



Draft Report

Vision 2025

A 10-Year Strategic Plan for Recreation, Parks, Arenas and Culture

Prepared by:

The RETHINK GROUP

Leisure Services Planning and Management

in association with:

C. Talbot & Associates

Community Planning and Management Services

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October 14, 2016

Rob Anderson, Policy Analyst/ Recreation Division Coordinator
Community Services Department
City of Peterborough
500 George Street North
Peterborough, Ontario K9J 3R9

Dear Mr. Anderson:

The Rethink Group and C. Talbot & Associates are pleased to submit **Vision 2025, A 10-Year Strategic Plan for Recreation, Parks, Arenas and Culture** (draft report) for the City of Peterborough, an initiative that represents over a year's work involving our consulting team and the project Steering Committee – with valuable input from other municipal staff, City Council, five advisory committees, many service providers, over 100 recreation and culture user groups, other stakeholders and many interested residents. Almost 2,400 individuals, groups and organizations contributed information and opinion to the Strategic Plan.

Vision 2025 provides direction to assist decision making for recreation, parks, arenas and culture. Although the time horizon of the Plan is ten years, the vision looks out twenty years, and many of the recommendations extend beyond 2025. The Plan is founded on the 20-Year Vision; the Belief Statement about the value of investing in parks, recreation and culture; twelve Guiding Principles; and Planning and Provision Guidelines for parks and facilities. The Plan analyzed the characteristics and changing nature of the community, how recreation and culture services are provided, the parks and open space system, recreation and culture facilities, programming and community events, the state of volunteer engagement, leisure trends and best practices. It also incorporated the findings and recommendations of numerous plans and studies. Vision 2025 builds on current strengths and future opportunities, and addresses challenges and needs with broad strategies and specific recommendations.

We want to acknowledge the guidance and input provided by the project Steering Committee, and the contributions of all of the groups and individuals who worked with our planning team to help shape Vision 2025.

Respectfully submitted,
The RETHINK GROUP, Leisure Services Planning and Management

Robert Lockhart

Robert Lockhart, Partner

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Executive Summary

Introduction

Vision 2025 is a ten-year strategic plan to guide decision-making for recreation, parks, arenas and culture. Although the focus is on the City of Peterborough, it is understood that the market area for leisure services located within the City extends well beyond the City, and that Peterborough residents use many leisure opportunities that are available in nearby communities.

The study examined the nature of the community, anticipated population growth and change, the parks and open space system, recreation and culture facilities, programming and community events, how services are provided, the state of volunteer engagement in the community, and national trends in leisure and service provision. From that analysis, implications for current and future demand for recreation and culture services were identified. Input from stakeholders and the community further defined leisure demand. System-wide strengths and opportunities were noted, along with current and anticipated challenges and needs. Refer to the Background Report for the planning context, and the assessment of service delivery, facilities, parks and open space, and programming. Key points from that analysis are reported in Chapter Two of this document. Refer also to the Community and Stakeholder Consultation Report.

Community and stakeholder consultation was comprehensive and included the general public, community leaders, the local sports council (Sport Kawartha), the local culture council (Electric City Culture Council), community-based sport/recreation/arena/culture groups, festival and community event organizers, youth and older adult-serving agencies, Peterborough Community Health, the school boards, Fleming College, Trent University, multi-cultural groups, the five advisory committees that relate to Vision 2025, and parks and recreation staff in neighbouring communities. Almost 2,400 individuals, households, groups and organizations were consulted.

The strategic plan comprises the following five elements:

- The Belief Statement - about the value to the community of parks, recreation and culture
- The Guiding Principles - to provide the guiding philosophy and policy direction
- The Twenty-Year Vision ... the Big Picture Look Ahead
- The Action Plan (Strategic Directions, Objectives and Actions)
- Supplemental Recommendations

Shifts in Priority

Vision 2025 recommends that increased priority be placed on:

- support for less organized and structured recreation and culture activities and programs,
- increasing accessibility to and inclusiveness of recreation and culture opportunities,
- improving marketing of recreation and culture opportunities,
- integration of services among the major providers of recreation, culture and open space,
- community development and support for volunteering and volunteer-based groups,
- clustering of higher level indoor and outdoor recreation and culture facilities - and the need for larger sites to support this initiative,
- trails and the on-road cycling network and the linear park and open space system required to support this infrastructure and related activities,
- programming, events and facilities to support arts and culture,
- rejuvenation of existing parks and increased quality of new parks and associated facilities and features (especially neighbourhood parks),
- protection and enhancement of natural heritage resources,
- recreation and culture services for older adults, and
- sport-, water-, culture- and trail-based tourism.

The Belief Statement

As expressed below, the Belief Statement speaks about the value to the community of parks, recreation and culture.

“We believe that an investment in parks, recreation and culture in Peterborough is an investment in the attractiveness and appeal of our community; and in the betterment of our citizens and our community, the growth of our economy and the protection of the environment.”

In Chapter Three, context for the Belief Statement and the Guiding Principles is provided, along with information about the proven results of investing in parks, recreation and culture.

The Guiding Principles

Twelve Guiding Principles were developed for Vision 2025. They are intended to provide the guiding philosophy and policy direction for planning, service provision and decision-making for municipal parks; as well as culture and recreation programming, facilities and related services in the City of Peterborough. They are listed below in title only. Please refer to Chapter Three for the full text.

Principle 1:	Ensure Financial Sustainability of Facilities, Programming, and Parks and Open Space.
Principle 2:	Maintain a Community Development Approach and Support Volunteering.
Principle 3:	Support an Active, Healthy and Engaged Community.
Principle 4:	Provide Accessible, Inclusive and Affordable Opportunities.
Principle 5:	Enhance Connectedness throughout the Community.
Principle 6:	Complement Rather than Compete.
Principle 7:	Continue to be Collaborative and Increasingly Integrated.
Principle 8:	Optimize Facility Use.
Principle 9:	Cluster High Level Outdoor and Indoor Facilities.
Principle 10:	Locate for Visibility, Prominence and Access.
Principle 11:	Be Environmentally Responsible.
Principle 12:	Support Alignment of Plans and Strategies.

The Twenty-Year Vision

... the Big Picture Look Ahead

Vision 2035 looks out past the ten-year time horizon of the Strategic Plan to provide a longer look and context for some of the service delivery, open space and facility strategies. A ten-year time horizon is a relatively short period of time to allow for significant change and improvement to be realized. A twenty-year look ahead provides a target to aim for that is just beyond the reach of the Strategic Plan. The vision needs to be broad, expansive and 'big picture' to provide sufficient space for the Plan to unfold as it will. The vision was written as if it's already 2035 and the author is looking back over the past twenty years, describing what has transpired.

Chapter Four presents the entire story. These are the highlights.

- The population of the City has increased by about 20,000, the age profile is older, the community is denser and it is more ethno-culturally diverse.
- The major providers of recreation and culture services in the City and area are working even more closely together, continuing to forge partnerships in facility provision and operation, as well as better integrating services such as planning, marketing, programming, community events and volunteer engagement.
- Fleming College, Trent University, the Trent-Severn Waterway, the YMCA, the school boards and the commercial sector continue to play key roles in the provision of recreation and culture facilities and programming - augmenting what the Municipality and the non-profit sector provide.
- Through increased investment, and improved leadership and co-ordination, volunteer-based groups and organizations continue to be the essential backbone of community culture and recreation services.
- Leisure opportunities are much better marketed so everyone can easily keep abreast of what is available and changing.
- Facilities and services are more accessible and inclusive.
- The quality, appeal and usability of parks and other open spaces have been greatly improved, with increased priority placed on neighbourhood parks and facilities, as well as natural heritage parks and open spaces.
- Influenced by high demand and great value for investment, trails and the on-road cycling network have been greatly expanded and enhanced.
- Great strides have been made to increase the clustering of complementary indoor and outdoor facilities, resulting in larger sports parks and several multi-facility complexes. One result has been reduced pressure on neighbourhood parks to support scheduled sports programs.
- Other facility accomplishments include: a multi-facility recreation centre in the north end of the city, a new OHL arena, a centre for the creative arts, a new indoor aquatic centre, a signature park stretching from Ashburnham Park along the canal to Little Lake, an enhanced Peterborough Sport and Wellness Centre, a renewed and expanded Art Gallery of Peterborough, an expanded main branch library with several satellite branches, a fieldhouse, a municipal gymnasium, and additional indoor and outdoor running/walking tracks.
- The downtown is a vibrant place and the Little Lake area has become one of the City's most interesting and dynamic places.
- Festivals, themed community events, ethno-cultural celebrations and sport tournaments continue to be encouraged and supported.
- Twenty years ago, the link between tourism and community recreation and culture began to be better understood. As new facilities were built and established facilities were expanded and rejuvenated, they were designed and sized to meet the needs of the community, and to support sport-, culture- water- and trail-based tourism.
- What has been most rewarding is the way that service providers and the community have worked together to determine needs; optimize human, capital and land resources; integrate services; partner to get things done; promote what is available and share in the results.

The Action Plan

The Action Plan component of the Strategic Plan provides the detail. It is structured around four themes or Strategic Directions. Objectives and Actions support each Strategic Direction. For each Action, lead and support responsibilities are identified, along with recommended timing. For the Executive Summary, only the Strategic Directions and Objectives are listed. See Chapter Five for the complete Action Plan.

Strategic Direction One:

Continue to Move Toward an Increasingly Collaborative and Better Integrated Recreation and Culture Delivery System

Objective 1.1	Continue to integrate recreation and culture services within the public, non-profit and commercial sectors within the City and surrounding area.
Objective 1.2	Ensure that the municipal staff complement and necessary resources are available to support the evolving roles identified for the City in Vision 2025.
Objective 1.3	In partnership with other service providers, adequately support the essential role played by volunteers and volunteer-based groups in the provision of recreation and culture services.
Objective 1.4	Improve marketing of recreation and culture opportunities within the Peterborough area.
Objective 1.5	Continue to increase accessibility and inclusiveness in the provision of recreation and culture services.
Objective 1.6	Better align culture and recreation opportunities and services to the changing interests and perspectives of the older adult community.

Strategic Direction Two: Provide an Increasingly Enhanced and Better Connected Parks and Open Space System

Objective 2.1	Continue to improve the connectedness among parks and other compatible land uses within existing and new communities.
Objective 2.2	Protect natural heritage resources within the City.
Objective 2.3	Improve the quality and appeal of parkland.
Objective 2.4	Formally designate as 'parkland' all City-owned undeveloped open space sites that display sufficient value as parkland and linkages.
Objective 2.5	Reduce the number of residential areas that are under-served by Neighbourhood parkland.
Objective 2.6	Align park and open space policies in the Official Plan to the park and open space concept, philosophy and policies reflected in Vision 2025.
Objective 2.7	Ensure that areas of new development and redevelopment contain an adequate parks and open space system.
Objective 2.8	Seek opportunities to acquire large table land sites and optimize existing sports-oriented parks to support clusters of outdoor and indoor sports and recreation facilities.
Objective 2.9	Explore the opportunity to develop into a high profile recreation and heritage precinct, the open space and waterway corridor that extends from McFarlane Street along the Trent Canal to Little Lake - incorporating strong physical and programmatic linkages among compatible land uses.

Strategic Direction Three: Continue to Provide Quality Recreation and Culture Facilities

Objective 3.1	Increase the current service level for indoor aquatic facilities and strive to meet the recommended guideline.
Objective 3.2	Increase the current service level for arenas and strive to meet the recommended guideline.
Objective 3.3	Increase the service level for, and the quality and supply of public art galleries and other venues (and providers) for the display of fine art and handcrafts throughout the City.
Objective 3.4	Increase the service level for ball diamonds and strive to meet the recommended guideline.
Objective 3.5	Improve the distribution, quantity and quality of outdoor basketball courts in parks and school yards.
Objective 3.6	Continue to maintain and enhance the remaining beaches within the City.
Objective 3.7	Increase the service level for outdoor beach volleyball courts. Explore options to provide indoor beach volleyball courts.
Objective 3.8	Improve the quantity and quality of boat launch facilities within the City.
Objective 3.9	As long as demand warrants, continue to provide a quality municipal campground at Beavermead Park.
Objective 3.10	Continue to provide cricket pitches to meet demand.
Objective 3.11	Encourage the commercial and non-profit sectors to provide adequate curling facilities and programs to meet demand.
Objective 3.12	Strive to provide adequate public facilities and opportunities to support the various disc sports in Peterborough (e.g., Ultimate Frisbee, Frisbee Golf).
Objective 3.13	Investigate demand for an all-season fieldhouse facility.
Objective 3.14	Provide sufficient facilities to meet the demand for fitness and wellness programming through a combination of commercial, public and non-profit entities.
Objective 3.15	Increase the availability of publicly available gymnasia for community programming.
Objective 3.16	Encourage the commercial and non-profit sectors to provide adequate gymnastics facilities and programming to meet demand.
Objective 3.17	Continue to provide adequate facilities to support box and field lacrosse.
Objective 3.18	Maintain an adequate level of library service, reflective of provincial guidelines (0.8 – 1.25 gross sq. ft./capita) and the evolving role of libraries in Canada.
Objective 3.19	Continue to protect the assets, strengthen the qualities and increase the usability of Little Lake and area.
Objective 3.20	Expand and enhance the Peterborough Marina.
Objective 3.21	Increase the amount, quality and usability of publicly available indoor multipurpose space.
Objective 3.22	Effectively meet the evolving and increasing leisure and social activity requirements of the older adult community.
Objective 3.23	Increase the service level for outdoor water play facilities.
Objective 3.24	Continue to provide adequate indoor and outdoor performing art facilities.
Objective 3.25	Expand the Peterborough Sport and Wellness Centre and other associated sport and recreation facilities on the Fleming College campus.
Objective 3.26	Continue to enhance and maintain the Peterborough Museum and Archives.
Objective 3.27	Continue to improve and expand opportunities to support the sport of pickleball.
Objective 3.28	Continue to provide quality picnic facilities throughout the City.
Objective 3.29	For rectangular playing fields, transition toward a higher proportion of full-size fields, in line with the recommended provision guidelines.

Objective 3.30	Provide quality playgrounds in municipal parks, at elementary schools and in other appropriate settings.
Objective 3.31	Increase the service level for running/walking tracks (indoor and outdoor).
Objective 3.32	Continue to provide a quality municipal skateboard facility .
Objective 3.33	Maintain the current service level for publicly available lighted tennis courts .
Objective 3.34	Continue to expand and enhance the trail and on-road cycling network throughout the City.
Objective 3.35	Strive to improve facilities to support the visual arts, crafts and guilds .
Objective 3.36	Continue to monitor interest in emerging sport, recreation, art and culture activities .

Strategic Direction Four: Continue to Provide Quality Recreation and Culture Programming, Community Events and Sport Tournaments	
Objective 4.1	Adequately support non-profit, community-based groups who provide recreation and culture programming, community events and sport tournaments.
Objective 4.2	Work with community event and tournament organizers to optimize scheduling to avoid overlaps and encourage piggy-backing where desirable.
Objective 4.3	To assist with program and event planning, continually monitor local recreation and culture program participation and facility use patterns, other local demand indicators (including information from Vision 2025), and provincial and national trends in participation and demand.
Objective 4.4	Increase the priority of sport-, culture-, trail- and water-based tourism.

Supplemental Recommendations

The following are four areas of supplemental recommendation, which either over-arch some of the Strategic Directions; do not fit well within the structure of the Action Plan; or are too detailed to be contained within the Action Plan. Refer to Chapter Six.

1. Park/Open Space Classification System and Associated Planning Guidelines (Figure 6-1) – supports Strategic Direction Two
2. Planning and Provision Guidelines for Selected Recreation and Culture Facilities (Figure 6-2) - supports Strategic Direction Three
3. Strategy to Alleviate Neighbourhood Parkland Shortfalls - supports Strategic Direction Two
4. The Volunteer Engagement Strategy - supports Strategic Directions One and Four

Chapter One: Purpose and Process

Purpose, Scope and Deliverables

The terms of reference for this project called for the development of a community-driven, partnership-based, ten-year strategic plan for recreation, parks, arenas and culture for the City of Peterborough. Culture is defined as arts, heritage and multiculturalism. The project, which is titled Vision 2025, builds on the foundation established by the Vision 2010 strategic plan, completed in December, 2000 and updated in 2007.

Community and stakeholder consultation was comprehensive and included the general public, community leaders, the local sports council (Sport Kawartha), the local culture council (Electric City Culture Council), community-based sport/recreation/arena/culture groups, festival and community event organizers, youth and older adult-serving agencies, Peterborough Community Health, the school boards, Fleming College, Trent University, multi-cultural groups, five advisory committees, and parks and recreation staff in neighbouring communities. More information is provided on the next page.

The scope of work included the following key elements, as identified in the terms of reference:

- Population and social-demographic analysis;
- Assessment of community needs for the next ten years for recreation, parks, arenas and culture;
- Identify programs, services and facilities needed to effectively serve the Peterborough community; and
- Identify partnerships and opportunities for increased co-ordination of service delivery, including definition of the respective roles of each key provider, as well as the City's recreation, parks, arenas and culture divisions, and related advisory committees.

Key outputs were identified as:

- A long-term (twenty-year) vision for the provision of recreation, parks, arenas and culture in Peterborough and area; and
- A ten-year strategic plan to identify and theme the priorities for action – within the context of the twenty-year vision.

Key areas of investigation and recommendation were identified in the terms of reference as:

- Assess the implications for culture and recreation services of anticipated population growth and change in the market area.
- Assess the way leisure services are provided - with the objective of reducing overlap, and increasing efficiency, service integration and partnerships.
- Assess volunteer resources and prepare a strategy to increase the strength and capacity of volunteers.
- Assess parks and open space.
- Assess culture and recreation facilities, including implications of aging infrastructure and future plans for facility provision and upgrade.
- Assess programming, festivals and community events.
- Determine current and prediction of future demand for culture and recreation services.
- Determine the strengths, opportunities, challenges and needs to inform the long-term vision and ten-year strategic plan.
- Review opportunities for new revenue sources and fundraising.

Approach

The approach comprised four phases as follows:



Phase One focused on orientation activities and initiation of the communication and consultation program. Phase Two comprised all of the research, analysis and consultation associated with understanding the planning context, reviewing services, and assessing current and future needs – leading to the gap analysis, the Background Report and the Community and Stakeholder Consultation

Report. Phase Three focused on development of the long-term Vision, the Belief Statement and Guiding Principles, the Action Strategy and the Supplemental Recommendations - which will represent the principle deliverables of the strategic planning process. Report production and review comprised Phase Four.

Community and Stakeholder Consultation

Approximately 2,300 individuals and organizations were consulted via three surveys (household, user group and volunteer-based groups), nine forums and workshops, over 50 key informant interviews and sessions with the five advisory committees that relate to Vision 2025. Thousands of residents were represented by groups, agencies and organizations that attended sessions and were interviewed. Over 900 individuals and groups participated in the 2013 Arena Needs Assessment Study. The findings and recommendations of that study have been incorporated into Vision 2025. In addition, 64 delegates attended the Community Forum for Vision 2025 to hear about and provide final input into the emerging plan.

The Community and Stakeholder Consultation Report (under separate cover) contains the integration of the results of all input opportunities, a detailed record of proceedings from the workshops and forums, and a summary of response to the three surveys. In addition, separate reports are available that include the detailed record of the response to each question in the household survey and the survey for volunteer-based groups.



Chapter Two: Planning Context, and Key Findings and Conclusions

Introduction

In this section, the planning context that was described in Chapter Two of the Background Report is summarized, along with broad implications for demand for culture and recreation. Also included are the top themes and messages from the stakeholder and community consultation. The top strengths and opportunities, as well as the top challenges and needs emerging from the research, consultation and analysis are also summarized. For more information, refer to the Background Report and the Community and Stakeholder Consultation Report.

Planning Context

The Current Population

The current population of the City is estimated to be around 85,000, not accounting for visiting students which seasonally increases the population by 10-12,000. The current population represents an increase of about 4,000 from the 2011 census (including the estimated national average undercount of 2.9% for the 2011 census).

