

#	Recommendations	Priority	Anticipated Total Cost	Type	Target Date for Completion
1	Add 82 additional childcare spaces	Ongoing	<i>In house</i>	Operational	Q3 2026
2	Connect with students enrolled in Early Childhood Educators programs	Ongoing	<i>In house</i>	Operational	Q1 2026
3	Relocate and expand the main childcare centre	Short	\$6,300,000	Capital Investment	Q3 2026
4	Consider the outdoor spaces as “classrooms”	Ongoing	<i>In house</i>	Operational	complete
5	Engage with Connectwell on inclusive spaces	Ongoing	<i>In house</i>	Operational	ongoing
6	Co-locate multi-generational services	Ongoing	<i>In house</i>	Operational	2028
7	Continue to provide regular and detailed provider/parent communication	Ongoing	<i>In house</i>	Operational	ongoing
8	Continue to support the provision of spaces for events and programs	Ongoing	<i>In house</i>	Operational	ongoing
9	Continue to support local artists and organizations	Ongoing	<i>In house</i>	Operational	ongoing
10	Continue to support arts and cultural events through community grants	Ongoing	<i>In house</i>	Operational	ongoing
11	Museums should remain independent.	Short	<i>In house</i>	Operational	Q2 2026
12	Develop a Partnership and Sponsorship Policy	Short	\$20,000	Studies and Policies	Q2 2026
13	Establish an inventory catalog of municipal venues	Short	<i>In house</i>	Operational	complete
14	Formalize a Public Art Policy	Medium	\$30,000	Studies and Policies	complete
15	Review resource allocation and Municipal Funding to maintain Public Art	Ongoing	<i>In house</i>	Operational	Q2 2026
16	Expand partnerships with the Museums	Short	<i>In house</i>	Operational	Q2 2026
	a) Develop a Partnership Agreement	Short	<i>In house</i>	Operational	Q2 2026
	b) Create a Collaborative Steering Committee	Short	<i>In house</i>	Operational	Q2 2026
17	Museum funding of the operating costs to remain as 30% of operating budget	Short	<i>In house</i>	Operational	Q2 2026
18	Explore various options, venues, and spaces for the visual and performing arts	Ongoing	<i>In house</i>	Operational	ongoing
19	Improve accessibility to performance stages	Medium	\$350,000	Capital Investments	Q4 2026
20	Continue to encourage programs for heritage protection and interpretation	Ongoing	<i>In house</i>	Operational	Q1 2027
21	Improve promotion and advertisement of culture through the MM Messenger	Ongoing	<i>In house</i>	Operational	ongoing
22	Maintain parkland provision at 4.0 ha per 1,000 population	Ongoing	<i>In house</i>	Operational	Q4 2027
23	Maintain Community Parks service level at 0.5-1.0 ha per 1,000 population	Ongoing	<i>In house</i>	Operational	Q4 2027
24	Maintain the Lawn Bowling Facility and golf disc amenity at Gemmill Park	Ongoing	\$100,000	Operational	ongoing
25	Maintain service level for outdoor recreation facilities	Ongoing	-	Operational	
	a) Seven (7) soccer fields	Ongoing	\$140,000	Operational	ongoing
	b) Two (2) skateboard parks	Ongoing	\$20,000	Operational	ongoing

