

# **Activate Peterborough County and City**

## **Phase I Community Group Input Workshops**

# **Report**

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## Section One: Introduction

The Municipal Access To Recreation Group (MATRG) applied for and received funding from the Ministry of Tourism, Culture and Sport to conduct a two year project to Activate Peterborough County and City which would help to increase access to municipal recreation services and facilities. The project comprises two phases: Phase I Information Sharing and Community Needs Assessment; and Phase II Building Community Capacity. This report is reflective of the results of a comprehensive Community Needs Assessment that was achieved through the facilitation of community input meetings during the months of November/December 2014. Meetings were conducted in each of the Peterborough County Townships including the Municipality of Trent Lakes; Townships of Asphodel-Norwood, Cavan Monaghan, Havelock-Belmont-Metheun, and Otonabee South Monaghan, the City of Peterborough and during the spring of 2013 in the Townships of Selwyn and Douro-Dummer.

These meetings were designed to determine: the ways in which the various groups attracted participants to programs and services; the challenges each was facing in the delivery of programs and services; suggestions on ways that the challenges each group is experiences can be addressed in the future; and short and long term initiatives that will increase group capacity to deliver programs and services. This summary is a “snapshot” of the results of the meetings and provides recommendations on a Proposed Go Forward Strategy for MATRG members review and approval.

### *Report Sections:*

*Section One: Introduction* – An overview of process and report structure.

*Section Two: Theme Areas Summary for Each Question:* a brief summary of the responses to each of the questions asked during the Needs Assessment meetings organized into theme areas.

*Section Three: Proposed Go Forward Strategy* – a number of strategies for working with several local agencies and capacity building strategies targeted to the local municipal and county-wide levels of government.

*Section Four: Input Meeting Question Summary Into Theme Areas* – a summary of actual flipchart comments made during the Needs Assessment Meetings organized in the theme areas that emerged from the input. This information provides the basis for the Proposed Go Forward Strategy.

*Appendix A: Community Group Input Workshops Consolidated Summary* - Actual flipchart comments from each Needs Assessment Meeting consolidated into one document. *This document provides an overview of each municipality's group responses to each question. It will provide a reference point for municipal staff in determining what local groups are doing to attract participants, the key challenges they are experiencing, their suggestions for addressing the challenges and what is important to them in the short and long term to help them resolve their challenges.*

## **Section Two: Theme Areas Summary for Each Question**

### **What do you want to leave this meeting with to feel you accomplished something?**

#### *Communication*

To share information, more positive and consistent communicate and find out what other groups are doing.

#### *Program Ideas*

To get new ideas for programming, engaging children and seniors and to learn how to offer affordable programs.

#### *Information*

Understanding the Activate Peterborough and City process, how to facilitate access for the average person and learn more about single parents; motivating and informing parents on the importance of being active; and involving parents in the activities.

#### *Increase Participation*

Ways to increase number of participants in the programming.

#### *Marketing and Advertising*

Learning how to market the organization more effectively to attract more participants and to raise visibility of the programs that we offer.

#### *Volunteers*

Get ideas to help volunteers do their job; how to recruit volunteers to expand the number of programs in the Township.

#### *Networking*

Get to know other organizations and identify challenges we all are facing and work together to resolve them; and how to link with other groups to market programs and form partnerships.

*Other*

A variety of interests including: moving the project forward; getting ice time; make sure children not held back due to financial reasons; get and keep funding; how to develop recreation infrastructure; and find out what other groups need.

**1. What are you currently doing to attract people to your programs and services?**

*Technology*

Have our own web site; social media; on-line registration; emails to members; and links to other web sites.

*Advertising in the Media*

Newspaper and radio ads; concentrated advertising at certain times of year; Facebook; Twitter and other social media.

*Advertising on Signs*

Lions Centre sign board; billboards in community; co-op advertising with businesses on their signs; signage on HWY 7; municipal signs; and community centre electronic sign.

*Co-op Advertising*

With the Township on web site; Lions Club; through the VON; service club involvement in promoting and supporting activities; Township web site; recreation guide; attend other organizations' programs and special events with promotion material; and municipal tax letter notices.

*Special Events/Programs*

Demonstrations of programs; bring a friend nights; free functions to attract people to activity; information/registration at community events; free guest passes; holding special events like BBQ to attract people; and other special events to bring people in.

*Flyers/Posters*

Flyers through the school, in Township facilities and businesses; posters in the community and at the library; and door hangers to promote the program.

*Program/Experience Quality*

Having a solid program and organization with an emphasis in having fun and that expands and challenges participants (skill development); having program at times suitable to participants; making sure program meets needs of participants; listening to needs of parents; prompt and timely problem solving; and offer positive experience for volunteers.