The 2011 census described a Peterborough population that is older in terms of average age than the provincial average. Compared to the 2011 Ontario population, the following differences were noted for the City:

- a lower percentage of children and youth age 0-14, as well as adults age 30-49.
- a higher percentage of young adults age 20-29, as well as older adults age 60+.
- a similar percentage of youth age 15-19, as well as adults age 50-59.

The 2011 census reported that the parts of the City with the oldest population were north of Parkhill Road to Trent University along both sides of the Otonabee River and in the west central area, west of Monaghan Road – influenced by concentrations of higher density housing catering to older adults.

In 2011, the average number of persons in private households was lower than the provincial average (2.3 compared to 2.6), reflecting an older population with an above average proportion of households containing no children.

The age profile of the townships is older than the City, thus the Peterborough CMA has an even older age profile when compared to the Province - with the following differences by age cohort:

- a lower percentage of age 0-19 and age 25-49 residents.
- a higher percentage of age 20-24 and age 50+ residents.

The population profile of the City and the Peterborough CMA have both been getting older over the past twenty years.

Anticipated Population Growth and Change

Estimates of population growth vary. The 25-year average for Peterborough is 0.92% per year, while the provincial target is 1.5% per year (Ontario's Places to Grow Plan for the Greater Golden Horseshoe Planning Area). That would result in the following range of population increase:

- | | |
|--------|-------------------|
| ▪ 2021 | 88,750 - 90,500 |
| ▪ 2031 | 95,500 - 103,000 |
| ▪ 2036 | 100,000 - 109,000 |
| ▪ 2041 | 104,650 - 115,000 |

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Although the number within all age groups will increase as the City grows, the proportion of the population that each age group represents will change as the big Baby Boom and Echo generations age through. By 2041, the percentage of children, youth and young adults will decline, while the percentage of mid-age adults and older adults will increase. By 2041, the age 55+ population is projected to represent just over 36% of the population (an increase of 9.1%), while the percentage of children and youth should be around 19% (a decrease of 7.1%).

The Visible Minority and Foreign-Born Population

The visible minority and foreign-born population in the City and surrounding area are both well below the national average, and as is the case in large and faster-growing communities. Looking ahead, a Statistics Canada study titled 'Projections of the Diversity of the Canadian Population, 2006-2031' (March, 2010), provided an estimate of what the visible minority and foreign-born population could be like in Canada by 2031. The report also provided projections for census metropolitan areas, including the Peterborough CMA.

The Statistics Canada projections estimate that by 2031, the Peterborough CMA could have a visible minority population in the 7.8% range, with the dominant groups being South Asian, Black, Latin American and Chinese. The national average is projected to be 30.6% by 2031.

By 2031, the foreign-born population in the Peterborough CMA is projected to increase to around 14,000 or about 10.9% of the population. Continent of birth is projected to be distributed approximately as follows: 6,000 from Europe, 4,000 from Asia, 3,000 from the Americas and 1,000 from Africa. By comparison, the national foreign-born population is projected to represent 26.5% of the population in 2031.

Broad Implications for Demand for Leisure Activities, Parkland and Facilities

There will be increasing demand from all generations and age groups for most types of leisure pursuits, since the population could increase by as much as 36,500 between 2011 and 2041.

The most significant increase in demand should come from the age groups that will exhibit the most growth, namely the 55 and older age group. By 2041, the Baby Boom generation will be age 76-95. That implies that activities of interest to that generation will increase significantly in demand and the service level of supporting facilities will have to be increased. Activity examples include:

- the performing arts;
- hand crafts and other creative arts;
- attending concerts, festivals and community events;
- walking for fitness and pleasure;
- bicycling;
- all manner of health and wellness programming and therapeutic aquatic programming;
- nature appreciation and associated activities;
- visiting museums and historic sites - and appreciating cultural heritage; and
- gentle individual and team sports (e.g., pickleball, badminton, casual skating, swimming, dancing, walking for pleasure, fitness).

CSRS16-006 Appendix A

Although the numbers will increase over the next 25 years, the proportion of the population that is under age 55 will decline through that period. As the big Echo generation ages, the 20-44 age group will experience the most significant decline. It is anticipated that demand for the types of leisure activities of interest to children, youth, young adults and mid-age adults will continue to grow, but more slowly. The service level should be able to be gradually reduced for facilities that support mostly or entirely rigorous team and individual sports. Examples include:

- arenas,
- sports fields,
- ball diamonds,
- tennis and racquet courts, and
- beach volleyball courts.

The service level for gymnasias, fitness centres, indoor walking/running tracks and aquatic facilities should be maintained as all age groups will be significant users – although the types and intensity of uses will change. Demand for golf and curling is already in decline and, unless the younger age groups increase their participation rate, that trend will continue.

Although, in large and fast-growing communities, a high percentage of visible minority and non-European foreign-born residents is negatively impacting demand for some types of activities and increasing the demand for others, the much smaller current and projected numbers for Peterborough and area are not expected to have a significant impact on demand for most leisure activities - although there may be a positive impact on cricket, swimming lessons and soccer.

Amount and Distribution of New Residential Development and Redevelopment

It is anticipated that residential density will gradually increase in Peterborough, particularly in areas of new development and through infill and redevelopment. Recent provincial proposals are recommending higher residential density in areas of new development and redevelopment. New residential development will take place along the northwestern border of the City (estimated 19,935 residents), the central-eastern part of the City (estimated 3,850 residents) and the central-south part of the City (estimated 12,300 residents). Almost 7,500 additional residents will be accommodated outside of the designated growth areas. When the 16,500 approved unbuilt and potential new units, comprising an estimated population of 42,209 are combined with the 2011 census population of 80,980 (including the 2.9% undercount), that would produce a total population at full build-out (undetermined date) of approximately 123,000. If residential density increases, that number will also increase. Since the City does not have a development phasing strategy, development can occur in any of the growth areas as long as servicing exists or can be provided.

Top Consultation Themes and Messages

As introduced in Chapter One, almost 2,400 individuals and organizations were consulted and thousands of residents were represented by the groups, agencies and organizations that attended sessions and were interviewed for Vision 2025. The following is an overview of the top themes and messages that emerged from that consultation process.

- Enhance opportunities for trail and on-road-based recreation and wellness activities.
- Enhance parks and open space, including open space corridors.
- Increase protection and enhancement of natural heritage resources.
- Improve accessibility (to and within facilities and parks, affordability, be reflective of all ethno-cultural groups, including First Nation communities).
- Strong support for more partnerships.
- Improve opportunities for arts and culture – top items noted: more festivals and outdoor concerts, a centre for the creative arts, and increased investment in galleries.
- Improve the integration of culture, recreation and related services – all major providers.
- Improve aquatic facilities – indoor and outdoor.
- Improve public libraries, particularly branches.
- Improve marketing of leisure opportunities.
- Strong support for clustering of facilities.
- Enhance the downtown and Little Lake and environs – through parks, facilities and programs.
- Toward an age-friendly community, including improved social and leisure opportunities for older adults.
- Enhance volunteer services and resources.
- Enhance museums, historic sites and built heritage.
- Toward a healthier community.

Top Strengths and Opportunities

The following is an overview of the top strengths, assets and opportunities of parks and open space, culture and recreation facilities, programming and community events, and the way that culture and recreation services are provided in Peterborough. Although the focus of the analysis and the opinion of residents and stakeholders has mostly been on the present, anticipated future conditions, circumstances and leisure trends have been taken into account.

The above-average array of providers in the public, non-profit and commercial sectors – enhanced by strong and specialized college, university and Trent-Severn Waterway roles – providing land, facilities, programming and community events - some are unique and above the norm for a community of the size and characteristics of Peterborough.

The strong and strengthening culture of co-operation, collaboration and sharing among providers – with an above average emphasis on partnerships - across the City and into the region. Strong support was expressed by the community for utilizing partnerships to provide and maintain major recreation and culture facilities. There is considerable potential for more partnerships and other types of strategic alliances and co-operative initiatives.

The opportunity for increased service integration – particularly in the areas of:

- culture and recreation planning – city and region,
- information and marketing,
- programming, services and facility provision,
- scheduling (facility rental, programs, events); and
- volunteer engagement.

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The large and crucial role played by volunteer-based entities – mostly in support of culture and recreation groups, and programming.

The above average number and type of providers of parkland and other open space, including large land holdings by Trent University, Fleming College, the Trent-Severn Waterway, Otonabee Conservation and three golf courses.

- 4,279 acres of publicly available open space, including 881 acres of City parkland and 639 acres of other City-owned open space (a good deal of which could be designated as parkland).
- 1,853 acres of education lands, including 1,374 acres at the Trent University campus and the 200 acre Fleming College Campus
- 943 acres of other public and publicly available open space, including Riverview Park and Zoo, Trent-Severn Waterway lands, Otonabee Conservation lands, golf courses, cemeteries and other lands

Current and future opportunities presented by waterways and environs (principally including: the Otonabee River, the Trent Canal, Little Lake and Jackson Creek) – including: significant public open space holdings, scenic and historic attributes, trails, natural heritage and built environments, extensive land and water-based activities, and multiple providers to partner on initiatives.

The emerging trail and supportive open space network as well as the on-road cycling network – enhanced by recent land purchases and informed by the Transportation Master Plan and the Sidewalk Strategic Plan.

The range of facilities and the quantity and quality of most leisure facilities is typical of a city the size and characteristics of Peterborough.

The following types of facilities are above the norm in quantity and/or quality.

- Performing arts facilities (the combined capacity may exceed current demand, but the quality of several facilities could be improved – e.g., Showplace, the Fred Anderson Stage/Del Cray Park and the Theatre Guild). The Chapel at the Mount Community Centre is emerging as the newest performance facility.
- Water-based facilities and features (particularly lake and river-based resources – including parks/open space, facilities, and the waterways – and associated programming).
- Rectangular fields (especially with the recent introduction of three high quality artificial turf fields to complement the Justin Chiu Stadium with its artificial turf field at Trent University).
- Disc sports, particularly disc golf facilities (two public and two private facilities in the City and area).
- The opportunity for continued growth in opportunities and economic benefit for sport-, culture-, trails- and waterway-based tourism.

Top Challenges and Needs

The following is an overview of the top challenges, issues and needs regarding parks and open space, culture and recreation facilities, programming and community events, and the way that culture and recreation services are provided in Peterborough. Although the focus of the analysis and the opinion of residents and stakeholders has mostly been on the present, anticipated future conditions, circumstances and trends in leisure have been taken into account.

The request to improve marketing of leisure opportunities - toward a single point/source of accurate and easy to access information about what is available from all providers - organized by market segment and type of opportunity, rather than by provider, as is principally the case currently.

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Volunteer engagement requires the following to sustain current capacity and to grow capacity:

- improved focus, integration and leadership;
- an improved means of connecting volunteers to opportunities; and
- increased support/resources.

The need to improve accessibility and inclusiveness (access to and within facilities and parks, affordability, be reflective of all cultures).

The shortage of large table-land park sites within the City - suitable for the development of clusters of outdoor sports facilities, and large and more comprehensive indoor culture and recreation complexes.

Although improving, the linkage among parks and between other compatible land uses remains weak (this presents an opportunity to encourage more trails and sidewalks).

Although the network of trails and on-road cycling routes is becoming more extensive, there are many parts of the City that do not have trails or a designated on-road cycling route (especially in the southern and western parts of the City), and most neighbourhoods are not connected into the city-wide and regional networks. Cyclist who responded to the household survey and attended the Trails and Natural Areas Forum noted numerous missing and weak links in both networks. They also identified various segments, intersections and road crossings that they perceive to be dangerous, especially to cyclists. It was noted that more crossings of the Otonabee River and Trent Canal would be beneficial. The Transportation Master Plan and the Sidewalk Strategic Plan identify strategies to continue to enhance the trail and on-road cycling networks.

Although City-wide/Regional and community parkland sites are well distributed throughout the City, a number of residential areas have been identified as under-serviced in Neighbourhood parkland. However, there are opportunities to mitigate some of those deficiencies.

With a few exceptions, the overall quality and usability of the City's parks is only moderate. As described in more detail in the Background Report, the level and quality of development of most Neighbourhood parks is below the norm for a city the size and character of Peterborough. Some concern was expressed by stakeholders and residents that the level of park and outdoor facility maintenance has been declining and/or that necessary repairs and restoration are not always completed in a timely manner, if at all. Most parks would benefit from improved aesthetic treatment and additional facilities, as well as improved equipment and features that are suitable to each park (from quality waste receptacles, benches and other park furniture, to display and sensory gardens, signage and entrance features, increased shade, drinking fountains, internal pathways, washrooms and parking). Most Neighbourhood parks have not experienced much upgrade since they were first established.

Parkland and open space policies require updating to align with contemporary parks, recreation and natural heritage planning principles and policies - through the update of City's Official Plan.

Additional specialized in-house knowledge about park and open space planning and research would benefit the secondary plan and subdivision review process, when decisions are being made about parkland acquisition, and the process for developing and redeveloping parkland.

Planning for parks and open space is not as proactive as it should be. From time-to-time, the City has not advocated strongly enough for adequate parks and open space – principally through the planning and parkland/open space acquisition processes.

There are challenges with planning/co-ordinating the scheduling for major events.

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The following types of recreation and culture facilities are either below the norm in quantity, quality and/or distribution for a community the size and character of Peterborough, or they display notable deficiencies, based on demand patterns that are specific to Peterborough and area. Upward and downward trends in demand have been factored into the analysis.

- The quality of visual art and hand craft facilities (shortcomings include: the quantity, variety, disbursed nature, low profile and poor to moderate quality of most facilities). Many programs and groups operate from private homes and sub-standard facilities, which negatively impacts membership and participation. Demand is trending upward for most activities in this broad category.
- Insufficient and inadequate storage and rehearsal space for community-based performance bands.
- The quality of arenas (although that will be partially addressed when the new twin-pad facility is completed at Trent University and Northcrest Arena is retired). Eventually, the Peterborough Memorial Centre will require replacement. As the population continues to increase, additional ice pads will be required to meet demand. In future, the service level may be able to be reduced if per-capita demand declines a little as predicted.
- The quantity and quality of indoor aquatic facilities, particularly to better serve competitive swimming interests, as well as the increasing demand for therapeutic aquatic and fitness-based programming.
- Although improving recently, the quantity, quality and distribution of outdoor water play facilities remains insufficient.
- With increasing demand for shade, there is insufficient supply of large and smaller pavilions and other types of sheltered environments in parks.
- The quantity and quality of Level A and B ball diamonds – 4 more of each level are required to meet current needs. If any of the four Level B diamonds are lost at Morrow Park, they will need to be replaced as well. With the completion of the Premier diamond at Trent University, the supply of Premier facilities should meet current demand for that level of facility.
- The quality and quantity of playgrounds – quality is inconsistent and some Neighbourhood parks do not have a playground.
- Although improving, the quantity, quality and distribution of outdoor basketball courts remains insufficient.
- Shortcomings with facilities to accommodate older adults – challenges include: the disbursed nature of the three principle facilities, the full capacity at the Mapleridge facility, the less than ideal Activity Haven facility, the increasing disconnect between the emerging interests/perspectives of the youngest of the older adult market (and future seniors) and the very traditional nature of current facilities and the programming that those facilities can support – as well as the inefficient and competitive delivery model. The rapidly growing and changing older adult market will need to be adequately served. Demand is trending strongly upward.
- Sufficient time available in gymnasias and other similar facilities to support the growing demand for indoor pickleball. The number of outdoor courts appears to be adequate to meet current summer demand. Demand from adults and youth for outdoor and indoor pickleball is trending strongly upward.
- The quantity of beach volleyball courts, with a current requirement for at least two more courts. Demand is trending upward.
- The size and quality of the Art Gallery of Peterborough (as defined the 2011 Functional Analysis Plan and the 2014 Feasibility Study and the decision to renovate and expand the existing facility). Demand was also expressed for smaller community galleries that can display local and amateur art and craft creations. Demand is trending upward.
- The quality and quantity of branch libraries – although the central library is being expanded and renovated, the Library Board has recommended that branch libraries are essential

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components of the current and future delivery model, and more will be required as the population grows.

- Insufficient quantity and size of **indoor running/walking tracks**. Demand is strong and trending upward. Current under-supply will be partially met when the indoor track around one the soon to be built arenas becomes available.
- Insufficient quantity of **City-owned/shared gymnasia**. Demand is trending upward from a variety of sports and other activities, as well as from all ages.
- Insufficient quality **multipurpose programmable space** in public and publicly-available facilities. Demand is trending upward, especially from adults.
- The **Peterborough Museum and Archives** requires updating and expansion, with an improved physical and programmatic connection between the indoor and outdoor environments, as well as a strong physical and marketing connection created to the adjacent Lift Lock and the site of the future Canadian Canoe Museum. Demand for museums and other heritage resources and programming is trending upward - and the presence of the new CCM will generate increased demand for all facilities and related programming and events within the immediate area of the museum.
- The **Peterborough Sport and Wellness Centre** requires expansion and updating. The fitness facility, indoor pool, running/walking track, gymnasium and multipurpose rooms are at capacity - and the facility is not able to meet current or future demand, which is trending upward - bolstered by the growing Fleming College student population and increasing demand from the community.
- The **Peterborough Marina** has reached its capacity, especially for transient boaters – more and larger boat slips are required to meet current and future demand, and the size and nature of the marina building is not able to adequately serve the current demand from boaters and the level of use of Del Crary Park during large events.

- The quantity and quality of **boat launch facilities** is inadequate.
- Some **City-wide/Regional and Community parks** would benefit from on-site parking, washrooms and other amenities (on-site parking at Inverlea, King Edward and Millennium; washrooms (improved or additional) at Nicholls Oval, Del Crary, Beavermead, Millennium and Morrow)
- Insufficient number and size of **multi-facility complexes** (indoor and outdoor) – although, there are a number of smaller outdoor and indoor groupings of facilities throughout the City, community interest in larger and more comprehensive multi-facility complexes and the concept of 'community hubs' is strong and trending upward. This type of facility is becoming commonplace in many communities across Canada.
- The requirement for increased protection of the City's **heritage places and spaces** was a strong message from the community. Demand/interest is trending upward.

Strong support was expressed for clustering indoor and outdoor facilities. There was also strong support for utilizing partnerships to provide and maintain major recreation and culture facilities.

Notable interest was also expressed in some type of multi-purpose fieldhouse that would support a wide variety of sports and other activities year-round – from field sports, pickleball, flat track roller derby and tennis - to sports camps, sports training, archery and Ultimate Frisbee.

From the household survey, agreement was split regarding the option of purchasing parkland in the nearby townships and/or partnering with one or more townships to provide suitable-sized parks for the development of clusters of sports and other facilities – due to the shortage of suitable parkland within the City.

57% of households responding to the household survey agreed that the City should increase taxes to significantly improve culture and recreation facilities, with 14% strongly agreeing.

Chapter Three: The Belief Statement and Guiding Principles

Introduction

Vision 2025 is founded on a fundamental belief statement about the value to the community of parks, recreation and culture - as well as 12 principles that are intended to provide the guiding philosophy and policy direction for planning, service provision and decision-making for municipal parks; as well as culture and recreation programming, facilities and related services in the City of Peterborough.

The belief statement and guiding principles are based on the evidence-based personal, social, economic and environmental benefits of parks, recreation and culture. They also reflect contemporary planning principles and best practices. They embody key messages from the **Framework for Recreation in Canada 2015** and **Pathways to Wellbeing** which provide a renewed generic definition of 'recreation', a 'wellbeing-based' vision for recreation in Canada, and goals and priorities to guide planning and decision-making (see below). Note that the renewed definition of recreation is inclusive of 'social, intellectual, creative and spiritual' pursuits. The Framework also speaks about the challenges and opportunities facing communities, as well as key benefits of culture, recreation and parks – all of which are applicable to Peterborough and surrounding area.

A Renewed Definition of Recreation in Canada (from the Framework for Recreation in Canada 2015/Pathways to Wellbeing):

“Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.”

A Wellness-based Vision for Recreation in Canada (from the Framework for Recreation in Canada 2015/ Pathways to Wellbeing)
“We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster:

- individual wellbeing,
- community wellbeing and
- the wellbeing of our natural and built environments.”