	c) Four (4) basketball courts	Ongoing	\$30,000	Operational	ongoing
26	Maintain service level for indoor recreation facilities	Ongoing	-	Operational	
	a) Two (2) arena pads	Ongoing	<i>In house</i>	Operational	ongoing
	b) Four (4) curling sheets	Ongoing	<i>In house</i>	Operational	ongoing
	c) Four (4) community halls	Ongoing	<i>In house</i>	Operational	ongoing
	d) Four (4) indoor seasonal pickleball courts – Complete a feasibility study to add air conditioning	Medium	\$30,000	Studies and Policies	
27	Develop and adopt a Public Lands Acquisition Policy	Short	\$20,000	Studies and Policies	Q2 2028
28	Establish a Reserve Fund for new trails, paths, sidewalks, and walkways	Ongoing	<i>In house</i>	Operational	2027
29	Consider using cash-in-lieu for development of park design plans	Short	<i>In house</i>	Operational	Q4 2027
30	Develop a Park Development Manual	Short	\$30,000	Operational	Q2 2027
31	Introduce a Park and Facility Permitting / Lease system for the use of municipal facilities	Ongoing	<i>In house</i>	Operational	2027
32	Improve digital planning tools (i.e., Municipal ArcView GIS system)	Ongoing	<i>In house</i>	Operational	Q1 2026
33	Update the Municipal Facility Use Policy	Short	\$20,000	Studies and Policies	Q2 2026
34	Create a formal application process for new proposed activities / amenities	Medium	<i>In house</i>	Operational	Q1 2027
35	Consider the acquisition of vacant buildings	Ongoing	<i>In house</i>	Operational	ongoing
36	Establish inventory of parkland and open spaces	Ongoing	<i>In house</i>	Operational	Q4 2027
37	Coordinate and review the feasibility to train lifeguards	Short	<i>In house</i>	Operational	Q2 2026
38	Develop a Master Plan for Gemmill Park	Medium	\$60,000	Studies and Policies	Q1 2027
39	Promote connections with nature	Medium	-	Studies and Policies	
	a) Develop a Waterfront Access Master Plan	Medium	\$40,000	Studies and Policies	Q3 2028
	b) Develop a Trails and Pathways Master Plan	Medium	\$40,000	Studies and Policies	Q3 2028
40	Undertake an indoor aquatics feasibility study to explore options to provide aquatic programs to residents	Long	\$85,000	Studies and Policies	Q2 2032
41	Include active recreation amenities in new parks	Ongoing	<i>In house</i>	Operational	ongoing
42	Establish and maintain coordination between Municipal recreation and planning staff and developers	Ongoing	<i>In house</i>	Operational	ongoing
43	Develop relationships with CPRA, PRO, ORFA	Ongoing	<i>In house</i>	Operational	ongoing
44	Renew the three (3) tennis courts	Short	\$550,000	Capital Investment	Q2 2026

45	Improve accessibility, inclusivity, and equitability in parks, trails, and open spaces	Ongoing	\$120,000	Operational	ongoing
46	Design new parks with a CPTED approach	Ongoing	-	Operational	ongoing
47	Revitalize Lawn Bowling Building	Long	\$420,000	Capital Investment	?
48	Officialize Snedden-Casey dog park and rename park to "Snedden-Casey Park"	Short	<i>In house</i>	Operational	
	a) Gated entry access points	Medium	\$105,000	Capital Investment	Q2 2026
	b) Shaded seating	Medium	\$35,000	Capital Investment	Q2 2029
	c) Water station, bag dispenser, waste receptacles	Medium	\$35,000	Capital Investment	Q2 2030
49	Add missing outdoor recreation amenities and programs	Ongoing	<i>In house</i>	Operational	ongoing
	a) One additional splashpad	Medium	\$230,000	Capital Investment	Q1 2029
	b) Pickleball courts (four courts)	Long	\$225,000	Capital Investment	Q1 2031
	c) Add waterfront programs	Long	\$125,000	Capital Investment	Q3 2032
50	Offer more youth-oriented recreation opportunities	Medium	-	Capital Investment	Q4 2029
	a) Add fitness hubs (two locations)	Medium	\$175,000	Capital Investment	Q2 2030
	b) Add a multi-sports pad for all season sports	Medium	\$275,000	Capital Investment	Q2 2030
	c) Add a pump track or BMX track	Long	\$225,000	Capital Investment	Q2 2031
51	Implement Introduction Days for non-members to experience club sports	Ongoing	<i>In house</i>	Operational	ongoing
52	Consider climate change in the design of parks and maintenance standards	Ongoing	<i>In house</i>	Operational	Q4 2027
53	Take a climate-conscious approach to developing and renovating facilities/amenities	Ongoing	<i>In house</i>	Operational	ongoing
54	Promote the Municipality's Guidelines for Tree Conservation and Planting	Ongoing	<i>In house</i>	Operational	ongoing
55	Increase sustainability and renewal of facilities and infrastructure systems	Ongoing	<i>In house</i>	Operational	ongoing
56	Use technology to improve communication and promote Municipal programs	Ongoing	<i>In house</i>	Operational	ongoing
57	Continue to be proactive with infrastructure upgrades of mechanical systems	Medium	<i>In house</i>	Operational	ongoing
58	Continue to monitor and address accessibility needs in all indoor recreation facilities	Ongoing	\$60,000	Operational	ongoing
59	Undertake lifecycle audits for parks and facilities	Medium	<i>In house</i>	Operational	Q3 2030
60	Identify opportunities for refurbishment of aging amenities	Ongoing	<i>In house</i>	Operational	ongoing
61	Continue to foster open collaboration with community groups, local organizations, not-for-profit and private partners	Ongoing	<i>In house</i>	Operational	ongoing
62	Continue to host quarterly community group networking events	Ongoing	<i>In house</i>	Operational	ongoing