*Registration*

Register at Annual banquets; registration incentives and discounts like end of season registration for reduced fees; reduce red tape during registration; and competitive and attractive rates.

*Word of Mouth*

Having board members, participants, parents and others in the community talk about the activities and benefits of participation (generally informal, but a primary way of getting the word out).

*Other Promotion*

A variety of initiatives including: booth at Lansdowne Mall; church bulletins; designated board member for promotion; sponsor teams; postings at libraries; notices in public places and businesses; awareness raising at the Santa Claus parade; calls to participants on various topics; correspondence to other funders and participants; and public relations (editorials and articles).

*Other*

A variety of interests including: Jump Start support; facilities that people can use and promoting them; good volunteers and staff; be out in the community promoting what we do through doing; appropriate funding levels; develop soft sales pitches for volunteers to use; training the leaders and coaches; wearing monogrammed clothing; engaging parents; positive working relationship with Township; and celebrating our successes.

## **2. What are the current challenges you are experiencing in delivering your programs and services?**

### *Attracting Participants*

Getting the right information out at the right time; people work multiple jobs creating scheduling issues; difficulty in attracting young people (25-45 year group); maintaining membership levels; demographic changes; and not enough people so cost to participate goes up.

### *Facilities*

Lack of indoor facilities; right facilities at the right time and cost; no swimming facilities; too many participants for the facility time available; leagues don't give up time even though they don't use it; freeze on facility development; cost of facility use; competition between groups for facility time; adequate parking at facilities; facility restrictions (no lights on outdoor facilities); and making facilities available to all ages.

### *Attracting Volunteers*

Recruiting new board members; people are hesitant to get involved due to perception of heavy workloads; finding the right skill levels to do the work; parental commitment to helping out; people work multiple jobs so don't have time; younger people just don't seem to want to get involved; cost of coaches due to lack of volunteers; getting adults to fundraise; too many prerequisite courses for coaches; police check complexity; having the right skills in the right position and retaining the volunteers that we already have (keeping their interest/not overloading etc.).

### *Insurance/Liability*

The cost of insurance and director liability coverage; fear of liability claims; and cost of legal support.

### *Cost to Participate*

Being able to afford coaching courses; understanding and ability to provide subsidy and being able to reach those that need it; stigma of having to accept financial support; keeping municipal costs down; cost of registration and affordability of activities; multiple family members wanting to participate but can't afford to.

### *Competition*

Organizations with a self interest and no regard for others; competing neighbouring municipalities; competing sports groups in the Township and other municipalities; competition amongst groups for facilities and funding; competition with technology (gaming etc.); and large variety of activities for people to choose from with various registration fees.

*Bureaucracy*

Governing body policies/regulations restrict flexibility; red tape of volunteering (police checks, restrictive rules and regulations, reporting, etc.); and municipal policies restrict flexibility.

*Equipment*

Having access to recycled equipment; having physical equipment in facility (exercise bars etc.); and cost of equipment for participants.

*Organizational Funding*

Not having sufficient funds to operate; balancing rising costs with registration fees that are attractive and affordable; competition amongst groups for funding; and finding funding sources and being able to access it properly.

*Geography/Travel*

Large geographic area and costs to travel within it; and cost of vehicle fuel.

*Other*

A variety of issues including: not enough participants/teams to make experience worthwhile; socio economic impacts of current economic situation – costs to participants increasing/affordability of activities; lack of balance in activities take participants away from other choices (huge commitment required for rep sports teams); road signage is sometimes confusing; competing technology and people not having access to technology for information etc.; local organizations not able to support at historical levels due to changes in their funding sources; lack of communication amongst groups; residency rules; and awareness of location of facilities and activities.

**3. What could be done to deal with the challenges (by your group, municipality, partners, others)?**

*Collaboration Amongst Groups*

Working with the Social Services Department regarding subsidy options; having more people at the table talking about what could be done (Lions Club, Legion, Community Care etc.); regular meetings of community groups to help each other; joint marketing and advertising; Township Councillor involvement in meetings; get together regarding making services accessible to everyone; collaborate on planning activities; groups communicate more effectively – share information and resources; groups register at the same time – one stop shop; coordinate timing of activities; meet to

mediate internal/cross organization issues; and minimize impact of different sports competing for the same participants.