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

The belief statement and guiding principles that underpin Vision 2025 also embody the 2009 Charter for Recreation and Parks in Ontario which, in part, states that “everyone in Ontario has a right to quality, accessible and inclusive recreation and parks services in their communities – services that are essential for the health of Ontarians, the quality of life in our communities, and the sustainability of our environment”.

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The Charter further states that “every citizen in Ontario has the right and freedom to:

- **Participation** – in safe, affordable and quality recreation programs that are in harmony with the diversity of the community.
- **Active Living** – be physically active through participation in both organized and informal sport and recreation activities.
- **Access to Nature and the Outdoors** – experience nature and access open spaces within their communities.
- **Enriching Experiences** – experience the arts, cultural heritage, sport and recreation activities in their communities.
- **A Welcoming and Inclusive Community** - be included in activities that build strong communities, engaged citizens and a healthy family life.
- **Engagement** – be engaged in the planning of recreation and parks in their communities and to participate in volunteer activities.”

Recreation and parks can help us to overcome the significant challenges facing our communities today, including physical inactivity and the rising cost of health care, a rise in youth violence and the protection of our environment.

Note: There are strong parallels between the Ontario Charter and the Framework for Recreation in Canada 2015. Both the Charter for Recreation and Parks in Ontario and the Framework for Recreation in Canada 2015 were developed from a sport, recreation and parks perspective. Although they speak to it, they do not provide the same weight to arts and culture as is the goal of Vision 2025. Also, the reference to ‘welcoming and inclusive community’ in the Charter for Recreation and Parks in Ontario does not speak directly to welcoming, including and reflecting ethno-cultural communities into culture and recreation activities – as is the goal of Vision 2025.

The Belief Statement

- about the value to the community of parks, recreation and culture

We believe that an investment in parks, recreation and culture in Peterborough is an investment in the attractiveness and appeal of our community; and in the betterment of our citizens and our community, the growth of the economy and the protection of the environment.

Research indicates that the results of this investment will:

- Improve the personal health and wellbeing for our citizens – involvement in culture and recreation pursuits and active living lowers health care costs, improves quality of life and increases life expectancy.
- Promote greater citizen engagement and increased respect for community - involvement in community organizations and activities results in more civic engagement, increased civic pride, greater respect for the community - and ultimately a safer and more democratic community.
- Develop proud and confident leaders - involvement in culture and recreation pursuits builds important social skills and produces leaders that are better able to serve their community.
- Foster strong neighbourhoods and a vibrant downtown – investment in parks, recreation and culture is a catalyst for building and sustaining a strong and self-sufficient community, vibrant neighbourhoods, and a vibrant and rejuvenated downtown.

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- **Reduce crime and lower costs for policing and justice** - increased opportunities for involvement in recreation, sports and arts reduces self-destructive and anti-social behaviour, alienation and racism.
- **Create a cleaner and healthier environment** – parks, trees and natural areas protect ecological integrity, improve air quality, help to purify our water and encourage strong stewardship ethics.
- **Stimulate economic growth and prosperity** – investment in parks, recreation, sports and culture helps to create and sustain the economic and social environment necessary for business success – stimulating employment, increasing productivity and increasing our community's attractiveness to existing and new residents and businesses – as well as tourists.
- **Build strong families** - families that play together, stay together. Involvement in culture and recreation activities supports and strengthens families.
- **Improve personal health and wellbeing** - *mind, body and spirit* - involvement in recreation, play, connection to nature, and sports and culture can help children, youth and adults develop their full physical, social, creative, intellectual and spiritual capacity.
- **Preserve and celebrate our cultural heritage and diversity** - helps us to better understand ourselves, our neighbours and newcomers to our community.

The Guiding Principles

As introduced earlier, the 12 Guiding Principles are intended to provide the guiding philosophy and policy direction for planning, service provision and decision-making for parks and open space; as well as culture and recreation programming, facilities and related services in the City of Peterborough.

Principle 1: Ensure Financial Sustainability of Facilities, Programming, and Parks and Open Space.

Ensure that the capital and net operating costs associated with public facilities are affordable in the short term and economically sustainable for the future. Ensure that programs and related services respond to the growing and changing needs and interests of residents - and are economically sustainable within the resources of our community. Responsible stewardship of public assets and taxpayers' dollars is essential.

Principle 2: Maintain a Community Development Approach and Support Volunteering.

Historically, Peterborough has been most successful when a community development approach to service delivery has been utilized. Processes and resources must be in place to permit and encourage residents to be involved in determining priorities, developing plans, and implementing culture and recreation opportunities that reflect the needs, interests and desires of citizens. The Municipality should ensure consistent policy, and when feasible, increase human and financial support to formally affiliated and other community-based organizations.

The fundamental energy and drive that creates the majority of our culture and recreation opportunities comes from the many hundreds of volunteers who, as part of their own leisure choices, create and sustain culture and recreation opportunities for the community. Their contribution must be celebrated and supported.

Principle 3: Support an Active, Healthy and Engaged Community.

For our community to be strong, healthy and vibrant, efforts and resources must be focused on engaging citizens both physically and socially. A high quality of life that is supported by opportunities for involvement in recreation, sports and cultural pursuits needs to be in place for all ages and abilities. Emphasis must be placed on creating awareness of the importance of a healthy lifestyle, as well as the availability of culture and recreation opportunities that support physical activity, mental health and social interaction.

Principle 4: Provide Accessible, Inclusive and Affordable Opportunities.

Facilities, events, goods, services, employment, information and transportation will be accessible to people of all abilities. 'Accessibility' means:

- i) equal access to indoor and outdoor facilities and parks;
- ii) programs should support people of all abilities;
- iii) employment opportunities for people with disabilities; and
- iv) residents have good options to travel to facilities by public transportation, active transportation and automobile.

The cost for programs, events and facility access must be affordable; and the programs and events need to reflect the diversity of our community.

Principle 5: Enhance Connectedness throughout the Community.

Enhance connectedness throughout the community by working toward extending the city-wide trail system and on-road cycling network to all parts of the city - with strong connections to the regional networks, as well as other culture and recreation resources. Also work toward connecting every neighbourhood to the city-wide and

regional trail and cycling network - via a combination of trails, pathways, sidewalks and on-road cycling routes.

Principle 6: Complement Rather than Compete.

Based on the philosophy of minimizing duplication and optimizing investment in services, the City will complement rather than compete with what other providers can and are offering - and only provide similar facilities, programming and associated services when there is:

- i) under-service and/or growing demand not being met by others,
- ii) when the quality of 'other' services is substandard,
- iii) when the price of 'other' services is too high for less affluent members of the community,
- iv) when distance to 'other' services is deemed to be too far, and
- v) when the Municipality decides that it wants to become a principle service provider in a particular area.

Principle 7: Continue to be Collaborative and Increasingly Integrated.

Continue to seek opportunities for the Municipality to collaborate with others to provide parkland; culture, recreation and heritage facilities; and associated programming and events - particularly with school boards, Trent University, Fleming College, Otonabee Conservation, Peterborough County, neighbouring townships, volunteer-based community groups, and the commercial sector. Continue to seek opportunities to increase the integration of services among the major providers in areas such as: research and planning; information and marketing; volunteer engagement; programming, service and facility provision; and scheduling of facilities, programming and events.

Principle 8: Optimize Facility Use.

Relative to the characteristics of each type of facility, ensure that use is maximized before additional facilities are provided. Facilities at the City-wide and Regional levels of provision should always be programmed for the highest and best use in prime time.

Principle 9: Cluster High Level Outdoor and Indoor Facilities.

To increase efficiency, programmability and opportunities for sport and cultural tourism, encourage clustering compatible indoor and outdoor culture and recreation facilities in Community and City-wide/Regional parks and associated open space. Create clusters of senior- and intermediate-level ball diamonds, soccer fields and tennis courts in larger parks that are visible and accessible, and where lighting, parking and other support facilities and features can be provided. Combine compatible indoor facilities into sizable complexes to create 'one-stop shopping' environments that co-locate culture and recreation facilities with libraries, museums and municipal administration, where desirable and feasible. Clustering of facilities should continue to be encouraged on lands owned by others, ideally in partnership with the City of Peterborough, or through other strategic alliances.

Principle 10: Locate for Visibility, Prominence and Access.

Strive to locate major sports parks, as well as major culture and recreation complexes in locations that are highly visible and readily accessible to the community via major roads, public transit and trails. This will also promote and celebrate these facilities that are valuable community assets and sources of civic pride.

Principle 11: Be Environmentally Responsible.

Operate in a manner that protects the environment. Essential components of environmental responsibility include:

- i) environmental commitment and awareness, especially to natural heritage;
- ii) making a commitment to fully embrace environmental sustainability;
- iii) adopting measurement and monitoring practices; and
- iv) ensuring a net positive impact on the environment and society.

It means that a conscientious commitment has been made to strive for ongoing measurement and monitoring to continually reduce negative impacts on the environment by: reducing waste; reducing energy and water consumption; reducing air and water pollution; increasing employee, customer, and public environmental education; and an ongoing commitment to continue reducing their environmental impacts moving forward.

Principle 12: Support Alignment of Plans and Strategies.

Plan alignment and cross-departmental collaboration will ensure that the corporate vision is a driver for building prosperity, enabling partnerships, and recognizing efficiencies as we work toward a shared city vision. The City of Peterborough is working on and has adopted a number of important plans and strategies that will shape how the community will grow and prosper. Some of these plans include the Municipal Cultural Plan, the Official Plan, the Sustainability Plan, the Transportation Master Plan, the Community Social Plan, the Central Area Master Plan, the Little Lake and Area Master Plan, and the Corporate Strategic Plan (to be initiated in 2016). Aligning these initiatives is important for moving forward with a comprehensive 'big picture' approach to planning in Peterborough.

Chapter Four: The Twenty-Year Vision ... the Big Picture Look Ahead

Most strategic plans are supported by a vision that describes where the organization or service should be at some point in the future. It looks out past the short-term time horizon of a strategic plan to provide a target to aim for and context for many of the recommendations. The vision is sometimes referred to as a 'big picture look ahead'. To provide sufficient flexibility and latitude, the messages and images in a long-term vision need to be general in description and not tied to specific dates and initiatives. The vision is sometimes written as if we are already in the future and looking back at accomplishments. No one expects that the future will unfold exactly as in the vision and some things will come about that are not yet envisioned. However, a good deal of what is envisioned is usually realized. So, imagine it's 2035 and we are looking back on what has been accomplished over the past twenty years in the area of recreation and culture in Peterborough.

Since 2016, the City has grown by 20,000 residents. The age profile is older and there are almost twice as many older adults as children and youth. With an older population, the proportion of residents with a disability has increased to twenty percent. The community is more ethno-culturally diverse, and has attracted and successfully integrated newcomers. Influenced by provincial policies and a desire for communities that are more compact in nature, residential density has increased throughout the City, especially in the downtown core.

The vision was founded on the Belief Statement and Guiding Principles that were established in 2016. The Belief Statement spoke about the value to the community of parks, recreation and culture. The Guiding Principles provided the guiding philosophy and policy direction for planning, service provision and decision-making. Peterborough has benefited from being a regional service center, and having a university and college within its boundaries, as well as the Trent-Severn Waterway traversing through the community and the Canadian Canoe Museum located at the world-famous Peterborough

Lift Lock. The community has been able to leverage those and other advantages. It has become well known for its partnerships and the high degree of service integration that resulted from a desire by the major service providers to work closely together to plan for, build and operate major indoor and outdoor culture and recreation facilities. That culture of co-operation and partnership has extended to marketing, programming, community events, volunteer engagement, staff training and bulk purchasing. This has allowed community resources to be optimized and excellent facilities, programming and services to be realized.

Volunteer-based groups and organizations continue to be the essential backbone of community culture and recreation services. Twenty years ago, a volunteer engagement strategy was prepared to address many of the issues of the day and began to respond to trends that were taking place in volunteering. Over the years, specific initiatives such as Volunteer Peterborough and increased investment of human and financial resources has substantially grown the capacity of volunteers and the effectiveness of these resources.

The marketing of culture and recreation services and facilities for both residents and visitors is now much more comprehensive and much better integrated. A single point of access was developed that focused on types of opportunities and specific market segments, rather than individual providers, as was the case twenty years ago. Initially, information could be accessed via the Internet and a printed document. However, that has gradually transitioned to the current interactive electronic format.

Culture and recreation facilities and services are now more accessible and inclusive. Due to closer proximity to major roads, bus routes and trails, most facilities, programs and community events are now easier to get to. All facilities and many parks are accessible for persons with disabilities. Culture and recreation opportunities have become more

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affordable to a greater percentage of the population. Programs, events and facilities are much more reflective of and appealing to our growing ethno-cultural communities.

Great strides have been made to improve the quality, appeal and usability of the many parks throughout the City. Most gaps in neighbourhood parkland have been either reduced or completely eliminated. Connectedness among parks and between parks and other compatible land uses has improved. Where feasible, creeks and their valleys have been incorporated into and protected by the linear park system. The City and other jurisdictions have continued to collaborate to close the gaps in the park and open space system along the shores of the Otonabee River, Little Lake and the Trent Canal. Several large parks have been acquired and are being developed for active recreation. Several long-established sports-oriented parks such as Morrow, Kinsmen, Nicholls Oval, Eastgate, Beavermead, Bonnerworth and King Edward have been enhanced or redeveloped to optimize their location and potential. Influenced by design guidelines developed twenty years ago, and based on professionally prepared plans, most parks are being systematically rejuvenated. Improvements include items such as washrooms and on-site parking (where appropriate), signage and entrance features, sitting areas, internal pathways, gardens, picnic areas and shade structures, drinking fountains, enhanced play structures and multi-purpose sport pads. The character and quality of new parks mirrors what has happened to established parks.

A particular achievement has been the development of a signature park that parallels the Trent Canal from Ashburnham Park to Little Lake. Principle features include the Peterborough Museum and Archives, the Peterborough Lift Lock and the Canadian Canoe Museum. Beavermead Park, Johnson Park and Rogers Cove anchor the southern extremity. A walking trail parallels both sides and ties into the Trans Canada Trail on the south and the trail system that parallels the Trent-Severn Waterway north to the recreation centre and other trails at Trent University and beyond.

Over the past couple of decades, a higher priority has been placed on the protection and enhancement of the City's urban forest and other natural heritage resources. Management plans have been prepared and implemented for Harper Park, Jackson Park and associated Jackson Creek lands, the Otonabee River islands, Whitfield Wetland Conservation Area, Loggerhead Marsh and Downer's Corners Wetland.

Due to strong demand and increased priority for funding, trails and the on-road cycling network have been greatly expanded and enhanced – with most gaps closed, a strong network developing within the previously underserved west end, additional river and canal crossings established, and most neighbourhoods connected into the network via dedicated trail segments, walkways and sidewalks. The quality and character of the major trail corridors are being enhanced with well defined and quality trail heads and parking; wayfinding signage; strategically located activity areas and features; well defined connections to adjacent parkland, facilities and other attractions; landscaping treatment; well maintained surfaces; rest areas; interpretive signage; and views secured to attractive features and vistas.

Based on a renewed vision and focus for Fleming College and high demand from students and residents, the Peterborough Sport and Wellness Centre has been expanded and rejuvenated. Outdoor sport and recreation facilities have also been added, including a water play facility and another high quality sports field.

In 2019, a multi-facility community centre was opened on Pioneer Road within the Trent University Campus. Phase One included a twin-pad arena, an indoor running/walking track, a sports training facility and a restaurant. Since then, other facilities have been added to create an exciting and well-used recreation complex. The facility also services as a point of access to the nature trails on the Trent University campus and the Rotary Trail.

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Recently, an exciting centre to support fine art and handcraft programs and groups was completed. It comprises studios, a community gallery and retail store, a café, meeting rooms, administration space and storage, as well as rehearsal and storage space to support performance bands.

An OHL arena and entertainment centre has been built to replace the Peterborough Memorial Centre. The facility includes a second ice pad and other associated components and features to support practices and community programming.

To complement the pools at the Peterborough Sport and Wellness Center, Trent University and the YMCA, and as a major component of one of the City's new leisure centres, a fourth indoor aquatic facility has been built to accommodate community-based aquatic groups, and to support a wide range of aquatic programming, including fitness and therapeutic programming.

Dated wading pools have gradually been replaced with attractive water play facilities of various styles and sizes. Due to high demand and under-supply, the number of facilities has tripled since 2016.

A fieldhouse accommodating a wide range of activities from soccer and other field sports to indoor tennis, pickleball and sport camps has been added to the community's sports facilities.

New sport fields and ball diamonds have been provided in response to identified shortfalls back in 2016 and to meet growing demand as the City's population has increased. Most have been grouped into multi-facility complexes with support services and parking. The rectangular fields support a growing list of uses from soccer and field lacrosse - to field hockey, cricket and disc sports.

Increasing demand for fitness and wellness is being met with expanded programs and facilities provided by a combination of commercial, public and non-profit entities.

In response to the desire by the Baby Boom generation to be increasingly integrated into mainstream 'adult' programming, less emphasis is being placed on dedicated older adult programming and facilities.

The downtown is a vibrant place, thanks in part to the role played by parks and culture and recreation facilities, as well as programming, trails, festivals and other community events. One example of high quality facilities is the park that was developed on Louis Street.

Little Lake and area has become one of the City's most interesting and dynamic assets - with its boardwalk and viewing areas, enhanced boat launches and wharfs, well developed beaches, the community campground at Beavermead Park, a refreshed Del Cray Park and expanded marina, and strengthened linkage to other trails and parks, as well as the downtown, the Hunter Street commercial district, the Peterborough Lift Lock and adjacent museums.

The renovated and enlarged Art Gallery of Peterborough is thriving, along with smaller community-based and private galleries located throughout the City.

In 2017, the main branch public library was totally rebuilt and enlarged, followed by construction of branch libraries, as demand warranted. Following a nation-wide trend, branch libraries have been co-located with other complementary community facilities.

The enlarged and enhanced Peterborough Museum and Archives has become more strongly associated with Ashburnham Park and much better connected to the Canadian Canoe Museum, physically and programmatically.

Numerous culture and recreation activities that were emerging a couple of decades ago were nurtured and some are now flourishing. Examples include disc sports, pickleball, flat track roller derby and floorball.

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Other established facilities and associated activities such as tennis, gym sports, gymnastics, playgrounds, outdoor basketball courts, box and field lacrosse, skateboard facilities, indoor and outdoor running tracks, beach volleyball courts, picnic areas, curling and multipurpose space have been maintained, enhanced and expanded by the public, non-profit and commercial sectors in response to population growth and associated demand.

Festivals, themed community events, ethno-cultural celebrations and sport tournaments continue to be encouraged and supported. Twenty years ago, the link between tourism and community recreation and culture began to be better understood. As new facilities were built and established facilities were expanded and rejuvenated, they were designed and sized to meet the needs of the community, and to support sport-, culture- water- and trail-based tourism.

What has been most rewarding is the way that service providers and the community have worked together to determine needs; optimize human, capital and land resources; integrate services; partner to get things done; promote what is available and share in the results.



Chapter Five: The Action Plan

Introduction

Supporting the Belief Statement, the Guiding Principles and the 20-Year Vision is the fourth element of the Strategic Plan – the Action Plan. The Action Plan comprises four strategic directions. Each strategic direction is comprised of objectives, and for each objective, there are actions.

Vision 2025 comprises the following strategic directions:

- SD1: Continue to Move Toward an Increasingly Collaborative and Better Integrated Recreation and Culture Delivery System.**
- SD2: Provide an Increasingly Enhanced and Better Connected Parks and Open Space System.**
- SD3: Continue to Provide Quality Recreation and Culture Facilities.**
- SD4: Continue to Provide Quality Recreation and Culture Programming, Community Events and Sport Tournaments.**

The objectives identify broad initiatives and policies to support each strategic direction.

The actions identify specific initiatives and broad strategies to implement each objective, as well as identifying who takes responsibility to implement each action, and the recommended time line. Some of the actions are 'ongoing' in nature, and therefore extend through all of the time periods. Short-term timing represents

the first five years of the Strategic Plan (2016-2020). Medium-term is 2021-2025, and long-term represents the post-2025 period. The Action Plan contains 55 objectives and 195 actions.

