbourhoods in Aurora and in a manner that is unlikely to service the most pressing recreational needs of the Town as a whole. If retained as passive open space to minimize conflicts on adjacent and nearby residential dwellings, the park could complement municipal naturalization goals and/or facilitate a modest degree of passive usage. Should the Town consider disposal of Block 28, it is recommended that a parcel of land better suited to accommodating active/intensive recreational use be obtained (using the proceeds of this chosen course of action), including consideration of a land swap agreement or purchase of a parcel of land. | ✓ | | | | | | Medium | Make decision to retain or divest | | | | | | |

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| Task Number | TASK - Project Goals | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | Priority | Task Dependencies | Task Assignment (PMR) | Target Start Date | Percentage Completed | Target date to be completed | Budget Required | Approach |
|-------------|--|------|------|------|------|------|------|----------|------------------------------------|-----------------------|-------------------|----------------------|-----------------------------|---|----------|
| T40 | Work with the land development industry to innovatively address the need for parks such as developing publically accessible lands on private land. At a minimum, this may include providing enhanced pedestrian/cyclist infrastructure, encouraging condominium developments that contain rooftop gardens and courtyards, etc. through use of the Planning Act's Section 37 provisions and other creative tools. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | High | Ongoing process | | | | | | |
| T41 | Augment the system of trails and pathways through continued implementation of the Town of Aurora Trails Master Plan, explore barrier-free accessibility-related improvements, and prioritize resurfacing and other required remediation activities according to short, medium and long-term priorities. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | High | Refer to Trails Master Plan | | | | | | |
| T42 | Continue to pursue partnerships and funding opportunities with the Region of York Transportation Department for the inclusion of barrier free access of regional road crossings. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | High | Ongoing process | | | | | | |
| T43 | The Town should implement a community allotment garden program on a trial basis that consists of at least one site – if deemed successful by the Town, additional sites should be secured in partnership with interested community groups | ✓ | | | | | | High | | | | | | Costs depend on location, acreage, etc. | |
| T44 | Implement the Wildlife Park Master Plan to create a unique environmental area within the Aurora Northeast 2C lands to showcase natural heritage and provide opportunities for nature education and interpretation among residents. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | High | Refer to Wildlife Park Master Plan | | | | | | |
| T45 | Supplement parkland acquisition policies prescribed in the Town of Aurora Official Plan with other appropriate means of acquisition, particularly with an emphasis towards securing suitably sized and quality tableland parcels oriented to active recreational uses | | | | | | | High | | | | | | | |