#### *Programs and Events*

Hold Try It programs and Bring a Friend Nights to increase participation; sport expo to showcase all activities; Mayor proclamations for activities; promote sport equipment exchange at Norwood Yard Sale Weekend; tie into provincial programs like the ParticipAction Longest Day of Play and with Cycle Tourism and Trans Canada Trail activities; off-season sport day camp; more organized activities for children like Swim to Survive; Sign Up For Norwood (concept to raise awareness of importance of physical activity – brings awareness to municipal level); 1 fee to cover all sports; more variety in events to keep interest of community (e.g. Yuk Yuks in Norwood); have activities close to participants; and offer sports camps in summer to keep people active.

#### *Subsidy/Reduce Costs*

Offer coaching cost subsidies; deferred payment programs for registration fees; discounts for multiple registrations; access family fund (IODE); every organization share the subsidy load; membership in Jump Start, OFAH etc.; create subsidy availability awareness; set up subsidy funds for families in need; continue municipal subsidy of facility costs; and help groups develop a cost recovery model of operation.

#### *Organizational Funding*

Leverage youth dance revenues/subsidies throughout community (Norwood); set up “friends” of the organization to raise funds; variety of fundraising events; know sources of funding, how to ask and coordinate groups asking the same source for funding (e.g. Lions Club); knowing how to recruit sponsors; being knowledgeable of government grants and skills to apply; and joint grant applications amongst groups.

#### *Volunteers*

Being better equipped to recruit, retain, recognize and train volunteers; streamlining the Vulnerable Sector Check process; subsidy for volunteer training programs; reward systems (reduced registration fees) for parents who volunteer; promoting the benefits of volunteering in the right way to the right people; more volunteer training; being able to attract younger volunteers; board member development training; getting volunteer drivers/offsetting costs; flyers to parents when dropping children off requesting their help; personal invites for specific jobs; volunteer appreciation “fun nights”; involve parents at the beginning of the program; and recognize that parents need some down time from life activities by offering incentives for their involvement.

### *Equipment*

Provide support to parents to replace/purchase equipment to participate; get funding for new equipment; and get serious about having equipment swaps.

### *Facilities*

Have the right facilities at right time for activities; get groups to share facility time openings; better facility allocation policies; and more flexibility amongst groups to schedule facility time.

### *Promotion and Marketing*

Joint promotion amongst groups; sharing ice time; promote benefits of physical activity; target audiences other than parents; flyers in food bank baskets to inform of opportunities and subsidies; have a municipal recreation guide and calendar; promotion to motivate parents to get their children active; and promote through municipal tax billings and recreation guides.

### *Other*

A number of suggestions that included: develop a shared community vision for accessibility and physical activity; things that make it easy for parents to bring children to activities; offset geographical challenges (e.g. offset travel costs, shuttle buses etc.); improve word of mouth process; tourism opportunities and cycling and trail links to businesses; tie health promotion and related benefits to the school curriculum; and reduce past perceptions of organizations to improve participation.

## **4. What could be done immediately to help you make your programs and services more accessible (by your group, municipality, partners, others)? What could be done over the longer term 1-2 years?**

### **Short Term**

#### *Group Collaboration*

Better communication and marketing between organizations; include all service delivery groups at the table; meet more often as a group to collaborate on program planning and facility use and coordinate funding etc.; communicate between groups; collaborate on special events; and coordinate funding requests.

### *General Training*

Offer coaching certification programs that would include the school and groups; first aid/CPR training; and training in fundraising and grant application completion.

### *Programs*

Have more Try It Programs; more organized sports; tie into other provincial events (e.g. ParticipAction, PRO June is Parks and Recreation Month etc.); and more outdoor activities.

### *Groups Marketing/Advertising*

Have a community calendar; coordinated advertising and marketing amongst groups; coordinated communication; and cooperative marketing and advertising in the community.

### *Volunteers*

Develop a volunteer recruitment strategy and offer training to groups in how to attract and keep volunteers; provide training for senior groups in attracting and retaining volunteers; and strategies to attract parents and children to physical activities.

### *Organizational Funding*

Identify funding sources (e.g. Teachers for Kids, Jennifer Ashleigh Foundation, Kid Sport, Jump Start, Just for Kids etc.); and government grant application coordination.

### *Equipment*

Program and sport equipment available; equipment exchanges; and promote availability of used equipment and where to get it.

### *Subsidy*

More clarity in how to approach the subsidy issue with families; getting continued support from service clubs; and ways to make programs affordable to as many people as possible.

*Other*

Target other audiences (not just children); follow up with community survey (Otonabee South Monaghan); link with Township web site; coordinate times of programming for different activities; and have Township more involved in the operation of the programs.