Chapter Six comprises supplemental recommendations that either over-arch the strategic directions, are too detailed to include within the Action Plan structure, or do not fit well into that structure. An example is the Volunteer Engagement Strategy. Another is the list of strategies to address Neighbourhood parkland shortfalls.

It is recommended that City Council adopt Vision 2025 'in principle' and approve the Belief Statement and Guiding Principles in order for them to influence policies and priorities.

Most recommendations in the Action Plan will inform the 10-year capital budget estimates and will be brought forward for consideration via the annual budget process.

Shifts in Priority Reflected in Vision 2025

Vision 2025 recommends that increased priority be placed on:

- less organized and structured recreation and culture activities and programs,
- increasing accessibility to and inclusiveness of recreation and culture opportunities,
- improving marketing of recreation and culture opportunities,
- integration of services among the major providers of recreation, culture and open space,
- community development and support for volunteering and volunteer-based groups,
- clustering of higher level indoor and outdoor recreation and culture facilities – and the need for larger sites to support this initiative,
- trails and the on-road cycling network and the linear park and open space system required to support this infrastructure and related activities,
- programming, events and facilities to support arts and culture,
- rejuvenation of existing parks and increased quality of new parks and associated facilities and features (especially neighbourhood parks),
- protection and enhancement of natural heritage resources,
- recreation and culture services for older adults, and
- sport-, water-, culture- and trail-based tourism.

These shifts in priority are reflected in the Belief Statement, the Guiding Principles and the 20-Year Vision, as well as the Action Plan that is presented below.

The objectives and actions contained within the four strategic priorities are not listed in priority order. However, a general sense of priority is indicated by the recommended timing for each action and the broad sense of priority implied by the above list.

The Action Plan

The following tables comprise the Action Plan, with each table containing one of the four strategic directions.

Table Legend

AGP	Art Gallery of Peterborough
CCN	Canadian Canoe Museum
CoP	City of Peterborough
CorpSD	Corporate Services Department
CSD	Community Services Department
PED	Peterborough Economic Development
FC	Fleming College
KPRSB	Kawartha Pine Ridge District School Board
ORCA	Otonabee Regional Conservation Authority
PPH	Peterborough Public Health
P&DSD	Planning and Development Services Department
PD	Parks Division
PMA	Peterborough Museum & Archives
PVNCCDSB	Peterborough, Victoria, Northumberland and Clarington Catholic District School Board
TD	Transportation Division
TSW	Trent-Severn Waterway
TU	Trent University
USD	Utility Services Department
S	Short Term Action Item (2016-2020)
M	Medium Term Action Item (2021-2025)
L	Long Term Action Item (Post 2025)

Strategic Direction One

SD 1: Continue to Move Toward an Increasingly Collaborative and Better Integrated Recreation and Culture Delivery System.

Objective 1.1: Continue to integrate recreation and culture services within the public, non-profit and commercial sectors within the City and surrounding area. The initial focus should be on:

- research and planning;
- information and marketing (see Objective 1.4);
- service provision (programming, community events, facilities and parkland);
- scheduling of facilities, programming and events;
- volunteer engagement; and
- professional development.

Actions	Lead	Support	Short	Medium	Long
1. Explore interest in establishing an informal network of recreation and culture service providers from all sectors that would communicate regularly to share information and seek opportunities for increased service integration. That would include continuing to build effective partnerships and other types of strategic alliances to optimize parks, recreation and culture opportunities and resources.	CSD	All service providers	S	M	L
2. Explore interest in integrating the Access to Recreation group into this proposed network. If that is not desired, continue the current collaboration between the City, the townships in Peterborough County and Peterborough Community Health. Look for opportunities to bring the two groups together from time-to-time to share and engage in joint initiatives.	CSD	Townships, PPH & other service providers	S	M	L

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Objective 1.2: Ensure that the municipal staff complement and necessary resources are available to support the evolving roles identified for the City in Vision 2025.

Actions	Lead	Support	Short	Medium	Long
1. Consider establishing the following staff positions to better support: <ul style="list-style-type: none"> community development and volunteer services; parks, recreation and culture research and planning; co-ordination of community events and tournaments; and ecology. 	City Council	CSD, P&DSD, USD	S	-	-
2. Explore ways to increase the profile and strengthen the role of the municipal parks function, especially in the area of parks and trail planning and development, and to strengthen the link to the Community Services, and Planning and Development	City Council	CSD, P&DSD, USD	S	-	-

Objective 1.3: In partnership with other service providers, adequately support the essential role played by volunteers and volunteer-based groups in the provision of recreation and culture services. Also see **Objective 4.1**.

Actions	Lead	Support	Short	Medium	Long
1. Implement the Volunteer Engagement Strategy (see supplemental recommendations).	CSD	Volunteer-based groups	S	-	-
2. In co-operation with other service providers, ensure that this critical community resource is adequately funded and supported.	CSD	Other service providers	S	M	L

Objective 1.4: Improve marketing of recreation and culture opportunities within the Peterborough area.

Actions	Lead	Support	Short	Medium	Long
1. Establish a working group of interested service providers to explore opportunities to increase the co-ordination and effectiveness of marketing of recreation and culture services. See Objective 1.1 .	CSD	Other service providers	S	-	-
2. Develop a strategy that focuses on increased co-ordination among service providers - leading to a single point of information about what is available from all service providers - that cuts across jurisdictions to provide comprehensive information by market sector.	CSD	Other service providers	S	M	L

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Objective 1.5: Continue to increase accessibility and inclusiveness in the provision of recreation and culture services.

Actions	Lead	Support	Short	Medium	Long
1. Wherever possible, locate major recreation and culture facilities in highly visible locations that ideally are also accessible by all forms of transportation.	CSD	P&DSD, TD, USD	S	M	L
2. Ensure that all public facilities are accessible throughout.	CSD	All stakeholders	S	M	L
3. Increase accessibility within parks.	CSD	PD	S	M	L
4. Increase affordability of recreation and culture programming, events and facilities.	CSD	All service providers	S	M	L
5. Increase participation in recreation and culture activities of interest to ethno-cultural communities (including First Nation communities) through improved understanding of the interests and perspectives of each community.	CSD	All service providers	S	M	L

Objective 1.6: Better align culture and recreation opportunities and services to the changing interests and perspectives of the older adult community.

Actions	Lead	Support	Short	Medium	Long
1. Implement the Age-friendly Peterborough Plan and other plans and strategies that provide a road map for improved service provision.	CSD	All City departments	S	M	L
2. Continue to work with the providers of recreation and culture services for older adults with the goals of: <ul style="list-style-type: none"> improving and expanding services, serving more of the older adult market, improving connections to other providers in this sector, improving individual and collective efficiency to optimizing available financial and human resources. 	CSD	Older adult service providers	S	-	-
3. Complete a comprehensive Older Adult Services and Facility Strategy for the City and area that focuses on the recreation, culture and related services sector (building upon the Age-Friendly Peterborough Plan and current consultations with the principle service providers).	CSD	All service providers & surrounding townships	S	-	-

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Strategic Direction Two

SD 2: Provide an Increasingly Enhanced and Better Connected Parks and Open Space System.

Objective 2.1: Continue to improve the connectedness among parks and other compatible land uses within existing and new communities.

Actions	Lead	Support	Short	Medium	Long
1. Continue to increase connectedness within existing communities utilizing sidewalks and walkways, linear parks and natural heritage corridors, other city-owned open space, easements, etc. – informed by the Sidewalk Strategic Plan and other relevant policies and plans.	CSD	PD, P&DSD, USD	S	M	L
2. As new residential communities are planned, ensure maximum connectedness among compatible land uses – utilizing parks and open space corridors, sidewalks and walkways, natural heritage resources and engineered solutions.	CSD	PD, P&DSD	S	M	L
3. Acquire as much of the remaining lands as possible that contain the ten creek corridors and their food plains within the City - to increase connectedness and to provide additional open space within neighbourhoods. Where appropriate, non-park corridor segments already owned by the City should be designated as parkland. See Objective 2.4.	CSD	PD, P&DSD	S	M	L
4. Continue to acquire waterfront properties along the Otonabee River with a continuous system of parks and other open space along the waterway as the goal.	CSD	PD, P&DSD	S	M	L
5. Designate as parkland numerous city-owned waterfront properties that have adequate recreation, ecological and linkage value. See Objective 2.4.	CSD	PD, P&DSD	S	M	L

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Objective 2.2: Protect natural heritage resources within the City.

Actions	Lead	Support	Short	Medium	Long
1. Through policies, plans and decision making, continue to place high priority on protection of natural heritage resources throughout the City.	CSD, PD, P&DSD	All Stakeholders	S	M	L
2. Prepare and implement management plans for all major natural heritage sites.	CSD, PD, P&DSD,	All Stakeholders	S	M	-
3. Continue to manage the urban forest by promoting community stewardship and strategic practice to preserve, renew and enhance this essential resource.	USD	All Stakeholders	S	M	L
4. Continue to take action to improve the quality of the water in all watercourses within the City.	City of Peterborough	All Stakeholders	S	M	L



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Objective 2.3: Improve the quality and appeal of parkland.

Actions	Lead	Support	Short	Medium	Long
1. Establish park planning and design guidelines to inform the development of new parks, the rejuvenation of existing parkland, and the development of storm water management areas. Through this process, illustrate how the appeal and usability of parks and associated open space can be increased, and how Neighbourhood parks, in particular, can appeal to a wider age group.	CSD	PD	S	-	-
2. The development of new parks and the redeveloped of existing parks should be based on a park plan.	CSD	PD	S	M	L
3. Establish criteria for prioritizing Neighbourhood park rejuvenation.	CSD	PD	S	-	-
4. Begin the priority-based process of rejuvenating Neighbourhood parks.	CSD	PD	S	M	L
5. Evaluate Community and City-wide/Regional parks to identify and prioritize required improvements.	CSD	PD	S	-	-
6. Begin the priority-based process of rejuvenating Community and City-wide/Regional parks.	CSD	PD	S	M	L
7. Consider providing on-site parking at several parks (e.g., Inverlea, King Edward and Millennium).	CSD	PD	S	M	-
8. Consider providing washrooms or improved washrooms at several parks (e.g., Inverlea, Nicholls Oval, Del Crary and Morrow).	CSD	PD	S	M	-
9. Increase the role of the developer to assist in the planning and construction of parks within their development.	CSD	PD	S	M	L
10. Ensure that storm water management areas are designed and developed to be aesthetically pleasing and complementary to the neighbourhoods in which they are located, as well as the parks and open space system.	CSD	PD, P&DSD, USD	S	M	L

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Objective 2.4: Formally designate as 'parkland' all City-owned undeveloped open space sites that display sufficient value as parkland and linkages.

Actions	Lead	Support	Short	Medium	Long
1. Evaluate each City-owned undeveloped open space site and rate its potential to be considered as parkland.	CSD	PD, P&DSD, USD	S	-	-
2. Formally designate and name all sites that should be considered as parkland.	CSD	PD	S	-	-
3. Determine the classification of each park and add each site to the parkland inventory and the map of parks and open space.	CDS	PD	S	-	-

Objective 2.5: Reduce the number of residential areas that are under-served by Neighbourhood parkland.

Actions	Lead	Support	Short	Medium	Long
1. Conduct an assessment of the residential areas that have been initially identified as potentially having gaps in Neighbourhood parkland to identify those in need of mitigation. Identify short and longer term mitigation options for each area.	CSD	PD, P&DSD	S	-	-
2. Take steps to reduce or eliminate confirmed gaps in Neighbourhood parkland. (See supplemental recommendations for suggested strategies to mitigate deficiencies.)	CSD	PD, School boards, ORCA, TD	S	M	L

Objective 2.6: Align park and open space policies in the Official Plan to the park and open space concept, philosophy and policies reflected in Vision 2025.

Actions	Lead	Support	Short	Medium	Long
1. Utilizing the 20-year Vision (see Section 4) and the 'Parks/Open Space Classification System and Associated Planning Guidelines' developed for Vision 2025 (see Figure 6-1 in the supplemental recommendations), revise the park and open space policies in the Official Plan.	P&DSD	CSD, PD	S	-	-

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Objective 2.7: Ensure that areas of new development and redevelopment contain an adequate parks and open space system.

Actions	Lead	Support	Short	Medium	Long
1. Through the City Official Plan, the secondary planning process and review of plans of subdivision, ensure that an adequate parks and open space system is achieved in areas of new development and redevelopment. To assist this objective, apply the 'Parks/Open Space Classification System and Associated Planning Guidelines' developed for Vision 2025 (see Figure 6-1 in the supplemental recommendations).	P&DSD	CSD, PD	S	M	L
2. Complete secondary plans for all future development areas.	P&DSD	CSD, PD	S	-	-
3. Modify existing secondary plans to best reflect contemporary parks and open space planning philosophy and Vision 2025.	P&DSD	CSD, PD	S	-	-



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Objective 2.8: Ensure that areas of new development and redevelopment contain an adequate parks and open space system.

Actions	Lead	Support	Short	Medium	Long
1. Develop the two sites within the Trent University campus that have been designated for recreation purposes.	CSD	PD, TU	S	M	-
2. Develop a stronger relationship with school boards and seek to optimize the recreational value of school properties for the school community and residents (e.g., indoor and outdoor sports facilities, neighbourhood park functions).	CSD	PD, School Boards	S	M	L
3. Continue to seek opportunities to partner with Trent University and Fleming College to jointly develop outdoor and indoor recreation and culture facilities.	CSD	PD, TU, FC	S	M	L
4. Within the City and possibly the surrounding townships, seek opportunities to create one or more additional large sports-oriented parks.	CSD	PD, Townships	S	M	L
5. As decisions are made about the location of future sports facilities throughout the City, optimize the potential of Kinsmen, Morrow and Beavermead parks to accommodate outdoor and indoor facilities.	CSD	PD	S	M	L

Objective 2.9: Ensure that areas of new development and redevelopment contain an adequate parks and open space system.

Actions	Lead	Support	Short	Medium	Long
1. Discuss and further develop this concept with all stakeholders.	CSD	PD, TSW, CCM, PMA	S	M	-
2. If there is agreement to proceed with this initiative, prepare plans, estimate costs, secure funding and establish a timeline for implementation.	CSD	PD, TSW, CCM, PMA	S	-	-
3. As resources permit, develop the precinct.	CSD	PD, TSW, CCM, PMA	S	M	L

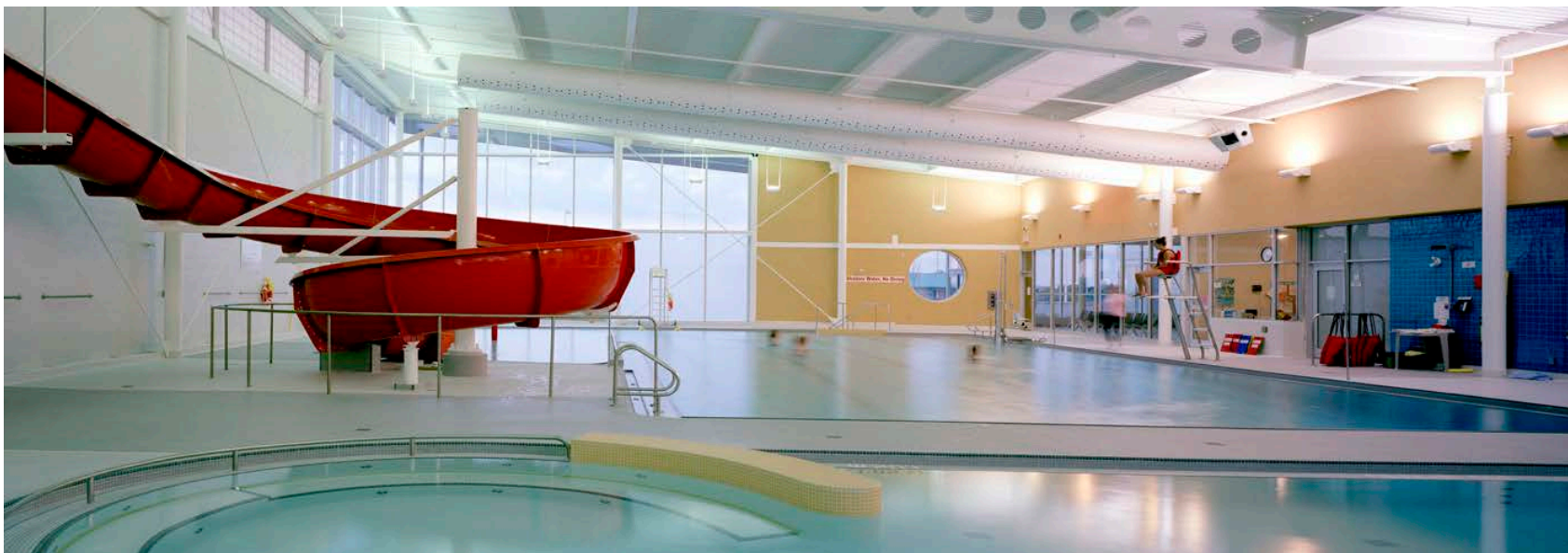
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Strategic Direction Three

SD 3: Continue to Provide Quality Recreation and Culture Facilities

Objective 3.1: Increase the current service level for indoor aquatic facilities and strive to meet the recommended guideline.

Actions	Lead	Support	Short	Medium	Long
1. Establish a service level of one indoor aquatic facility:25,000 population.	CSD	-	S	M	-
2. Further study the need for and nature of an additional indoor aquatic facility to meet the needs of aquatic groups and the general population. Evaluate options for location and partnerships, and examine feasibility.	CSD	Aquatic stakeholders	S	-	-
3. Expand and improve the change rooms and other associated facilities at the Peterborough Sport and Wellness Centre to support the increasing demand for aquatic programs. (see Objective 3.25).	CSD, FC	-	S	-	-
4. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	Aquatic stakeholders	S	M	L



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Objective 3.2: Increase the current service level for arenas and strive to meet the recommended guideline.

Actions	Lead	Support	Short	Medium	Long
1. Establish a service level of 1 ice pad per 11,000 population (until around 2030 and then adjust to 1 pad:11,500 population).	CSD	-	S	M	L
2. In the near future, replace Northcrest Arena with a modern twin-pad arena facility - a major component of a multi-facility complex to be built in phases on Pioneer Road.	CSD	-	S	-	-
3. When the new facility opens, retire and demolish Northcrest Arena. Examine options to repurpose or sell all or part of the site and implement the preferred option.	CSD	-	S	-	-
4. Complete a market and facility needs assessment to define the nature and location of a replacement facility for the Peterborough Memorial Centre, as well as operational/ownership options	CSD	-	S	-	-
5. When feasible, replace the Peterborough Memorial Centre.	CSD	Potential partners	-	M	-
6. Add multi-pad arena facilities as the population increases and demand warrants (locations and potential partners to be determined).	CSD	Potential partners	-	M	L
7. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	Stakeholders	S	M	L

Objective 3.3: Increase the service level for, and the quality and supply of public art galleries and other venues (and providers) for the display of fine art and handcrafts throughout the City.

Actions	Lead	Support	Short	Medium	Long
1. In co-operation with other providers, increase opportunities for the display of local and amateur fine art and hand crafts throughout the City. (See Objective 3.35 re: facilities to support visual arts, crafts and guilds.)	CSD	All providers	S	M	L
2. Upgrade and expand the Art Gallery of Peterborough as endorsed by the AGP Board.	CSD	AGP	S	M	-
3. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	Stakeholders	S	M	L

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Objective 3.4: Increase the service level for ball diamonds and strive to meet the recommended guideline.

Actions	Lead	Support	Short	Medium	Long
1. Increase the service level for Levels A and B ball diamonds. Maintain that higher service level as the population increases, assuming consistent demand. See Figure 6-2 for the recommended service levels and projected facility requirements by category of ball diamond.	CSD	PD	S	M	L
2. In the near future, investigate opportunities to add four A-level and four B-level ball diamonds.	CSD	PD, Stakeholders	S	M	-
3. If any of the four Morrow Park diamonds are lost through park redevelopment, seek opportunities to replace them.	CSD	PD	S	M	L
4. The City and its partners should focus on provision of Premier and Levels A and B diamonds, leaving Level C diamonds to be provided by school boards (as demand for school programming warrants).	CSD	PD, School boards	S	M	L
5. In future, cluster Premier and Levels A and B diamonds in City-wide/Regional and Community Parks.	CSD	PD	S	M	L
6. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	Stakeholders	S	M	L

Objective 3.5: Improve the distribution, quantity and quality of outdoor basketball courts in parks and school yards.