63	Review and implement Standardized Facility Agreements with community partners	Short	<i>In house</i>	Operational	Q3 2026
64	Continue to work with local groups to expand recreational opportunities and programming	Ongoing	<i>In house</i>	Operational	ongoing
65	Undertake a joint planning exercise between the Recreation Department and Public Works and Roads Department	Long	<i>In house</i>	Operational	Q1 2032
66	Continue to work with volunteers and consider creating a Volunteering Committee	Ongoing	<i>In house</i>	Operational	ongoing
67	Promote volunteering programs to encourage community involvement	Ongoing	<i>In house</i>	Operational	ongoing
68	Invest in an online Booking Platform	Short	\$25,000	Operational	Q3 2026
69	Complete a detailed assessment of programming needs and requirements	Short	<i>In house</i>	Operational	Q2 2026
70	Expand the variety of payment categories and options for scheduled classes and programs	Short	<i>In house</i>	Operational	Q3 2026
71	Provide programming that promotes active living	Ongoing	<i>In house</i>	Operational	ongoing
72	Offer a diversity of difficulty levels within activities	Medium	<i>In house</i>	Operational	Q3 2028
73	Continue to offer municipal summer camp programs	Ongoing	<i>In house</i>	Operational	ongoing
74	Locate Community Involvement information on a single webpage on the Municipality's website	Ongoing	<i>In house</i>	Operational	Q1 2026
75	Undertake a Satisfaction Survey for users and residents every three years	Ongoing	<i>In house</i>	Operational	ongoing
76	Evaluate usage, participation, satisfaction, and rates of municipally run programs annually	Ongoing	<i>In house</i>	Operational	ongoing
77	Regularly reassess community grants and funding options for community groups	Ongoing	<i>In house</i>	Operational	ongoing
78	The Development Services, Planning, and Engineering Department should continue to oversee future parkland projects	Ongoing	<i>In house</i>	Operational	ongoing
79	Continue to contract the ground maintenance of cemeteries	Ongoing	<i>In house</i>	Operational	ongoing
80	Complete feasibility studies and conceptual planning for major capital projects	Ongoing	<i>Part of other studies</i>	Studies and Policies	ongoing
81	Work with park design consultant on new parks	Ongoing	<i>In house</i>	Operational	ongoing
82	Continue to monitor roles within Recreation and Economic Development Departments	Ongoing	<i>In house</i>	Operational	ongoing
83	Ensure adequate full-time and part-time staffing to meet current and future needs	Ongoing	<i>In house</i>	Operational	ongoing
84	Assess and improve the process for Municipal Funding provided to the community	Ongoing	<i>In house</i>	Operational	ongoing
85	Maintain a centralized list of External Funding	Ongoing	<i>In house</i>	Operational	ongoing

86	Review future potential External Funding opportunities	Ongoing	<i>In house</i>	Operational	ongoing
87	Consider a cost-recovery approach to support facilities and amenities	Short	<i>In house</i>	Operational	Q4 2026
	a) Indoor Recreation Capital Restoration Fund	Short	<i>In house</i>	Operational	Q4 2026
	b) Rental Restoration Fund	Short	<i>In house</i>	Operational	Q4 2026
	c) Club Restoration Fund	Short	<i>In house</i>	Operational	Q1 2026