



## LEISURE AND COMMUNITY SERVICES DEPARTMENT 2026 – 2028 BUSINESS PLAN

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**Kelly Steiss,**  
**Director of Leisure & Community Services**

### **Overview**

The Community Services Department administers and oversees a wide range of public services and programs delivered by the Township. The Department consists of two Divisions, namely: Parks & Facilities and, Community Programming & Engagement.

The *Parks & Facilities Division* is responsible for the planning, administration, operation and maintenance of parks (which includes sports fields), open space system (woodlots, environmentally sensitive areas and trails) and Corporate facilities, which includes recreation complexes. The Division also manages the design and delivery of the Municipality's capital works program related to the repair, rehabilitation or expansion of parks, trails and facilities (minor renovations).

The *Community Programming & Engagement Division* is responsible for the facilitation and co-ordination of community events and leisure programming for the Municipality. Additionally, this Division also represents the Corporation on Region wide programs and initiatives related to Indigenous Peoples consultation / engagement and, diversity, equity and inclusiveness matters.

### **Mission Statement**

Leisure & Community Services Department is committed to enhancing the quality of life in North Dumfries by planning, providing and facilitating a broad and diverse range of leisure opportunities for residents of all abilities and ages.

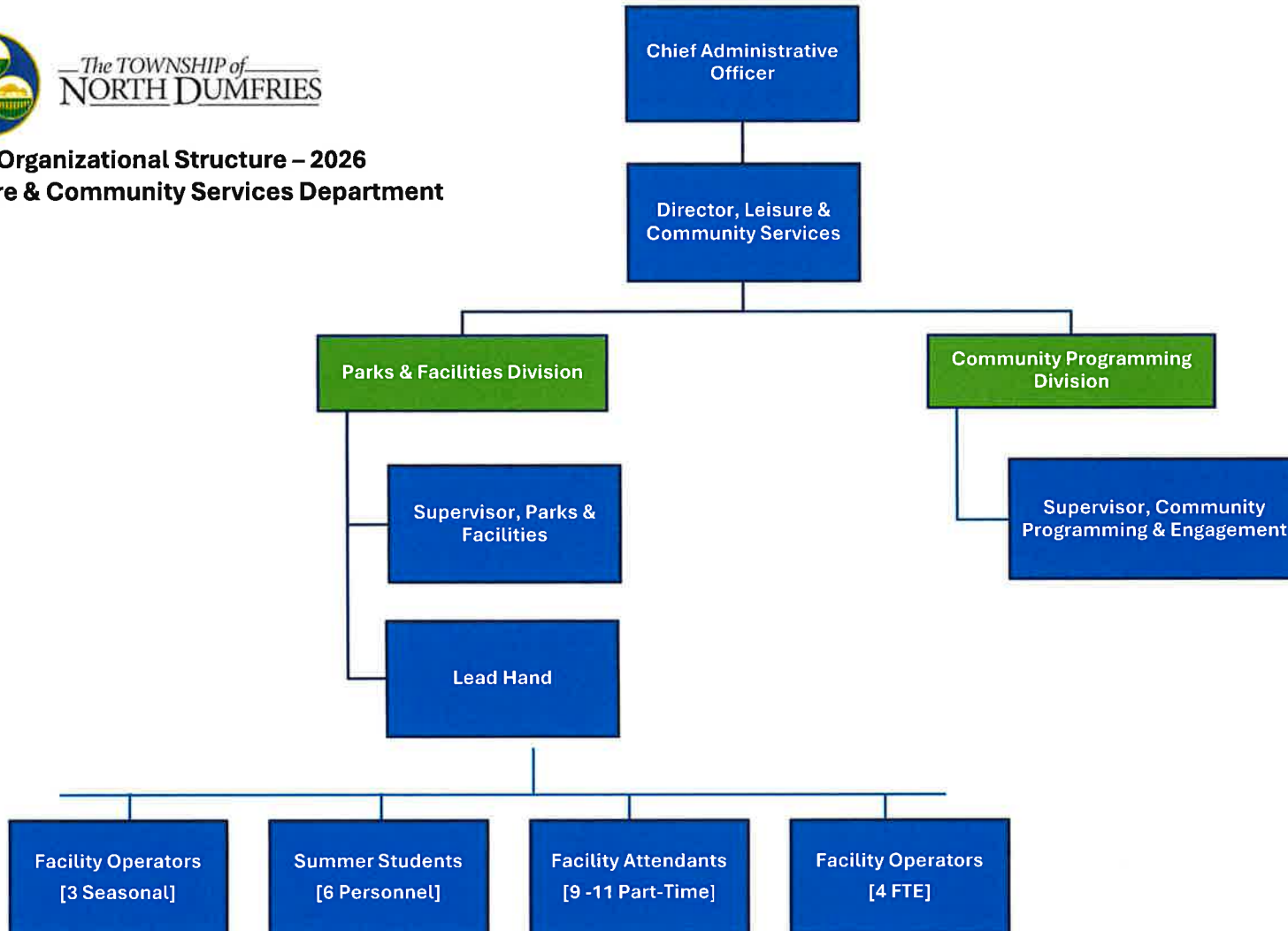
### **Goals**

- Act in the role of a facilitator to co-ordinate and seek out partners in the private sector, volunteers and non-governmental / not-for-profit organizations to provide and deliver leisure services on behalf of Township's residents



The TOWNSHIP of  
NORTH DUMFRIES

**Organizational Structure – 2026**  
**Leisure & Community Services Department**





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### Goals (continued)

- Where appropriate, develop and deliver leisure programs on behalf of the Township's residents
- Plan for leisure services delivery in a comprehensive and continual manner through meaningful input and consultation from community stakeholders
- Assist volunteers, community groups and organizations in their provision and delivery of leisure services
- Develop, train and support the role of Staff and volunteers in the leisure services delivery system
- Ensure that Township facilities and parks are properly equipped, safe and accessible and are in a state of good repair to support a wide range of indoor / outdoor programming opportunities to serve our residents
- Provide for a diverse opportunity of both passive and active outdoor leisure pursuits through the provision and management of parks, trails and a network of open space systems
- Provide for a diverse opportunity for both passive and active indoor leisure pursuits through the fit up and space allocation in various Township facilities