Actions	Lead	Support	Short	Medium	Long
1. In co-operation with school boards, continue to improve or replace older outdoor basketball courts. Surface paint and/or refreshed court markings enhance appearance and usability.	CSD	PD, School boards	S	M	L
2. Strive for even distribution across the City and in so doing, increase the service level of outdoor basketball courts to 1:1,700 population. See Figure 6-2 for the recommended service levels and projected facility requirements.	CSD	-	S	M	L
3. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	-	S	M	L

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Objective 3.6: Continue to maintain and enhance the remaining beaches within the City.

Actions	Lead	Support	Short	Medium	Long
1. Maintain the Beavermead Park beach and associated support facilities as a high quality facility.	CSD	PD	S	M	L
2. Maintain the Rogers Cove beach and associated support facilities as a high quality facility.	CSD	PD	S	M	L
3. Increase accessibility at both beaches.	CSD	PD	S	-	-

Objective 3.7: Increase the service level for outdoor beach volleyball courts. Explore options to provide indoor beach volleyball courts.

Actions	Lead	Support	Short	Medium	Long
1. In co-operation with other providers (e.g., Trent University, Fleming College), increase the supply of outdoor courts to match current demand. A service level of 1 publicly available court:10,000 population is recommended as a guideline. See Figure 6-2 for the recommended service levels and projected facility requirements.	CSD	PD, Partners, Stakeholders	S	M	L
2. Maintain the enhanced service level for outdoor courts as the population increases.	CSD	PD, Stakeholders	S	M	L
3. In co-operation with stakeholders, explore options to provide indoor beach volleyball courts. If a viable option can be found, proceed to create and maintain the indoor facility (likely a seasonal facility).	CSD	PD, Stakeholders	S	M	L
4. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	Stakeholders	S	M	L

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Objective 3.8: Improve the quantity and quality of boat launch facilities within the City.

Actions	Lead	Support	Short	Medium	Long
1. Due to minimal supply, seek opportunities to increase the quantity and quality of boat launch facilities within the City. Wherever possible, provide parking for vehicles and trailers at these facilities.	CSD, USD	TSW	S	M	L
2. Study boat launch needs and options to increase and improve supply. Include kayaks and canoes in the study.	CSD, USD	TSW	S	-	-
3. Regularly monitor demand and adjust the service level and supply accordingly.	CSD, USD	TSW	S	M	L

Objective 3.9: As long as demand warrants, continue to provide a quality municipal campground at Beavermead Park.

Actions	Lead	Support	Short	Medium	Long
1. Continue to support the operation of and enhance the campground at Beavermead Park.	CSD	Contract operator	S	M	L
2. Regularly monitor demand and adjust the features and services accordingly.	CSD	Contract operator	S	M	L

Objective 3.10: Continue to provide cricket pitches to meet demand.

Actions	Lead	Support	Short	Medium	Long
1. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	Stakeholders	S	M	L

Objective 3.11: Encourage the commercial and non-profit sectors to provide adequate curling facilities and programs to meet demand.

Actions	Lead	Support	Short	Medium	Long
1. Regularly monitor demand and adjust the service level and supply accordingly.	Stakeholders	CSD	S	M	L

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Objective 3.12: Strive to provide adequate public facilities and opportunities to support the various disc sports in Peterborough (e.g., Ultimate Frisbee, Frisbee Golf).

Actions	Lead	Support	Short	Medium	Long
1. For Ultimate Frisbee, strive to provide sufficient field time to support scheduled games and tournaments.	CSD	-	S	M	L
2. For Frisbee Golf, encourage operation and use of the courses located in Hamilton Park and Riverview Park and Zoo.	CSD	Stakeholders	S	M	L
3. Monitor the potential for increasing demand and strive to provide sufficient, adequate facilities, in co-operation with the disc sport community.	CSD	Stakeholders	S	M	L

Objective 3.13: Investigate demand for an all-season fieldhouse facility.

Actions	Lead	Support	Short	Medium	Long
1. Complete a needs assessment and feasibility study for a fieldhouse facility. Objectives should include: i) to examine current and future demand for a fieldhouse facility; ii) to determine uses, suitable size, features and style of building; iii) to identify potential partners; iv) to explore location options; and v) to estimate capital and operating costs.	CSD	Potential partner(s)	S	-	-
2. If demand warrants and the project is financially feasible, provide a fieldhouse facility.	CSD	Potential partner(s)	S	M	-
3. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	Stakeholders	S	M	L

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Objective 3.14: Provide sufficient facilities to meet the demand for fitness and wellness programming through a combination of commercial, public and non-profit entities.

Actions	Lead	Support	Short	Medium	Long
1. If warranted, enlarge the fitness centre and associated support facilities at the Peterborough Sport and Wellness Centre (see Objective 3.25).	CSD, FC	-	S	-	-
2. If demand warrants and there is a role for the City at the time, consider a full-service fitness facility as a component of a future municipal community centre.	CSD	Potential partners	-	M	L
3. Principally via multipurpose rooms and gymnasias, provide additional opportunities for aerobic fitness and wellness programming in community centres, older adult centres, schools, churches, etc.	CSD	All providers	S	M	L
4. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	All providers	S	M	L

Objective 3.15: Increase the availability of publicly available gymnasias for community programming.

Actions	Lead	Support	Short	Medium	Long
1. Consider providing a double gymnasium as a component of a future municipal community centre.	CSD	Potential partners	S	M	-
2. Expand the triple-gym facility at the Peterborough Sport and Wellness Centre (see Objective 3.25).	CSD, FC	-	S	M	-
3. Continue to work toward increasing the availability of school gyms for community activities.	CSD	School boards	S	M	L
4. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	Stakeholders	S	M	L

Objective 3.16: Encourage the commercial and non-profit sectors to provide adequate gymnastics facilities and programming to meet demand.

Actions	Lead	Support	Short	Medium	Long
1. Regularly monitor demand and adjust the service level and supply accordingly.	Stakeholders	CSD	S	M	L

Objective 3.17: Continue to provide adequate facilities to support box and field lacrosse.

Actions	Lead	Support	Short	Medium	Long
1. Ensure adequate opportunities for summer box and field lacrosse, utilizing arenas, rectangular fields and the proposed fieldhouse	CSD	Other facility providers	S	M	L
2. Investigate opportunities for winter box and field lacrosse (e.g., proposed fieldhouse, lacrosse-only arena).	CSD	Stakeholders	S	M	-
3. Regularly monitor demand for indoor and outdoor facilities to support lacrosse, and adjust the service level and supply accordingly.	CSD	Stakeholders	S	M	L

Objective 3.18: Maintain an adequate level of library service, reflective of provincial guidelines (0.8 – 1.25 gross sq. ft./capita) and the evolving role of libraries in Canada.

Actions	Lead	Support	Short	Medium	Long
1. Complete the expansion and renovation of the main branch library.	CSD	Library Board	S	-	-
2. Provide sufficient and suitably located branch libraries as demand warrants. Seek opportunities to co-locate branch libraries with other compatible community facilities.	CSD	Library Board	-	M	L

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Objective 3.19: Continue to protect the assets, strengthen the qualities and increase the usability of Little Lake and area.

Actions	Lead	Support	Short	Medium	Long
1. Guided by the 2010 Little Lake and Area Master Plan, enhance: i) recreation and culture facilities and programming, trails, boat launches, wharfs and the Peterborough Marina; ii) economic and tourism development opportunities; iii) natural heritage assets and environmental management; and iv) shoreline restoration.	CSD	All stakeholders	S	M	L
2. Strengthen the linkage to and association with the Trent Canal, the Otonabee River, the Peterborough Lift Lock, the Peterborough Museum and Archives, the future Canadian Canoe Museum, and waterfront parks and other open spaces associated with the Little Lake area.	CSD	All stakeholders	S	M	L
3. Increase public access to the shoreline and water.	CSD	All stakeholders	S	M	L
4. Improve water quality within Little Lake and other water courses throughout the City.	City of Peterborough	All stakeholders	S	M	L

Objective 3.20: Expand and enhance the Peterborough Marina.

Actions	Lead	Support	Short	Medium	Long
1. As warranted, expand the marina, with the number of slips and layout to be determined by the 2018 Del Crary Park Master Plan.	CSD	TSW	S	-	-
2. Provide a new and improved service building to meet the needs of an expanded marina and large events in Del Crary Park	CSD	-	S	M	-
3. Regularly monitor demand and adjust the service level and services accordingly.	CSD	-	S	M	L

Refer to Page 34 for Table Legend

Objective 3.21: Increase the amount, quality and usability of publicly available indoor multipurpose space.

Actions	Lead	Support	Short	Medium	Long
1. Jointly with other stakeholders, increase the service level, quality, usability and public availability of multipurpose space to support a wide variety of recreation and culture programming and other uses. Types of stakeholders and co-locations include school boards, the PSWC, future city community centres, the YMCA, re-purposed churches and schools, the commercial sector, older adult centres, non-profit entities, etc.	CSD	Stakeholders	S	M	-
2. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	Stakeholders	S	M	L

Objective 3.22: Effectively meet the evolving and increasing leisure and social activity requirements of the older adult community.

Actions	Lead	Support	Short	Medium	Long
1. Building upon the Age-friendly Peterborough Plan, prepare an Older Adult Services and Facility Strategy that addresses: <ul style="list-style-type: none"> current strengths and challenges, as well as future trends and opportunities; the rapidly growing and changing older adult market, and the evolving interests and perspectives of current and future older adults; the evolving role and interrelationships of providers in the public, non-profit and commercial sectors; and the requirement for an effective service provision strategy that includes service providers, programming/services and facilities. 	CSD	Peterborough Council on Aging, All stakeholders	S	-	-
2. Based on the proposed Older Adult Services and Facility Strategy, take action to address current and future facility deficiencies and other challenges.	CSD	Stakeholders	S	M	L
3. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	Stakeholders	S	M	L

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Objective 3.23: Increase the service level for outdoor water play facilities.

Actions	Lead	Support	Short	Medium	Long
1. Increase the service level for outdoor splash pads to 1:7,500. To help achieve the higher service level, convert the five wading pools to splash pads by 2025, and do not provide any additional wading pools. Install ground geysers at Hamilton Park (2018) and in three other parks TBD (2024). See Figure 6-2 for the recommended service levels and projected facility requirements.	CSD	PD	S	M	L
2. To address the current uneven distribution of outdoor water play facilities, locate two new splash pads in the western and southwestern areas of the City.	CSD	PD	S	M	-
3. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	PD	S	M	L

Objective 3.24: Continue to provide adequate indoor and outdoor performing art facilities.

Actions	Lead	Support	Short	Medium	Long
1. Based on a proposed service level of 1 facility per 15,000 population, it is anticipated that no additional indoor venues will be required until the population reaches around 100,000.	CSD	All stakeholders	-	-	L
2. Through the 2018 Del Cray Park Master Plan, redevelop and realign the Fred Anderson Stage and improve support facilities for concerts and other events.	CSD	-	S	M	-
3. Provide adequate rehearsal and storage space for local performance bands. This facility could be incorporated into the proposed visual arts centre (see Objective 3.35) or another appropriate facility.	CSD	Artisans Centre Peterborough, Other stakeholders	-	M	-
4. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	Stakeholders	S	M	L

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Objective 3.25: Expand the Peterborough Sport and Wellness Centre and other associated sport and recreation facilities on the Fleming College campus.

Actions	Lead	Support	Short	Medium	Long
1. Investigate the opportunity for and feasibility of expanding the fitness facility, running/walking track, change rooms and gymnasias at the PSWC.	CSD, FC	-	S	-	-
2. If demand warrants and the project is feasible, proceed to expand the PSWC.	CSD, FC	-	S	M	-
3. Investigate the demand for and feasibility of a seasonal/removable dome to be constructed over one of the artificial turf fields located at the College. This investigation should be aligned with Objective 3.13 (fieldhouse demand and location study).	CSD, FC	-	S	-	-
4. If demand warrants and the project is feasible, proceed to construct the seasonal fieldhouse.	FC	-	S	M	-
5. Consider providing an outdoor water play facility at the College to support summer day camp programs.	FC	-	S	-	-
6. Continue to improve and expand the on-campus trail network, and establish multiple points of linkage to the city-wide trail network.	FC	-	S	M	L

Objective 3.26: Continue to enhance and maintain the Peterborough Museum and Archives.

Actions	Lead	Support	Short	Medium	Long
1. Continue to update and expand the facility as required and feasible. Continue to strive to provide a quality museum and archives for the community.	CSD	-	S	M	L
2. Improve the physical and programmatic connection between the indoor and outdoor environments (the museum and Ashburnham Park).	CSD	PD	S	M	-
3. Consider the provision of a 'look-out' feature in Ashburnham Park.	CSD	PD	-	M	-
4. Strengthen the physical and marketing connection to the adjacent Lift Lock, the future Canadian Canoe Museum and associated facilities and programming.	CSD	Associated stakeholders	S	M	L

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Objective 3.27: Continue to improve and expand opportunities to support the sport of pickleball.

Actions	Lead	Support	Short	Medium	Long
1. Encourage the establishment of a local pickleball association to co-ordinate facility utilization, monitor demand and provide advice about facility requirements.	CSD	Pickleball enthusiasts	S	-	-
2. Seek ways to increase gymnasium time to support growing demand for indoor winter pickleball.	CSD	Pickleball Association	S	-	-
3. Increase the number of outdoor courts as demand warrants, including the option to repurpose under-utilized single tennis courts in appropriate parks.	CSD	Pickleball Association	S	M	L
4. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	Pickleball Association	S	M	L

Objective 3.28: Continue to provide quality picnic facilities throughout the City.

Actions	Lead	Support	Short	Medium	Long
1. Look for opportunities to create additional picnic areas and provide more pavilions and gazebos of various sizes in appropriate municipal parks and other open spaces.	CSD, PD	Other interested stakeholders	S	M	L
2. Retrofit existing picnic areas to make them accessible.	CSD	PD	S	M	-
3. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	Stakeholders	S	M	L

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Objective 3.29: For rectangular playing fields, transition toward a higher proportion of full-size fields, in line with the recommended provision guidelines.

Actions	Lead	Support	Short	Medium	Long
1. As new facilities are constructed, and based on the proposed service levels for each type of field (see Figure 6-2), gradually make the transition toward increasing the proportion of full-size fields and decreasing the proportion of smaller fields, especially Level C fields.	CSD	Other providers	S	M	L
2. In most cases, new artificial turf, Premier, and Level A fields should be lighted.	CSD	Other providers	S	M	L
3. To optimize field use and allow the focus to be on larger fields, divide larger fields into various smaller sizes using portable nets and cones as required for younger age groups and various sports.	CSD	Other providers	S	M	L
4. As much as possible, cluster the best fields at City-wide/Regional and Community Parks, as well as at secondary and post-secondary schools.	CSD	Other providers	S	M	L
5. When possible, develop new and/or upgrade existing Premier and Level A fields in partnership with other providers.	CSD	Potential partners	S	M	L
6. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	Stakeholders	S	M	L

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Objective 3.30: Provide quality playgrounds in municipal parks, at elementary schools and in other appropriate settings.

Actions	Lead	Support	Short	Medium	Long
1. Strive to maintain the current service level for the number of playgrounds.	CSD	PD, school boards	S	M	L
2. Provide quality play structures in Neighbourhood parks and in higher level parks that regularly attract families. In higher level parks, consider larger scale play structures and design themes that align with the setting.	CSD	PD	S	M	L
3. Consider providing play structures in Neighbourhood parks that currently do not contain such facilities.	CSD	PD	S	M	L
4. In municipal parks, upgrade playgrounds that are minimal, dated and provide lower play value. Encourage school boards to upgrade minimal and dated playgrounds as well.	CSD	PD, school boards	S	M	L
5. In partnership with school boards, provide enhanced play environments at appropriately located elementary schools within residential areas, especially those that are under-serviced in Neighbourhood parkland.	CSD	PD, school boards	S	M	L
6. Consider new and replacement play structures that are more appealing to children of all abilities and that provide greater play value.	CSD	PD, school boards	S	M	L
7. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	-	S	M	L

Refer to Page 34 for Table Legend

Objective 3.31: Increase the service level for running/walking tracks (indoor and outdoor).

Actions	Lead	Support	Short	Medium	Long
1. Strive to reach the proposed service level for indoor and outdoor running/walking tracks (see Figure 6-2 for the recommended service levels and projected facility requirements.), in part by including an indoor running/walking track within the new twin pad arena facility and by considering enlargement of the running/walking track at the PSWC – see Objective 3.25). Also, consider a track around the perimeter of the proposed field house (see Objective 3.13).	CDS	FC, Other potential partners	S	M	-
2. In co-operation with educational institutions, slightly increase the service level for outdoor running tracks.	CSD	Educational institutions	S	M	L
3. Regularly monitor demand and adjust the service levels and supply accordingly.	CSD	Educational institutions	S	M	L

Objective 3.32: Continue to provide a quality municipal skateboard facility.

Actions	Lead	Support	Short	Medium	Long
1. Continue to maintain a centrally located, high quality skateboard facility at Bonnerworth Park. Improve the connection of the skateboard facility to the adjacent Trans Canada Trail.	CSD	PD	S	M	L
2. For at least the next decade, it is recommended that the service level remain as 1 facility:community.	CSD	-	S	M	-
3. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	Stakeholders	S	M	L

Objective 3.33: Maintain the current service level for publicly available lighted tennis courts.

Actions	Lead	Support	Short	Medium	Long
1. Focus provision on multiple lit courts rather than single courts. See Figure 6-2 for recommended service levels and projected facility requirements.	CSD	KPRSB, Tennis clubs	S	M	L
2. Seek opportunities to repurpose single tennis courts that are not well used (e.g., into Pickleball courts, multipurpose sport courts).	CSD	Neighbourhood associations	S	M	L
3. As each of the remaining single tennis courts (that were not repurposed) reach the end of their useful life, do not replace them unless they are well used at the time.	CSD	Neighbourhood associations	-	M	L
4. At multi-court facilities, encourage tennis clubs to promote and organize the sport, and provide training and programming.	CSD	Tennis Clubs	S	M	L
5. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	Stakeholders	S	M	L

Objective 3.34: Continue to expand and enhance the trail and on-road cycling network throughout the City.

Actions	Lead	Support	Short	Medium	Long
1. Utilize the Active Transportation component of the Transportation Master Plan to guide decision-making – make adjustments to routing as required.	USD	TD, P&DSD, PD	S	M	L
2. Increase the focus on the southern and western parts of the City that currently have fewer trails and designated on-road cycling routes.	USD	TD, P&DSD, PD	S	M	-
3. Strive to connect all neighbourhoods into the city-wide/regional trail network.	USD	TD, P&DSD	S	M	L
4. Create new trail segments (e.g., around Little Lake, and along newly acquired rail lines and the Trent-Severn Waterway).	USD	P&DSD, PD, TSW	S	M	L
5. Place a priority on closing the remaining gaps along major routes.	USD	TD, P&DSD, PD	S	M	-
6. Where possible, increase the number of river crossings (e.g., former Lansdowne Street train bridge, the dam at Lock 19, the dam at the Riverview Park and Zoo).	USD	TD, P&DSD, PD, TSW	S	M	-
7. Continue to increase safety on trails and the on-road cycling network.	USD	TD	S	M	L
8. Continue to improve the trail experience by enhancing trails and trail corridors, as well as via trail-specific programming.	USD	PD, Stakeholders	S	M	L
9. Integrate environmental awareness/stewardship, natural heritage and history into the trail experience.	USD	PD, Stakeholders	S	M	L
10. Ensure a high level of trail maintenance.	USD	PD	S	M	L
11. Utilize the Interdepartmental Trail Committee to co-ordinate trail development and maintenance.	USD	Trail Committee	S	M	L
12. Seek opportunities to locate specialized trail facilities within the City or nearby (e.g., 'pump' track, BMX track and mountain biking trail).	USD	P&DSD, PD, Stakeholders	S	M	-
13. Regularly monitor demand and adjust the service level and supply accordingly.	USD	Stakeholders	S	M	L

Objective 3.35: Strive to improve facilities to support the visual arts, crafts and guilds.