**Long Term**

*Summer Camps*

*March Break Program*

*1 Fee For All Sports*

**Ongoing**

*Variety of Fundraising Events*

*Municipal Fee Discounts*

*User Group Sharing Facility Time*

*More Variety in Events*

*Group Collaboration*

*Use Township Web Site*

*Youth Dance to Raise \$*

*Form Partnership With Other Groups*

### Section Three: Proposed Go Forward Strategy

To continue the momentum of the Activate Peterborough County and City Project into Phase II it will be important to develop a multi-level Go Forward Strategy based on the results of Phase I Needs Assessment results that continues to build the capacity of the community groups. The information outlined in Section Two – Theme Areas Summary For Each Question can be used as a basis for the strategy.

*It will be essential for the Directors and/or other designated staff in each municipality to provide leadership and create the initiatives required to implement the strategy. Without this support and/or involvement it will be difficult to achieve the project outcomes identified by the MATRG in the grant application, which in summary are:*

- The nine participating municipalities will have:
  - Conducted needs assessment meetings with their recreation and sporting groups (now completed).
  - Will have provided 9 training sessions to 1,050 sport and recreation organizations/volunteers based on their needs.
- The recreation and sporting groups in each participating municipality will identify an increase in awareness regarding the CS4L continuum, Canadian Tire JumpStart program and other subsidy programs and a stronger network will be developed between the recreation and sporting groups in each municipality to enhance connectivity and information exchange.
- The recreation and sporting groups in each participating municipality will develop improved communication with their respective municipal governments.
- A strengthened network of recreation managers (MATRG) will enable more collaborative efforts in the future.

The following proposed Go Forward Strategy provides the MATRG members with an outline of the key steps that could be taken to achieve the project outcomes as identified above. The strategy outlines three levels of involvement:

1. Involvement of Key Local and Provincial Organizations
2. Local Municipal Involvement
3. County-Wide Municipal Involvement

## **Overall Coordination**

The Project Manager will provide the oversight to the Go Forward Strategy and coordinate the various initiatives in conjunction with municipal staff. This position will be the primary point of contact and disseminate information, facilitate training and other initiatives and submit appropriate reports to the Ministry of Tourism, Culture and Sport.

## **Key Steps in the Go Forward Strategy**

### **1. Involvement of Key Local and Provincial Organizations**

#### *Ministry of Tourism, Culture and Sport*

As this Ministry is the primary funder of the Activate Peterborough County and City project it will be important to share the results of the Needs Assessment and determine if there are ways the proposed Go Forward Strategy should be adjusted and/or enhanced to assist the Ministry in achieving its goals.

#### *City of Peterborough Social Services Department*

This department has provided considerable funding over the past to ensure that the MATRG was successful in increasing the awareness of access to recreation throughout the County and has contributed as an important member of the MATRG since its inception.

To continue this inclusive collaborative approach to increasing access to recreation in the County it will be important to share the results of the Needs Assessment with this department to determine ways that Social Services can continue to contribute and benefit from the Activate Peterborough County and City project outcomes.

This collaboration could include integration of Social Service Department initiatives with the work of MATRG, specifically strengthening linkages to persons in need of assistance to participate in recreation and sport activities at the municipal level, sharing information and resources to assist the department in achieving its objectives, and in contributing information to the creation of the Sustainable Peterborough Plan.

#### *Peterborough County City Health Unit*

This agency has contributed staff time and funding over the past several years to facilitate the formation of the MATRG and continues to lend its support with the Activate Peterborough County and City project. As its mandate is also to promote healthy, active living it is appropriate for the MATRG to continue to involve the agency in promoting and creating initiatives that help it achieve its goals, specifically to increase physical participation of residents of the County.

Additionally, the agency is undertaking a project that will assist local municipal governments to create Healthy Parks and Open Spaces. As this project evolves, the proposed Go Forward Strategy could be adjusted to include this project.

#### *Active Together Project*

This project is working towards creating a hub of resources for community recreation and sports groups with an emphasis on participants with special needs. Both projects will target many of these groups in the various communities so it will be essential to ensure that the various initiatives of the Active Together Project and Activate Peterborough County and City move forward in a collaborative and coordinated fashion.

## **2. County-Wide Municipal Involvement**

An integral component of the Proposed Go Forward Strategy is the development of a number of training programs based upon the Needs Assessment Results that could be accessed by community volunteers in each of the 9 municipalities. These training programs should not be restricted to just recreation and sport groups, rather be made available to any individual or community group that are involved in community service delivery. The format and content will depend on the level of detail determined during the planning of the training content and delivery mechanisms. It is recommended that opportunities be provided both at the County and municipal levels to ensure no potential participant is restricted from participating.