- Acting as a facilitator and co-ordinator, assist the community and volunteers with the provision and delivery of a wide range of community events and festivals
- To initiate the various action items and deliverables as presented in the Leisure Services Master Plan as adopted as a guideline by Council in June 2022



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### **Policy Guidelines for Service Delivery**

- Technical Standards & Safety Authority (TSSA)
- Canadian Standards Association (CSA)
- Accessibility for Ontarians with Disabilities Act
- Occupational Health & Safety Act
- Health Protection and Promotion Act
- Various Council approved Policies and Procedures
- Collective Bargaining Agreement CUPE Local 1656.02

### **Key Issues & Challenges**

- Aging infrastructure and assets in existing parks and Municipal facilities and the need to establish adequate reserve funding to ensure that the assets are maintained in a state of good repair
- Meeting public expectations with increasing demand and limited resources to facilitate and co-ordinate leisure programming activities
- More dedicated time to ramp up support for volunteers and community groups in terms of facilitation and co-ordination of community events and festivals and potentially leisure programming



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### Key Issues and Challenges (continued)

- Training, development and adding depth to Staff resources to align with the evolving demands being focussed on facilities, parks, trails and leisure programming
- Establishing Department training & development, policies and procedures to ensure seamless integration of Staff across a broadly focussed portfolio
- Leveraging the reservation software application to facilitate the permitting of parks, arenas, sports fields and indoor multi-purpose space and migrating the viewing of open blocks of time for rentals onto the website
- Establishing Memorandums of Understanding and/or Service Level Agreements with key user groups and community organizations to ensure a consistent understanding of roles, responsibilities and service level commitments
- Establishing Memorandums of Understanding with municipal partners, private sector, non-governmental organization(s), not-for-profit organizations and/or community group(s) for the delivery of a wide range of leisure services programming designed to serve residents of all ages and all abilities
- Expanding the Staff complement or external resources in response to new services and programs that are established by Council through the implementation of the Leisure Services Master Plan
- The delivery of leisure programming opportunities (indoor or outdoor) in the rural countryside and rural settlement areas
- Access to appropriately scaled and available indoor facilities within the rural countryside and rural settlement areas to deliver or facilitate access to leisure programming opportunities
- Preparing for the completion of the new Twin Pad Arena at the North Dumfries Community Complex in Quarter 1 of 2027 and the provision of two (2) additional programming rooms