Actions	Lead	Support	Short	Medium	Long
1. Investigate the requirement for, feasibility of and options to provide a facility to adequately accommodate, focus and support visual arts and crafts groups and guilds (e.g., Kawartha Potters Guild, Kawartha Woodturners Guild, Peterborough Handweavers and Spinners Guild, Kawartha Glass Artists, Canadian Gourd Society, and other similar groups and interests such as photography and the Kawartha Artists Studio and Gallery).	CSD, Artisan Centre Peterborough	Other stakeholders	S	-	-
2. If demand warrants and the facility is feasible, establish the facility in partnership with arts and craft groups	CSD	Artisan Centre Peterborough	-	M	-
3. Regularly monitor demand and adjust the service level and supply accordingly.	CSD	All Stakeholders	S	M	L

Objective 3.36: Continue to monitor interest in emerging sport, recreation, art and culture activities.

Actions	Lead	Support	Short	Medium	Long
1. Continue to monitor the degree of interest, and associated program and facility requirements associated with emerging recreation and culture interests and pursuits within the Peterborough area (e.g., women's flat track roller derby; pickleball; floorball; outdoor ball hockey; cricket; disk golf; archery; mountain, pump and BMX biking; ethno-cultural-specific programs, activities and festivals/events; and other interests that may emerge).	CSD	Stakeholders	S	M	L

Strategic Direction Four

SD 4: Continue to Provide Quality Recreation and Culture Programming, Community Events and Sports Tournaments.

Objective 4.1: Adequately support non-profit, community-based groups who provide recreation and culture programming, community events and sport tournaments.

Actions	Lead	Support	Short	Medium	Long
1. Increase support for volunteer engagement. Refer to Objective 1.2 re: proposed staffing enhancements, and the Volunteer Engagement Strategy in the supplemental recommendations.	CSD	CorpSD	S	M	L
2. Increase the emphasis on community development to encourage the incubation of new volunteer-based community groups and to support existing groups. Refer to Objective 1.2 re: proposed staffing enhancements and the Volunteer Engagement Strategy in the supplemental recommendations.	CSD	All departments who utilize volunteers	S	M	L

Objective 4.2: Work with community event and tournament organizers to optimize scheduling to avoid overlaps and encourage piggy-backing where desirable.

Actions	Lead	Support	Short	Medium	Long
1. In consultation with organizers, optimize scheduling of major seasonal and annual events.	CSD	Stakeholders	S	M	L

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Objective 4.3: To assist with program and event planning, continually monitor local recreation and culture program participation and facility use patterns, other local demand indicators (including information from Vision 2025), and provincial and national trends in participation and demand.

Actions	Lead	Support	Short	Medium	Long
1. Refer to the Vision 2025 Consultation and Background reports for consultation results and conclusions re: current participation in recreation and culture pursuits and demand indicators.	CSD	Stakeholders & Program providers	S	M	L
2. Annually, gather and analyze registration, facility use and program participation information.	CSD	Program providers	S	M	L
3. To identify local trends, track annual membership, facility use and participation data. Identify implications for program, event and facility planning.	CSD	Program providers	S	M	L
4. Adapt provincial and national leisure trends to the characteristics of Peterborough, as well as local recreation and culture participation characteristics and patterns. Identify implications for program and facility planning.	CSD	Program providers	S	M	L
5. Share the information, trends and implications with stakeholders.	CSD	-	S	M	L

Objective 4.4: Increase the priority of sport-, culture-, trail- and water-based tourism.

Actions	Lead	Support	Short	Medium	Long
1. In co-operation with Peterborough Economic Development, increase the emphasis on sport-, culture-, trail- and water-based tourism. Examine the benefits as well as the facility, capital and human resource implications required to support increased investment in this sector.	CSD	PED, City, County of Peterborough	S	-	-
2. If sufficient benefits are anticipated, work toward increasing the role of sport-, culture-, trail- and water-based tourism in the regional economy.	CSD	PED, City, County of Peterborough	S	M	L

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Chapter Six: Supplemental Recommendations

Introduction

Supplemental recommendations either do not fit well within the Action Plan framework of Vision 2025, they support more than one Strategic Direction, or they are 'stand-alone' by nature. The following are the supplemental recommendations in support of Vision 2025:

1. Park/Open Space Classification System and Associated Planning Guidelines (see Figure 6-1) – supports Strategic Direction Two.
2. Planning and Provision Guidelines for Selected Recreation Facilities (see Figure 6-2) – supports Strategic Direction Three.
3. Strategies to Alleviate Neighbourhood Parkland Shortfalls – supports Strategic Direction Two.
4. Volunteer Engagement Strategy – supports Strategic Directions One and Four.

Park/ Open Space Classification System and Associated Planning Guidelines

Figure 6-1: Park/Open Space Classification System and Associated Planning Guidelines, City of Peterborough, 2016

Park/Open Space Classification	Preferred Size	Functional Requirements and Characteristics (Planning Guidelines)
<p>City-wide/Regional Parks and Open Space</p> <p>Provision Guideline: No specific amount per 1,000 residents</p> <p>(strongly influenced by the extent and distribution of public and publicly-accessible natural heritage resources within a municipality)</p>	<p>As large as possible, especially if intended for major sports facilities and/or a major community centre (30 to 50 ha./74-123 ac. is not uncommon)</p>	<ul style="list-style-type: none"> ▪ The scale, size and appeal of the parks and other open spaces, as well as associated facilities in this category are intended to attract most visitors from across the City and beyond. ▪ This category includes municipal parks, post-secondary education lands, most conservation areas, federal open space lands, golf courses and other similar types of open space. ▪ Generally, this category of park/open space should incorporate outdoor and indoor facilities that are classified as 'intermediate' and higher in scale and quality such as: lit senior ball diamonds, multiple lit tennis courts, full-size soccer pitches, a cricket pitch, an arena facility, a community centre, picnic areas and/or pavilion, a major playground, a service building (washrooms, change facilities, food concession), a display garden(s), a community garden, an outdoor fitness gym, a disc golf facility, pathways/trails, parking, and other suitable facilities and amenities. To create a community hub, it is appropriate to incorporate other municipal functions either on-site or in the immediate vicinity (e.g., a public library, a municipal office, a fire hall, a police station, etc.). ▪ Typically, this level of park/open space attracts day-use activities, but could include a campground and a marina. ▪ If the focus of a City-wide/Regional park/open space is 'active' recreation, it should be predominantly >table land=. However, all or part of a City-wide/Regional park can have a natural heritage-oriented focus and could incorporate a wooded area(s), a watercourse, a wetland, a storm water pond, valley lands, and steeply sloped lands that are suitable for nature appreciation/study and tobogganing, as well as to provide visual and topographic relief. ▪ Generally, City-wide/Regional parks/open spaces should be large sites, but can include smaller sites such as a civic square, an intensely developed downtown park, a cenotaph, a small waterfront site. ▪ Whenever possible, City-wide/Regional parks/open spaces should be linked to the municipal and regional trail/greenway system. ▪ If not a natural heritage resource or an historic-based entity, the location should be influenced by criteria such as good roads, direct access to public transit and high visibility. ▪ Sports facilities within the park (especially lit facilities) should not directly abut residences. ▪ Ensure that playgrounds, sitting/viewing areas and picnic areas are well shaded. ▪ Development of City-wide/Regional parks/open spaces should be supported by a park master plan.

Park/Open Space Classification	Preferred Size	Functional Requirements and Characteristics (Planning Guidelines)
<p>Community Parks and Open Space</p> <p>Provision Guideline: 2.0 ha./5 ac. per 1,000 population</p>	<p>4-12 ha. (10-30 ac.) larger sites are acceptable</p>	<ul style="list-style-type: none"> ▪ Community-level parks are intended to serve a number of neighbourhoods within a community – with a catchment area that often mirrors that of a secondary school. Examples of Community parks include: Kewartha Heights, King Edward, Knights of Columbus, Bears Creek Woods, Burnham Point, Sherbrooke Woods, Corrigan Hill, and Chemong and Sunset. ▪ The focus of this level of park is typically on higher level outdoor sports facilities (lit and unlit 'intermediate' and 'senior' in scale). However, Community parks can also accommodate an large playground, a skateboard facility, a picnic pavilion or gazebo, a water play facility, a picnic area(s), a multipurpose sports pad, multiple lit tennis courts, an outdoor fitness facility, pathways/trails, parking, a service building (washrooms, change facilities, food concession), and other facilities suitable to the site and its characteristics. ▪ A secondary school or elementary school (or both) are sometimes located adjacent to a Community park – and ideally, the sites are developed into a joint open space campus where facilities are shared between the school and the community. ▪ Although most Community parks should be predominantly or entirely >table land= to support the primary focus on >active= recreation, some sites (or parts of sites) can incorporate a wooded area, a watercourse, valley lands and hills - especially suitable for nature appreciation, tobogganing, linear recreation activities, and to provide visual and topographic relief. ▪ Whenever possible, Community parks should be linked to the municipal and regional trail/greenway system. ▪ If not a natural heritage resource or an historic-based entity, the location should be influenced by criteria such as good roads, direct access to public transit and high visibility. ▪ Sports facilities within the park (especially lit) should not directly abut residences. ▪ Ensure that playgrounds, sitting/viewing areas and picnic areas are well shaded. ▪ Development of Community parks should be supported by a park master plan.

Park/Open Space Classification	Preferred Size	Functional Requirements and Characteristics (Planning Guidelines)
<p>Neighbourhood Parks and Open Space</p> <p>Provision Guideline: 1.0 ha./2.5 ac. per 1,000 population</p>	<p>0.25 – 1.25 ha. (0.1– 3.1 ac.)</p>	<ul style="list-style-type: none"> ▪ Neighbourhood parks are intended to serve the close-to-home recreation needs of a neighbourhood or part of a neighbourhood. ▪ The scale, size and appeal of the parks/open spaces and facilities within this category are intended to attract <i>mostly</i> nearby residences (within five-minute walking distance or 600-800 metres), predominantly for less organized, passive leisure activities. Children should not have to cross a busy street to access a Neighbourhood park. ▪ This category includes: Neighbourhood parks; other City-owned open space sites that are similar in scale to Neighbourhood parks and/or would complement Neighbourhood parkland; elementary schools; church sites with turfed and usable open space; and associated open space linkages and walkways. ▪ Neighbourhood parks should incorporate outdoor facilities that suit the scale and role of Neighbourhood parks (e.g., a play structure, a drinking fountain, internal pathways, a sitting area/gazebo/sun shelter, a multipurpose sport pad, a natural skating rink, a community or sensory garden). ▪ For the type and scale of recommended facilities and uses, parking is typically not required in a Neighbourhood park. ▪ Ensure that playgrounds, sitting/viewing areas and picnic areas are well shaded. ▪ Whenever possible, Neighbourhood parks should be linked into the municipal trail system. ▪ Ensure that <i>a minimum</i> of 25% of the perimeter of the site fronts onto a street, and most of the park is visible from the street(s). ▪ Unless required for safety, the street perimeter should not be fenced, although some form of border treatment could be incorporated into the street edge to define the park boundary. ▪ Most or all of the site should be table land quality. ▪ Development of Neighbourhood parks should be supported by a park master plan.

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Park/Open Space Classification	Preferred Size	Functional Requirements and Characteristics (Planning Guidelines)
<p>Specialty Open Space</p> <p>Provision Guideline: No specific amount per 1,000 residents</p>	<p>Size not specified</p>	<ul style="list-style-type: none"> ▪ Specialty open space sites may be of various sizes and could incorporate: civic, historic/heritage, floral, cultural and natural heritage resources. ▪ Sites can include urban squares and other spaces intended as attractive amenity spaces - as well as places to support local and community-wide culture, recreation and social activities (e.g., linear recreation, outdoor skating, art shows, performances, community celebrations and associated events, public assemblies, quiet reflection, etc.). ▪ Sites are often natural heritage resource-based and may include waterfront lands, valley/ravine lands, wetlands, forested area, Areas of Natural and Scientific Interest (ANSI), areas with scenic value, utility easements/corridors, etc. ▪ For natural heritage and environmentally sensitive sites, outdoor education and other very low impact public uses may be permitted, depending on the carrying capacity of each site. ▪ Typical types of ownership: City of Peterborough, Peterborough County, boards of education, Otonabee Region Conservation Authority, Province of Ontario, Government of Canada, foundations, land trusts and commercial enterprises. ▪ Development of Specialty open spaces should be supported by a site master plan, and sometimes informed by an environmental study and/or management plan.

An Alternative Parks and Open Space Concept

Rather than the typical array of largely unconnected parks and other publicly available open spaces distributed throughout a city – as is the case in most cities - a more effective parks and open space system is one that contains at least some segments that can be described as ‘nodes and linkages’. In this open space model, the nodes are strategically located along a pathway or open space corridor/greenways that supports walking and cycling, but also incorporates a variety of activity zones or ‘play pockets’, as well as clusters of natural features. This arrangement of trails, open space corridors and activity nodes or stations are designed to meet the interests of all ages, incomes, abilities and backgrounds – and create particularly strong family environments.

A key objective is that the linear components connect to meaningful destinations such as playgrounds, all types of parks, schools, housing clusters, community centres, etc. Interest is stimulated through curves, loops and other configurations so everyone ‘works’ to discover the recreation and educational value along the way. An appreciation of community culture and heritage is fostered through built features and informative and attractive story boards that increase visual interest and encourage a sense of adventure and discovery. Natural features such as rock formations, watercourses, wetlands, memorable vistas and other interesting and informative habitats are utilized and showcased. Built features such as manufactured play elements, tunnels, bridges, sitting areas, outdoor art, outdoor fitness gyms, and water play features are infused into the nodes to add visual interest and encourage continuous movement. Routes that are more natural heritage-oriented provide opportunities to bring people to nature.

A local example of this open space concept is what is being planned for the reconstruction of Bethune Street and several adjacent streets. It is possible to incorporate this alternative style of parks and open space system into several future development areas in Peterborough.

Pathways for Play: On the international stage, an example of this parks and open space concept is ‘Pathways for Play’, developed by the architect Robin Moore, Director of the College of Design at North Carolina State University. Robin identifies the following benefits of this style of open space system:

1. extending play value/types of play (in the physical and socio-dramatic domain),
2. enabling health promotion,
3. expanding inclusion (all abilities, ages, incomes and backgrounds),
4. engaging with nature,
5. reinforcing environmental literacy (learning opportunities from green infrastructure),
6. walkable, bike-able community connectivity, and
7. growing community social capital (bringing residents together through shared lifestyle experiences).

Design principles include:

1. infuse play and learning value into pathways,
2. create shared-use, inclusive pathways,
3. connect pathways to meaningful destinations,
4. locate pathways where children live, and
5. apply appropriate themes for learning.

Planning and Provision Guidelines for Selected Recreation and Culture Facilities

Figure 6-2: Planning and Provision Guidelines for Selected Recreation and Culture Facilities, City of Peterborough, 2016

Facility Category	Current Supply (see notes re: what is included)	Current Level of Provision (based on est. 2016 pop. of 85,000)	Recommended Level of Provision (facility:pop. ratio.)	Current (2016) Shortfall or Surplus	Additional Facilities Required for Projected 2025 Pop. of 95,000
Arenas (ice pads)	6 ice pads (PMC, Kinsmen Civic Centre, Evinrude Centre, Northcrest)	1:14,167	1:11,000 until 2030, then 1:11,500	Shortfall of 2.7 ice pads (not incl. Northcrest or proposed twin pad)	3.6 additional ice pads (not incl. Northcrest or prop. twin pad)
Aquatic Facilities					
▪ Indoor pools	3 ¹	1:28,333	1:25,000	Shortfall of 0.4 fac.	0.8 additional fac.
▪ Splash pads/water play facilities	5 ²	1:17,000	1:7,500	Shortfall of 6.3 fac.	7.7 additional fac.
▪ Wading pools	5	1:17,000	No guideline	No shortfall or surplus	No additional fac.
▪ Official, supervised beaches	2	1:42,500	No guideline	No shortfall or surplus	No additional fac.
Multi-use Trails & Cycling Lanes (not incl. trails in parks & other city lands)	Trails: 38.6 kms. Cycling lanes: 28 kms	1 km.:2,002 pop. 1 km.:3,036 pop.	1 km.:1,500 pop. 1 km.:1,300 pop.	Shortfall of 18.1 kms. Shortfall of 37.4 kms.	24.7 additional kms. 45.1 additional kms.
Youth Centres					
▪ 'Get Real' Neighbourhood Centres	5	1:17,000	1:15,000	Shortfall of 0.6 fac.	1.3 additional fac.
▪ Downtown Youth Space (DYS/The Loft)	1	1:85,000	1:community	No shortfall or surplus	No additional fac.
Older Adult Centres	3	1:28,333	Pending service & facility review	Pending service & facility review	Pending service & facility review
▪ Activity Haven					
▪ Mapleridge Recreation Centre					
▪ McDonnell Activity Centre					
Public Art Galleries	1	1:85,000	1:45,000	Shortfall of 0.8 fac.	1.1 additional fac.
Community Museums	1	1:85,000	1:community	No shortfall or surplus	No additional fac.
Public Libraries	Main & De La Fosse branches	43,823 gross sq. ft. (0.52 gross sq. ft./capita)	0.8-1.25 gross sq. ft./capita (current provincial guidelines)	24,177-43,302 gross sq. ft.	32,177-74,927 additional gross sq. ft.
Indoor Performance Facilities (public & commercial)	7 ³	1:12,143	1:15,000	Surplus of 1.3 fac.	Surplus of 0.7 fac.
Ball Diamonds					
▪ Premier	4	1:21,250	1:21,000	No shortfall or surplus	0.5 additional fac.
▪ Level A	5	1:17,000	1:9,500	Shortfall of 4.0 fac.	5.0 additional fac.
▪ Level B	15	1:5,667	1:4,300	Shortfall of 4.8 fac.	7.1 additional fac.
▪ Level C	19 (scheduled)	1:4,474	1:4,500	Surplus of 0.11 fac.	2.1 additional fac.

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Facility Category	Current Supply (see notes re: what is included)	Current Level of Provision (based on est. 2016 pop. of 85,000)	Recommended Level of Provision (facility:pop. ratio.)	Current (2016) Shortfall or Surplus	Additional Facilities Required for Projected 2025 Pop. of 95,000
Rectangular Fields <ul style="list-style-type: none"> Artificial Turf (all on education lands) Premier (natural turf) – Mark Forster Level A Level B Level C Cricket Pitch (not a dedicated facility) 	4 (incl. Trent U.) 1 7 ⁴ 11 21 1 ⁵	1:21,250 1:85,000 1:12,143 1:7,727 1:4,047 1:85,000	1:17,000 (incl. in above) 1:10,000 1:10,000 No guideline 1 dedicated pitch:community	No shortfall or surplus (incl. in above) Shortfall of 1.5 fac. Surplus of 2.5 fac. No shortfall or surplus 1 dedicated pitch	0.6 additional fac. (Incl. in above) 2.5 additional fac. No additional fac. No additional fac. 1 dedicated pitch
Tennis Courts <ul style="list-style-type: none"> 5-ct. (1) – Quaker Tennis Club (lit) 4-ct. (1) – Bonnerworth Park (lit) 3-ct. (1) – Kenner CVI (lit) 2-ct. (2) – TASS & Crestwood (lit) 1-ct. (5) - parks 	16 multiple & lit cts. 5 single unlit cts.	1 lit ct.:5,313 1 ct.:17,000	1 lit ct.:5,250 No guideline	Shortfall of 0.1 lit ct. No shortfall or surplus	2.1 additional lit cts. No additional fac.
Basketball Courts <ul style="list-style-type: none"> 17 in parks (+ 2 half crts.) 22 at schools 	39	1:2,179	1:1,700	Shortfall of 11 courts	16.9 additional cts.
Beach Volleyball Courts <ul style="list-style-type: none"> Beavermead Park (6) Trent University (2) 	8 (6 publicly avail.)	1:14,167 publicly avail. cts.	1: publicly avail. court:10,000	Shortfall of 2.5 cts.	3.5 additional cts.
Skateboard Facilities (Bonnerworth Pk.)	1	1:85,000	1:community	No shortfall or surplus	No additional fac.
Running/walking Tracks <ul style="list-style-type: none"> 2 Indoor (PSWC & YMCA) 5 outdoor (Trent U & sec. schools) 	2 5	1:42,500 1:17,000	1:25,000 1:15,000	Shortfall of 1.4 fac. Shortfall of 0.6 fac.	1.8 additional fac. 1.3 additional fac.
Picnic Areas & Pavilions (scheduled)	4	1:21,250	1:18,000	Shortfall of 0.7 fac.	2.3 additional fac.
Lawn Bowling Facility (McDonnel Park)	1	1:85,000	1:community	No shortfall or surplus	No additional fac.
Outdoor Performance Venues	1 (Del Cray Park)	1:85,000	1:community	No shortfall or surplus	No additional fac.
Playgrounds – in City parks only	57	1:1,491	1:1,500	No shortfall or surplus	6.3 additional fac.
Notes <div> ¹ Includes the Peterborough Sport and Wellness Centre pool, the Trent University pool and the YMCA pool. ² Includes the splash pad/water play park at the Riverview Park and Zoo. ³ Including Showplace Performance Centre, Market Hall Performing Arts Centre, The Venue, Gordon Best, Wenjac Theatre (Trent U.), the Mount Community Centre, but not including school auditoria (4). ⁴ One of the Level A fields is dedicated to Rugby (Nicholls Oval) ⁵ The cricket pitch shares part of the Milroy East and West fields. </div>					

Strategies to Alleviate Neighbourhood Parkland Shortfalls

The following are some of the strategies that can be employed to help mitigate Neighbourhood parkland gaps and shortfalls. In some instances, one or more approaches can be used in combination.

1. As opportunities arise, purchase land to create a new Neighbourhood park, enlarge a particularly small park or enlarge a school site to create sufficient space to incorporate neighbourhood park functions.
2. Improve the usability and appeal of a poor quality Neighbourhood park through redevelopment - and if possible, through enlargement (if required).
3. Designate appropriate undeveloped City-owned open space as parkland and develop the site into a Neighbourhood park.
4. Partner with a school board to enhance a portion of a school site to meet the functions of a Neighbourhood park.
5. Where feasible, partner with ORCA to create a Neighbourhood park on Conservation Authority land.
6. Where feasible, develop a portion of a Community park or a City-wide/Regional park to provide Neighbourhood park functions.
7. Utilize signalized cross-walks and intersections to reduce the barrier effect created by major roads. Access and safety are greatly reduced where children have to cross a busy street to access a nearby neighbourhood park.



Volunteer Engagement Strategy

The terms of reference for Vision 2025 asked for “a strategy to increase the strength and capacity of volunteers”. It is recognized that volunteers and volunteer-based groups and organizations play a crucial role in the delivery of recreation and culture services in Peterborough and surrounding area, and that this essential resource must be adequately supported and financed.

To better understand how volunteers are currently engaged and supported, as well as the issues and trends facing volunteering today, interviews were conducted with staff in the Community Services Department and information was collected, a survey of volunteer-based groups was administered, and a workshop was hosted for volunteer-based groups. Additional information was gleaned from:

- the household survey and workshops completed for Vision 2025,
- research and consultation with sports and recreation groups in the City and County of Peterborough that was completed through the Activate Peterborough initiative,
- the Age-Friendly Peterborough study,
- research on volunteering conducted by the Rethink Group, and
- numerous provincial and national publications on volunteering.

There is a volunteer-based club, association or organization supporting almost every type of culture, recreation and sport activity in the community. Volunteers support the Art Gallery of Peterborough, the Peterborough Museum & Archives, the Peterborough Youth Commission and the Peterborough Youth Council. Community events such as Snofest Winter Carnival, the Kinsmen Santa Claus Parade, Rotary Victoria Day, Multicultural Canada Day, the Canada Day Parade, Pride in the Park, Survivors Abreast Dragon Boat Races, Peterborough Musicfest, Peterborough Folk Festival, the Purple Onion Festival, Doors Open Peterborough and the Terry Fox Run are supported by volunteers. Sport groups, arts and culture groups, the three older adult recreation centres, neighbourhood associations and advisory committees are examples of the many community and

leadership groups and associations within the recreation and culture sectors that rely on volunteers. Other community facilities and their programs are supported by volunteers; examples include: the Canadian Canoe Museum, Showplace Performance Centre, Market Hall Performing Arts Centre, the Mount Community Centre and the Peterborough Theatre Guild.

City of Peterborough Role and Responsibilities

The department that most interacts with volunteers and volunteer-based groups is Community Services. Within the four divisions, the way that staff interact with volunteers and the philosophy that supports and shapes volunteer engagement varies greatly. Within each division and service area, volunteer roles; staff roles, responsibilities and philosophy; and volunteer engagement policies and procedures have evolved relatively independently over time.

The Recreation Division

Various staff within the Recreation Division work with many volunteer-based groups and committees, including sports groups (via the facility permitting process), neighbourhood associations, event committees (e.g., Snofest, the Canada Day Parade, the Kinsmen Club Santa Claus Parade, Multi-cultural Day and Hockey Day in Canada). There are other volunteer-based community events that are hosted without the assistance of municipal staff.

The Arena Division

Interaction with volunteers and volunteer-based groups within the Arena Division is more arms-length in nature, as tournaments, exhibitions, shows and scheduled weekly activities take place in arenas. Each user group and event/tournament committee recruits, organizes and supports their own volunteers, with no direct assistance from municipal staff in support of volunteer engagement.

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The Arts, Culture and Heritage Division

Interaction with volunteers varies greatly among the various service areas that comprise the Arts, Culture and Heritage Division.

The Public Library

The public library only uses volunteers to deliver materials to home-bound patrons. Volunteers comprise the Library Board, the Foundation and Friends of the Library. One library staff is responsible for recruiting, co-ordinating and supporting library volunteers.

The Peterborough Museum & Archives

The Peterborough Museum & Archives is very invested in their volunteers and assumes a very different philosophy. A volunteer engagement program is a requirement for annual provincial funding. The PMA attracts most of its volunteers from their membership - from people who are genuinely interesting in history and what the museum is all about.

For the Museum, the relationship path is: visitor > member > volunteer > donor. Although the Museum utilizes around 100 volunteers each year, they do not have a recruitment issue. In part, this is because most volunteer opportunities are rich, involved, immersed and meaningful (a trend in volunteer motivation).

Volunteer programs include: the Youth Leadership Program, the Museum Management and Curatorship Program (partnership with Fleming College), Archive Volunteers and Visitor Services Volunteers. The PMA also utilizes co-op students and interns. Staff work very closely with their volunteers to carefully develop and supervise their involvement. Although numerous staff assist in specific initiatives, one staff has overall responsibility for volunteer engagement, although that is a very small part of his position description.

Operating funds are dedicated to support volunteer engagement. However, if more time and resources were available, volunteer capacity could be increased. Volunteer appreciation events are hosted bi-annually.

The Art Gallery of Peterborough

The AGP seeks co-op and placement student volunteers for four programs, and also uses volunteers as art tour guides (docents). The four programs that utilize volunteers are: the March Break Program, school tours of art exhibitions, the Family Sunday Arts and Crafts Program, and the Saturday Afternoon Art Club for Children. Many of the volunteers are youth. Although one staff co-ordinates youth volunteers, responsibility for volunteer engagement is shared.

Other staff in the Arts, Culture and Heritage Division assist with events like Doors Open Peterborough.

The Social Services Division

Within the Social Services Division, staff organize community placements with non-profit organizations (part of the pre-employment plan). Staff support volunteers and liaise with each organization. Direct and indirect interaction with volunteers also takes place through initiatives that are funded through service contracts; e.g., the Meal Program, the Warming Room, the Drop-in Program and some special events. The Division also hosts a number of student placements.

Municipal Volunteer Engagement Policies

Although there are various established procedures for engaging volunteers which vary by division and service area, only the Social Services Division has a few written policies and support documents that relate to volunteer-based programs; e.g., Community Participation Guidelines, the Letter of Understanding Regarding Community Participation Placement, the Memorandum of Understanding between the City of Peterborough and City and County of Peterborough Ontario Works, and the Community Placement Fact Sheet. For some time, the City has been developing a Corporate Volunteer Policy and associated procedures that should lead to increased consistency. However, that policy will have to support the various approaches to volunteer engagement that are employed across departments, divisions and service areas.

What is Happening City-Wide?

Currently, no organization has the responsibility to support or co-ordinate support of volunteer engagement in Peterborough. As described below, the United Way of Peterborough and District provides some assistance and services, and the Association of Managers of Volunteer Services (AMVS) provides some support to managers of volunteers in larger organizations. Some organizations have identified either a dedicated staff or a portion of a staff's responsibility to support volunteers.

Fourinfo.com – a Matching Service for Volunteers

The United Way of Peterborough and District, in co-operation with the Northumberland United Way, Northumberland County, the City of Peterborough, the County of Peterborough, the City of Kawartha Lakes and the County of Haliburton provides an on-line service called Fourinfo.com. The intent of the service is to assist with matching interested volunteers to the need for volunteers across the region comprising the counties of Peterborough, Northumberland and Haliburton, as well as the City of Kawartha Lakes. On the Volunteer Canada's website, Fourinfo.com is identified as the local volunteer centre.

The Fourinfo web site contains: i) Community Services, ii) Search for Volunteer Opportunities, iii) Emergency Volunteer Registry and iv) Resources/Publications. The information database is shared with 211 which provides access to services across Ontario. Under 'Search for Volunteer Opportunities', there were 64 organizations listed under 70 areas of interest (as of September 21, 2016). As of that date, positions for volunteers varied from 1 to 9 per organization. Most of the organizations that are listed are institutional and government, with very few being community-based. Only six organizations are from the area of culture and recreation (museums and pioneer villages, art galleries, a horticultural group).

Given the wide geographic area that this service covers and the very few organizations registered, it is clear that this service has not yet

become an effective vehicle to link interested people with volunteering opportunities. From the response to the Vision 2025 survey of volunteer-based groups, it appears that most groups, especially in the culture and recreation sector, do not know about the service, or have chosen not to utilize it. It is unclear how well known it is to individuals seeking opportunities for volunteering. Its effectiveness for the groups who are registered should be evaluated. Although the effectiveness of a web-based matching service for volunteers has not been widely assessed, the need for an effective matching service was identified by volunteer-based groups as one of the top shortcomings of the state of volunteering in Peterborough.

Support for Managers of Volunteers

In 1990, a service called the Volunteer Bureau and Information Centre Peterborough (VIP) existed as a member agency of the United Way of Peterborough and District. It provided support and information services for people wanting to volunteer with non-profit organizations within the City and County of Peterborough. Staff at VIP initiated meetings with paid staff (called co-ordinators of volunteers) from many organizations, who came together to discuss issues and challenges. They formed a professional group called AMVS – The Association of Managers of Volunteer Services, which still exists. Membership primarily include paid part and full-time managers of volunteers from a wide-range of organizations. Staff from museums, art galleries and youth services in the City, as well as other social organizations are members of AMVS.

This Association's primary role is training, education and some advocacy for all areas of volunteerism. They host volunteer fairs to promote volunteering to high school students, provide media advertising and acknowledgement during Volunteer Recognition Week in April each year, and provide training opportunities at monthly meetings and workshops on topics that appeal to organizations. By sharing common issues and challenges with regard to local volunteer engagement, the members support each other and build volunteer capacity within their organizations. Membership has been in the range of 30-40. AMVS has played an important part in the formal

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approach to supporting volunteer resources within the social service sector of Peterborough.

They are one of approximately ten such associations across Ontario. Their longevity and commitment suggests that AMVS has the potential to play a more extensive role in the community to: be an advocate, promote the benefits of volunteering, distribute information, and provide training and education.

The Current State of Volunteering in Peterborough and Area
Research and consultation conducted for Vision 2025, as well as other research and insight provided some perspective on the state of volunteering in Peterborough and area. Later in this section, key national trends in volunteering are presented as further context for the Volunteer Engagement Strategy.

From the household survey conducted for Vision 2025, volunteering was identified as a leisure activity participated in by 51% of respondents. That ranked 9th as a culture and recreation activity participated in at least a few times in the past year by members of the household.

A survey was administered to volunteer-based groups and Individuals who work with volunteers (82 respondents). As summarized below, this survey provided the most information and insight into the state of volunteering in Peterborough.

70% of responding groups indicated that they utilize 1-50 volunteers on a regular basis, with 48% utilizing 1-25 volunteers. The top five identified roles were:

- | | |
|--|----------|
| 1. governance (e.g., board of directors) | 62%, |
| 2. event and tournament organizers | 59%, |
| 3. special projects and fundraising | 57%, |
| 4. administrative support | 49%, and |
| 5. officials (coaches, convenors) | 43%. |

Some of the volunteer roles are long-term and on-going (e.g., leadership, administrative), while others are intensive and shorter-term in nature (e.g., events, tournaments, special projects, fundraising).

Recruitment - The most difficult volunteer roles to recruit for are for fundraising and governance.

The following volunteer recruitment methods are employed by survey respondents:

- | | |
|---|-----|
| ▪ personal ask | 92% |
| ▪ call for volunteers via a web site and direct ask | 55% |
| ▪ promotion at facilities and events | 52% |
| ▪ social media | 44% |
| ▪ flyers and brochures | 32% |
| ▪ at community-wide events | 31% |
| ▪ newspaper advertising | 26% |
| ▪ at a volunteer fair | 24% |
| ▪ testimonials | 18% |
| ▪ through a volunteer centre | 8% |

From the survey and the follow-up workshop, the following perspective and suggestions about recruitment of volunteers emerged.

- Recruitment of volunteers is a key issue for most groups.
- Advocacy and the benefits of volunteering would be key messages for a City/County-wide campaign.
- A shared database with access to all groups looking for volunteers is required.
- A matching service for volunteers and organizations seeking volunteers would be beneficial.
- There is a need to help volunteer-based organizations to understand the importance of a 'structure' to support their volunteer efforts (e.g., good volunteer engagement practices, position descriptions and targeted recruitment).

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Reasons Why Volunteers Leave an Organization or Initiative -

There are many reasons why volunteers leave an organization or initiative. This is important to understand in order for the organization to make the necessary adjustments, if possible. In ranked order, the following reasons were noted in the volunteer survey.

- Volunteers have busy lives with conflicting opportunities and can't continue with you (64%)
- They moved away from the community (54%)
- They volunteered short term and this particular commitment was over (49%)
- They left to start school or a new job (43%)
- They never showed up after committing (28%)
- Their child left the program that we offer (21%)
- After their first experience, it was not a good fit with their expectations (10%)
- Several people indicated 'health' and 'age' related issues.
- Regarding youth volunteering, they left after completion of their required 40-hour commitment

Issues - The following issues were common to survey respondents:

1. general recruitment (62%)
2. finding enough volunteers (49%)
3. finding leadership volunteers (board, coaches, event coordinators) (44%)
4. burnout of existing volunteers (42%)
5. finding qualified volunteers (36%)
6. keeping long-term volunteers engaged (31%)
7. keeping new volunteer engaged and interested (27%)
8. orientation and training of volunteers (27%)
9. dealing with volunteers who are not committed (27%)

Assistance to Support Volunteers - When thinking about the type of assistance required to support volunteer resources, 25 examples were suggested by survey respondents, with the following being the top five:

1. general recruitment (47%)
2. finding leadership volunteers (41%)
3. retention of volunteers and finding qualified volunteers (39%)
4. what funding is available and finding enough volunteers (37%)
5. how to engage youth as volunteers and community-wide promotion (28% each)

From the survey, many ideas were offered regarding what the City of Peterborough could do to help increase volunteer involvement in the short-term or implement immediately, as well in the longer-term. Comments from survey participants are noted below, organized by theme under the headings of short-term and long-term assistance. The suggestions have been reported as expressed, with very little editing.

Short-Term Assistance Requested from the City – the following was suggested:

Recruitment:

- help with marketing methods
- techniques to recruit volunteers
- help recruit or help organizations share volunteers
- help find volunteer sources for trainer-specific positions in hockey

General Promotion:

- of the benefits of volunteering
- promote AMVS Peterborough Chapter
- help promote the importance of community volunteering
- continue to promote volunteer opportunities
- publicize need and rewards
- let associations know that the City values their group and the efforts they expend

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One-Stop Shopping for Volunteers:

- have the City provide a free central hub or on the city web site for volunteers and volunteer seekers to find each other
- catalogue a list
- work with the United Way to develop and promote a database
- revisit Fourinfo.com
- with a central database, volunteers could check opportunities available
- a publicly funded volunteer centre for City and County residents
- support the advertisement of volunteer opportunities
- hire a volunteer resource manager
- create a newsletter or website where events and recruitment are posted free by volunteer-based organizations

Funding:

- increase funding to support volunteering
- increase funding for training re: volunteer engagement
- volunteer support and recognition
- information re: types of funding available
- provide software or grants to develop software for volunteer management within organizations
- make it easier for the public to access grants

Police Checks:

- have an on-line system for police checks for all volunteers
- once-a-year voluntary check
- streamline the process
- reduce red tape

Training:

- provide information on risk management
- screening
- liability issues and trends
- have a volunteer conference where groups exchange ideas, fundraising issues and other information

Incentives:

- offer a free bus to Trent or Fleming on Canada Day for students to volunteer
- incentives, invitations or passes for special events
- transportation for volunteers in winter

Facility Needs and Planning:

- provide space for coaching clinics (e.g., softball needs certified coaches which cost \$500 per) - free space would help reduce cost
- provide better facilities to keep families interested in staying with clubs and therefore volunteering
- listen to volunteers when deciding what facility to build and where because they are knowledgeable about the facilities they are in

Longer-Term Assistance Requested from the City – The following was suggested:

City-wide Promotion of Volunteering:

- marketing
- publicize need and rewards
- promote a culture of volunteering in our community
- recognize the important contributions of volunteers to the City
- organizations nominate all volunteers for recognition - not just long-term volunteers
- promote volunteerism
- have volunteers part of any new City project so they feel involved and committed
- publicity and incentives
- regular volunteer information fairs
- help advertise the need for volunteers

One-Stop Shopping:

- volunteer co-ordination position (Volunteer Resources Manager)
- one-stop shopping at city-wide level
- roster of Peterborough volunteers
- re-establish the Volunteer Centre
- match volunteers to available opportunities

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Funding:

- even more funding
- volunteer recognition funding
- funding to support programming and travel expenses
- more dollars for seniors' programs that promote health and community engagement

Facilities:

- space for clinics
- provide adequate facilities

Training:

- help train volunteers

Database:

- improve the existing database

Incentives:

- credit system with schools, colleges, university for x hours of volunteering = x credits (toward a diploma or degree)
- the City provides a certificate or a few scholarships
- free parking
- free bus tickets for volunteers

The Age-Friendly Peterborough Project - County-wide research completed in 2016 by the Peterborough Council on Aging for the Age-Friendly Peterborough project reported the following about volunteering:

- Survey comments and focus group discussion indicated that residents perceive the local volunteer sector as quite strong.
- Nearly 69% of survey respondents indicated that they participate in volunteer activities, and almost 48% indicated that they were not looking for volunteer opportunities because they 'do enough already'.
- Comments from surveys and focus group participants spoke to the sense of a strong 'culture of volunteering' in the community, with many varied volunteer opportunities available.
- A number of local volunteer-run programs and committees were singled out as making positive contributions to the community, including breakfast programs, library volunteers, beautification committees and church groups.
- While overall responses identified the presence of a strong volunteer sector, some participants warned of the need to change and adapt volunteer programming to meet the needs of younger seniors, as well as the new generation of volunteers.
- Advertising and promotion of volunteer opportunities were consistently identified as key barriers to older adult participation in volunteer activities, with 67% of survey respondents identifying 'lack of awareness about opportunities' as a barrier to older adults' participation in volunteer work. Survey and focus group comments identified the need for better advertising of volunteer opportunities in the community. Some focus group participants suggested advertising volunteer opportunities in local newspapers, on local television and on bulletin boards.