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- Preparing for the Ayr Community Centre arena which will be decommissioned with the opening of the new Twin Pad project and the adaptive reuse of the space for a gymnasium-like facility

### 2026 – 2028 Goals

#### Year 2026

- On-boarding of the new Director of Leisure & Community Services
- Launching the new Community Programming & Engagement Division and ramping up the preparation of new programming opportunities to be realized by the expanded programming space associated with the completion of the Twin Pad project in Quarter 1 of 2027 and, the longer term opportunities through the pending adaptive reuse of the former arena space at the Ayr Community Centre for a gymnasium-like facility
- Continue with the implementation of the 2026 work program as adopted by Council in August 2022 as it pertains to the Leisure Services Master Plan.
- Seek out a partner(s) to deliver training on volunteer recruitment and engagement that will assist in growing the capacity of the various Township Advisory Committees, community organizations and volunteer groups that serve the residents of North Dumfries
- Participate, in co-ordination with the Finance Division, the implementation of the Life Cycle Analysis Review of all Township facilities that is designed to inform the 10 Year Capital Forecast, Funding Strategy and the Township's Asset Management Plan
- Inventory all Township buildings and co-ordinate / deliver the efficient preventative maintenance and life safety requirements of all buildings



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### 2026 Goals (continued)

- Update, and where appropriate, establish Department policies and procedures related to Staff functions / level of services for Parks and Facilities related to Health & Safety procedures, risk management, etc
- Maintain the listing and inventory developed in 2024 of all non-government, private sector and community focused leisure service providers and their programs associated with recreation, leisure and cultural disciplines for all ages and abilities. Focus on promoting the listing and inventory to improve awareness amongst the Township's residents of the broad range of services and programs that are available across the Community
- Develop priorities gleaned from the Facilities Life Cycle Report on opportunities to establish energy conservation practices across all Township buildings that will establish operations cost containment measures, and, further the objectives of Council's adoption of the TransformWR Report to reduce Green House Gas (GHG) emissions
- Under the direction of Council, implement the adopted strategy with respect to the advancement of the renovation / rehabilitation of the Ayr Community Centre for delivery in the 2027/28 time period with an adaptive reuse for a gymnasium-like facility
- Continue discussions with the residents of Branchton and Roseville as it pertains to the planned enhancements to their respective neighbourhood parks for delivery in 2027
- Review opportunities to deliver Township sponsored recreation and leisure programming activities (indoor and outdoor) in the rural countryside / rural settlement areas for discussion with Leisure & Lifestyle Advisory Committee and Council



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### Year 2027

- Revisit the Trails Master Plan and develop a prioritization listing of initiatives (operating and capital) for the next 10 year period for the consideration of Council
- Commence the implementation of the 2027 work program as adopted by Council in August 2022 as it pertains to the Leisure Services Master Plan.
- Develop a program to deliver training to volunteer groups and organizations to grow the capacity of this sector
- Examine and assess, in consultation with Council and key community stakeholders, the formal establishment of a Community Events & Festivals Committee that would be charged with the responsibility to facilitate and co-ordinate seasonal community events throughout the Township
- In consultation with the Planning Division, develop a Parks Plan in support of the open space and outdoor recreational / leisure amenities for submission to the Leisure & Lifestyle Advisory Committee and to Council for approval
- In consultation with the Planning Division and the Leisure & Lifestyle Advisory Committee, prepare in both a print and digital format, the inventory and conceptual alignment of the various trail corridors available for use by residents and visitors
- Develop a Volunteer Engagement Strategy for the consideration of Council
- Assess and present to Council the 2027 & 2028 work program for the implementation of the Leisure Services Master Plan



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### Year 2028

- Implement Phase 1 of the Volunteer Engagement Strategy.

#### Year 2028 (Continued)

- Roll-out of the Community Events & Festivals Committee if the strategy is embraced arising from the 2027 Business Plan deliverable
- Continue with the rollout of priorities as set out in the Leisure Services Master Plan and the workplan previously adopted for the 2027 – 2028 time period
- Report on the progress on the reduction of Green House Gase (GHG) as originally presented to Council in 2024 on various Township Facilities as part of the implementation of the TransformWR initiative
- Update, and where appropriate, establish Department policies and procedures related to Staff functions / level of services for Parks and Facilities related to Health & Safety procedures, risk management, etc