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Summary of Strengths re: The State of Volunteering in Peterborough

- Although there is room for improvement of the web-based tool and a need to much better promote the service, the United Way's Fourinfo.com may represent a starting point for more effectively matching volunteers to community needs.
- AMVS – which is an existing network of professionals supporting volunteers within a formal system of engagement - with expertise in all aspects of engagement and learning/training opportunities.
- Peterborough is perceived as a caring and giving community, which is reflected in the desire to volunteer and the potential to increase capacity.
- The following local initiatives that focused on volunteer involvement have raised the profile of volunteer issues in recent years:
 - i. Activate Peterborough Project, the Age-Friendly Peterborough project,
 - ii. the recent decision by Fleming College to upgrade the Certificate in Volunteer Management course to the province-wide 'Ontario Learns' platform,
 - iii. AMVS volunteer fairs and recognition events that are tied to Volunteer Canada National Awareness, and
 - iv. Trent University's Centre for Aging and the recent award of a grant to research aging in rural areas, which will examine the role that volunteers play in supporting rural living, and better understanding of the benefits of volunteering to reduce social isolation and increase wellness.
- Hundreds of local volunteer-based organizations supporting many types of programs and services (culture, recreation, community events, health, education, housing, older adults, youth).
- More formal and larger organizations that recognize the importance of dedicating staff resources to support volunteers and who have allocated funds to support a paid staff position. As a result, those organizations have the potential to be better positioned to capture a larger share of dwindling volunteer resources.

Summary of Weaknesses re: The State of Volunteering in Peterborough

- No one agency or co-ordinating organization exists to promote, support and increase the capacity of volunteering in the community.
- Most volunteer-based groups share the same issues and challenges, all of which limit volunteer capacity.
- The loss of the Volunteer and Information Centre, which was replaced with the on-line volunteer matching service. It is clear that this service is not reaching anywhere near the number of groups that it must to be effective. Even a well-conceived and promoted on-line service cannot replace the human element that is necessary to support and nurture volunteers, and the groups who rely on volunteers.
- Most voluntary-lead groups like sport, recreation and arts organizations are feeling the impact of dwindling volunteer resources. However, most do not have the training, knowledge and information to know how to respond. Most groups and organizations do not have a dedicated and knowledgeable person on board (volunteer or paid staff) to recruit and support their volunteers, and to establish and manage the required mechanisms to support effective volunteer resources.
- Competition and the demand for volunteers has increased, while the supply of volunteers has been dwindling. Leadership volunteers are particularly difficult to recruit.
- Peterborough's issues are similar to what is being reported from national research on issues and trends.
- There is a widely held, but incorrect perception that volunteers will manage themselves and do not need formal support.
- An older than average population profile like that of Peterborough and area does not translate into an increasing number of people being available to volunteer for more hours per year than younger people. The various profiles of volunteers have changed, and life cycle patterns do not support the historical pattern of strong volunteering among veteran volunteers and older adults.

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- Not all Baby Boomers are retiring in the way that former generations have done. An increasing percentage of age 65+ adults continue to work full or part time, care for aging parents, support adult children, start a new business and travel. These are all factors that impact on their interest in and availability to volunteer.

Trends in Volunteering

There are many generic trends in volunteering that are also being seen in the Peterborough community. Many of these trends were identified in the volunteer survey and the workshop hosted for volunteer organizations.

The Changing Profile of Volunteers

Past/veteran volunteers were loyal and would do any role asked of them. Most organizations built their volunteer roles around tasks that were mundane and not desired by staff. Over the past 15 to 20 years, we have seen the emergence of youth and Baby Boomers in particular with different perspectives, needs and motivations for volunteering. They are less willing and interested in many of the traditional roles and heavy time commitments. Changing family lifestyles and fewer families with children are having an impact on the motivation to volunteer, particularly for child and youth-oriented sport and recreation groups and programs. Financially-secure families appear to be more willing to pay more for programs and services in lieu of volunteering to reduce costs. Organizations continue to seek long-term and lower-skilled volunteers for pre-determined tasks within their organizations. At cross-purpose to this traditional view is the trend of youth and Baby Boomers who increasingly want to utilize their skills and experience in their volunteer roles and to learn useful skills.

Diversity of Volunteers

In the past, there was only one classification of volunteer. More recently, new categories of volunteers have emerged, including: youth, Baby Boomers, Millennials, families, employer-supported

volunteers, immigrants, virtual volunteers, micro volunteering and 'voluntourism' volunteers (e.g., volunteering as a holiday in a third-world country). There are also episodic volunteers who are available for a single event and/or short periods of time. Each category of volunteer has different needs and motivations and therefore, and require different attention to be paid to the method of recruitment, preparation for volunteering, understanding of interests, definition of tasks, nurturing, etc.

A Gap is Emerging

The changing profile of volunteers has led to a widening gap that is emerging between what organizations have to offer and what the potential contemporary volunteer is interested in doing. This is leading to a growing void between demand for volunteers and supply. Organizations have wrongly defined this as a 'recruitment' issue when it is really a 'role' or 'opportunity' issue. If organizations make the role or opportunity more appealing, more and better suited volunteers will respond.

Recruitment

Challenges with recruitment of volunteers to fill the needs of organizations is an increasing and widespread issue.

Competition

Decreased government funding for many services has resulted in an increasing number of non-profit groups seeking volunteer support to continue or replace lost services and staffing. On a per capita basis, fewer people are volunteering and for shorter periods of time. People who are willing to volunteer have many more choice as to where they volunteer and what they are willing to do. So, organizations with volunteer opportunities that are less appealing will have the greatest difficulty filling those positions.

Increased Awareness of Risk

The rise in the number of organizations supporting vulnerable adults and children, along with law suits have raised the issue of risk and protection for volunteers and paid staff in the non-profit sector. This

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situation has increased the workload for organizations that have to screen for risk and provide supportive documents for volunteers. This has perhaps made volunteering less attractive to some, and increased costs for organizations (to administer police checks and vulnerable sector checks), and has lengthened the process to place a volunteer.

Retention

Volunteer retention has become an increasing and major challenge for groups and organizations of all types and sizes. For many organizations, the historic pattern of retaining a core of volunteers for many years is changing as an increasing number of volunteers see themselves committing for much shorter periods of time and/or for the duration of a specific initiative (e.g., episodic involvement). This is a trend that is most challenging for organizations who are still seeking and expecting long-term commitments from their volunteers.

Recognition

Many organizations still have recognition strategies based on long years of service with pins, plaques and other physical symbols of recognition of service provided. Organizations are unsure about how to recognize one-time and episodic volunteers and how to relate to many volunteers today who expect less formal recognition (just 'thanks'). Reward ceremonies are no longer the most effective way to reward volunteers and in the process, help to retain them.



The Proposed Volunteer Engagement Strategy

Expected Outcomes of the Strategy

The following are seven goals to describe what the strategy is trying to achieve, and to help measure progress and success over time.

1. Improve the way that the major 'support' groups, and the major users of volunteers interact with and support each other (e.g., AMVS; the United Way of Peterborough and District; the City; and groups and organizations supporting recreation, culture, heritage, environmental, older adults, health, education, social services, food banks, housing, etc.).
2. Create a more effective way to match interested individuals to available volunteer opportunities.
3. Better utilize advances in technology to support volunteering.
4. Effectively promote the personal, social and economic benefits of volunteering.
5. Improve the way that groups and organizations recruit, utilize, train, work with, support and thank their volunteers – to improve the volunteer experience – and in so doing, increase recruitment and retention.
6. Increase the number of volunteer-based groups and services across all service areas.
7. Increase the number of people per capita who volunteer and the total number of volunteer hours per year.

To begin to accomplish these goals, the following initiatives are proposed. Some are system-wide in scope and relate to all or most volunteer-based groups and organizations, some relate to the City of Peterborough and others are intended to assist each organization and individuals seeking volunteer opportunities.

Recommendation 1: Improve Community-wide Leadership and Co-ordination in Support of Volunteer Engagement

In the absence of effective leadership and co-ordination to adequately support volunteer engagement in Peterborough and area and to increase the capacity of volunteers, it is proposed that some form of city-wide or regional 'support entity' be created to take on this challenge. The entity could be called **Volunteer Peterborough**. It would have to be well conceived, sufficiently resourced and strongly supported by the principle players. Such an endeavour has the potential to:

- increase the focus on volunteer engagement (within the Municipality, and across the community and wider region),
- continually promote the importance of volunteering to the individual and the community,
- support an improved means of matching interested volunteers to opportunities,
- improve the volunteering experience,
- work toward leveraging strengths and addressing common issues and trends,
- provide other essential support to volunteer-based groups, and
- optimize human and financial resources in support of volunteer engagement.

If the concept of Volunteer Peterborough is not supported or does not succeed, the City should consider taking on this leadership and co-ordinating role, while effectively engaging others who have key responsibilities in this sector (e.g., the United Way of Peterborough and District, AMVS, large organizations who utilize many volunteers).

Recommendation 2: Enhance the City's Role in Community Development and Volunteer Engagement

Given the importance of volunteers to support well over one hundred culture and recreation groups in Peterborough, the delivery of a very large number of culture and recreation programs and related services, the support provided to numerous annual community-wide events, and the requirement for and growing importance of neighbourhood associations to more effectively engage the community, it is recommended that the City significantly enhance its role in community development and volunteer engagement. This should happen regardless of any leadership and co-ordination role that the City might assume in this area.

The following staffing recommendation is proposed in support of this enhanced municipal role. As soon as possible, hire a Community Development specialist, who would also be responsible for working directly and indirectly with volunteer-based groups in the community. Responsibilities of the position and the skills and education required should embrace the following:

- If the City assumes leadership and co-ordination responsibility to improve volunteer capacity within the community, this staff position would likely lead that endeavour. If the proposed Volunteer Peterborough entity is not established, the City's Community Development staff would regularly co-ordinate and facilitate meetings with key community organizations and leaders in the voluntary sector (e.g., AMVS, United Way, Social Planning Council, and possibly the Community Foundation of Greater Peterborough).
- In co-operation with others, collect and make information and other resources available to volunteer-based community groups and larger organizations who use volunteers.
- Help to market the benefits of volunteering and raise the profile of volunteers and volunteering across the community.
- In co-operation with others, make training available to volunteer-based groups, organizations, committees, etc.

- Provide hands-on support to volunteer-based groups, organizations, committees, etc.
- Help establish and nurture new volunteer-based groups (e.g., a neighbourhood association, a sport group, an arts group, a co-ordinating body).
- Regularly gather and track pertinent information in support of volunteer engagement to measure the effectiveness of the efforts to increase capacity.
- Educational requirements: experience and formal training in Community Development and an accredited Certificate in Volunteer Management.

Recommendation 3: Raise Awareness and the Profile of Volunteering in the Community

In order to increase the level and impact of volunteering, it is important that everyone understands what opportunities exist, why they should volunteer, how and where to get involved, and the benefits of volunteering to: the individual, service provision, the economy, civic engagement and community betterment. People need to know about these benefits, and to make the link to their own interests and motivation.

The following are initiatives that will help to raise the profile of volunteering.

- Promote the personal, social/community and economic benefits of volunteering.
- Raise the profile of the organizations that use volunteers.
- Raise awareness in schools.
- Increase the public appeal for volunteers.
- Create volunteer testimonials to use in marketing.
- Strengthen leadership and co-ordination to help increase the capacity of volunteers across the community.
- Recruit a community advocate or champion to help promote and sustain volunteering. That person would be associated with Volunteer Peterborough.

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Recommendation 4: Improve the Approach to Matching Volunteers to Opportunities

As described earlier under the 'Context' section of this strategy, the on-line matching service called Fourinfo.com that is supported by United Way of Peterborough and District and its partners provides the opportunity for organizations to post volunteer opportunities with the expectation that potential volunteers seeking opportunities will make the connection. Given the small number of non-profit groups and organizations in the wide region that are served by Fourinfo.com and the relatively few organizations who are utilizing the service, it is clear that its less than stellar effectiveness needs to be evaluated. It is particularly disappointing that only six culture and recreation organizations are utilizing the service. An on-line service of this type should be contemporary in style, easy to use, and include a description of each organization or group and what they do, the task(s) or position(s) required, the skills and experience required, the length of the commitment anticipated, the personal and other benefits to be derived from the volunteer activity, and how to connect with the group or organization. Also, individuals should be able to register their volunteer interests, anticipated commitment, skills and experience to inform groups who are looking for volunteers. It may be that Fourinfo.com can be sufficiently improved and much better marketed to volunteer-based groups and the community. If not, a more effective web-based portal should be put in place. There may be other, better examples to emulate.

Recommendation 5: Increase Opportunities for Training and Education for the Voluntary Sector

Training can be provided in the form of workshops, webinars and resource materials (hard copy and digital). Ongoing training and education will not only improve the organizations that utilize volunteers, but should also improve the overall experience and satisfaction of volunteers - translating into improved recruitment, retention and less burn-out.

The following are popular topics:

- recruitment,
- retention,
- recognition,
- fundraising,
- event planning,
- trends in volunteering,
- leadership training (boards and committees),
- designing volunteer position descriptions,
- policies and procedures, and
- engaging youth as volunteers (engage schools and community service initiatives).

It is anticipated that AMVS and the United Way will be able to assist with this training and education endeavor, supplemented by professionals in the field who will produce resource material and provide education/training events.

Recommendation 6: Utilize the National Standards of Practice

Volunteer Canada developed 14 Standards of Practice for organizations to utilize when assessing current practices - using the results to improve an organization's volunteer engagement practices and build capacity. These form the Canadian Code of Volunteer Involvement which organizations can adopt when the assessment is completed.

It is suggested that these Standards of Practice also be used to further assess the state of volunteering in Peterborough and area. The major users of volunteers should be encouraged to engage in this process to assess their own effectiveness and to help provide a community-wide measure of the nature of volunteering – identifying aspects that are 'solid' and areas that require improvement. This assessment should be repeated every five years to track changes and improvements, and to identify where more help is required.

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The fourteen standards are:

1. Mission-based approach
2. Human Resources
3. Policies and Procedures
4. Volunteer Administration
5. Risk Management and Quality Assurance
6. Volunteer Roles/Assignments
7. Recruitment
8. Screening
9. Orientation and Training
10. Support and Supervision
11. Record Management
12. Technology
13. Recognition
14. Evaluation

Recommendation 7: Improve the Utilization of Technology in the Management of Volunteers

Many non-profit groups do not fully utilize technology, especially database software to assist with recruitment and management of their volunteer resources. Either through Volunteer Peterborough (proposed) or via the proposed City of Peterborough Community Development staff, promote the value of increased utilization of technology, and provide information to non-profit groups about available software and databases.

Recommendation 8: Encourage Effective Policies in Support of Volunteer Engagement

Either through Volunteer Peterborough (proposed) or via the proposed City of Peterborough Community Development staff, encourage all non-profit groups and other organizations who utilize volunteers to develop effective policies and procedures to support volunteer engagement, if they don't already have them. Example policies areas include:

- Screening practices (e.g., police checks, vulnerable sector checks, use of references and interviewing volunteers).
- Volunteer position descriptions.
- Recruitment (proposed strategies on recruitment, messages, marketing, use of social media)
- Recognition (proposed protocols and practices for how to recognize long- and short-term volunteers).
- Rights of volunteers (a policy focused on the role of volunteers to meet an organization's mission - and to define what volunteers can expect regarding respect, support, recognition, etc.).
- Dismissal and reprimand (a policy focused on the expectations of volunteers, working relationships and commitment, as well as the process for handling complaints either by volunteers or staff – following human rights legislation).

The City's corporate volunteer policies that are under development should mirror this list.

Appendix A: National and Provincial Policy Directions

Recently, a national policy paper and a provincial charter were developed to influence the way individuals, communities and decision-makers think about parks and culture and recreation services - and the critical roles that they play in enhancing individual, community, economic and environmental wellbeing.

A Renewed Framework for Recreation in Canada 2015

A Framework for Recreation in Canada 2015 and Pathways to Wellbeing are companion documents that recommend:

- a renewed definition of recreation;
- a wellbeing-based vision for recreation in Canada;
- values and principles of operation; and
- goals and priorities for action.

The document also highlights key challenges and opportunities, as well as important benefits of parks, recreation and culture. It also discusses the convergence and collaboration of various key strategies and frameworks that address interrelated public policy at the national, provincial and local levels. The paper speaks to “the re-visioning of recreation’s capacity for achieving wellbeing, and its potential to address challenges and troubling issues such as increasing sedentary living and obesity, decreased contact with nature, and inequities that limit recreation opportunities for some population groups”. The paper notes that to accomplish that “requires a clear understanding and commitment to a shared vision, values and goals, as well as the development and implementation of action plans”.

National Challenges and Opportunities

(to varying degrees, all of these challenges and opportunities apply to Peterborough and area).

- **demographic changes** – an aging population, a population that is increasing in diversity, rapid urbanization (80% of Canadians live in cities), and small and decreasing populations in rural areas.
- **challenges to health** – negative trends include increases in: sedentary living/obesity, chronic diseases such as diabetes and heart disease, and mental health (depression and youth suicide).
- **economic inequities** – increasing income inequity is leading to decreasing access to recreation for those most in need.
- **social challenges** – many social changes have compounded feelings of isolation and negatively affected civic involvement, social connectedness, community engagement and social cohesion.
- **new and emerging technologies** – the recreation field is challenged to access and keep up with rapidly changing technologies and the increasingly time spent in sedentary and solitary pursuits.
- **the infrastructure deficit** – most communities have significant infrastructure deficits leading to reduced ability to realize the benefits of recreation.
- **threats to the natural environment** – are reducing nature-oriented spaces and places where people can enjoy recreational experiences. Growing threats to the natural environment have made the role of environmental stewardship increasingly important.

The Benefits of Recreation

The well documented evidence of the personal, social, economic and environmental benefits of culture and recreation and exposure to nature suggest that recreation and parks can address many current and future challenges through policies and practices that:

- enhance mental and physical wellbeing,
- help to build strong families and communities,
- help people connect with nature, and
- provide economic benefits by investing in parks, culture and recreation.

A Renewed Definition of Recreation:

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.

A Wellbeing-based Vision for Recreation in Canada

We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster:

- individual wellbeing,
- community wellbeing, and
- the wellbeing of our natural and built environments.

Values (deeply held beliefs that guide decision-making, management and delivery of policies and practices):

- Public Good (access to all),
- Inclusion and Equity (everyone welcomed and valued),
- Sustainability (the delivery system, and natural and built resources), and
- Lifelong Participation.

Principles of Operation ('rules of the road' for how the recreation field carries out its business):

- Outcome-driven,
- Quality and Relevance,
- Evidence-based,
- Partnerships and Collaboration, and
- Innovation.

Goals and 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.
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.

The Charter for Recreation and Parks in Ontario

The national philosophy and policy direction is reflected in the 2009 Charter for Recreation and Parks in Ontario which, in part, states that: “everyone in Ontario has a right to quality, accessible and inclusive recreation and parks services in their communities – services that are essential for the health of Ontarians, the quality of life in our communities, and the sustainability of our environment”.

Every citizen in Ontario has the right and freedom to:

- **Participation** – in safe, affordable and quality recreation programs that are in harmony with the diversity of the community.
- **Active Living** – be physically active through participation in both organized and informal sport and recreation activities.
- **Access to Nature and the Outdoors** – experience nature and access open spaces within their communities.
- **Enriching Experiences** – experience the arts, cultural heritage, sport and recreation activities in their communities.
- **A Welcoming and Inclusive Community** - be included in activities that build strong communities, engaged citizens and a healthy family life.
- **Engagement** – be engaged in the planning of recreation and parks in their communities and to participate in volunteer activities.

Recreation and parks can help us to overcome the significant challenges facing our communities today, including physical inactivity and the rising cost of health care, a rise in youth violence and the protection of our environment.

Scope of Vision 2025

Although slightly broader in scope than the renewed definition of ‘recreation’ defined in the Framework for Recreation in Canada 2015, Vision 2025 should embrace the important role of enhancing wellbeing for individuals, the community, and the built and natural environments. Vision 2025 should also embrace the intent of the Charter for Recreation and Parks in Ontario.