Based upon the key areas for training identified during the Needs Assessment, training programs and delivery mechanisms could be developed for each of:

### **i. Community Development**

A program targeted to municipal staff that will provide insights and techniques on how to identify community needs, interact with community groups and officials, motivate and recognize volunteers, set and achieve priorities and problem resolution etc.

### **ii. Volunteer Development**

A general program related to volunteering in the delivery of sport, recreation and other community services focused on a number of key areas: recruitment; retention; recognition; and board member functions and responsibilities. Other topics that would have value could include: motivating parents to become involved in their children's activities; interpersonal problem identification and solutions; team

work/working collaboratively together; politics and their impact on volunteer organizations; reducing liability exposure; and creative ways to create and maintain interest in volunteering.

iii. Organizational funding

A program that will equip community service providers with the skills, techniques and ideas to become more proficient at community fundraising through the mobilization of community resources, volunteers and prospective donors. The program should provide an overview of various grant and other funding sources, step by step instructions on what to include in a grant application process, ways to manage the application process between/amongst several groups and basic grant application completion tips (writing, level of content, key focuses etc.). Another component of the program should contain information that educates community volunteers on how to solicit community sponsorships in a coordinated manner at the local level and to nurture, maintain and recognize ongoing community support.

iv. Marketing and Advertising

A program that outlines the basics of identifying potential market opportunities and how to resources related to: use of social media; advertising; posters/flyers; unique and inventive ways of market services; different ways to market services like co-operative advertising, signage and formalizing approaches to “word of mouth” information exchange etc.

v. Physical Literacy

In conjunction with the Health Unit the development of a Physical Resource Literacy resource package that can be distributed to community groups and service providers that includes background community specific statistical information, technical knowledge, and innovative ways to encourage more participation in an active healthy lifestyle. The CS4L Continuum and other physical activity resources can be integrated with the resource package.

vi. Participant Subsidy

Development of a framework and/or various options of making financial subsidy available to families and individuals in need of financial assistance/equipment to participate in an activity. A key component of the framework should include ways to promote a subsidy program, common sense approaches to administering the program and potential sources of program funding etc.

### **3. Local Municipal Involvement**

The Needs Assessment has identified a number of challenges recreation and sport groups (as well as related private and agency service providers) are experiencing in the delivery of their programs. The resources available in Phase II of the Activate Peterborough County and City project could be utilized to strengthen the capacity these groups in a variety of ways as detailed below. As mentioned previously in this section, it will be incumbent upon staff in each municipality to provide the leadership and coordination at the local level to ensure that the results of the needs assessment are acted upon in a timely fashion.

Key elements of the Go Forward Strategy at the municipal level include:

a. **Community Group Collaboration.**

Municipal staff meet with participants of the Needs Assessment meeting and other interested groups to share the results and the proposed Go Forward Strategy. At the same meeting identify ways that the groups could: regularly work together to deliver their services, coordinate facility space allocation, facilitate centralized information sharing and registration processes, offer Try It Programs, equipment exchanges, other collaborative special events, and share other resources etc.

b. **Coordinate training programs with community recreation and sport groups.**

Provide local coordination resources to implement the training programs developed at the regional level, specifically for: volunteer development; organizational funding; marketing and advertising; physical literacy; and participant subsidy.

c. **Develop a marketing and advertising process at the local level to coordinate group initiatives and increase community awareness of ways to access recreation and participate in the various recreation and sport programs. This process will reduce duplication and maximize the resources groups have available.**

d. **Promote physical literacy and the benefits of making healthy life choices.**

Take a leadership role, with assistance from the Health Unit to promote the Physical Literacy strategies developed at the County-Wide level to ensure community recreation and sport groups integrate them into program delivery. At the same time promote CS4L Continuum and assist community groups to integrate into program planning and delivery.

- e. Initiate and coordinate subsidy support to families/individuals in need.

Provide leadership in developing, promoting and administering a municipally sponsored subsidy policy/program to ensure families and individuals in need are enabled to take advantage of financial support that is available through the municipality, local agencies, external sources and/or local service clubs etc.

## Section Four: Input Meeting Question Summary Into Theme Areas

### What do you want to leave this meeting with to feel you accomplished something?

<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• To communicate better and know more about what is going on.</li> <li>• Share information and learn about other things going on .</li> <li>• Who does what.</li> <li>• Communication – more positive and consistent.</li> <li>• Open line of communication – user groups, municipality.</li> </ul> <p><b>Program Ideas</b></p> <ul style="list-style-type: none"> <li>• Get some new ideas for programs at the community centre.</li> <li>• Those with special needs can participate in the sport of their choice – we need coaches with skill sets and know what to do.</li> <li>• Find out what is available for the elderly.</li> <li>• Know how children can/could stay active.</li> <li>• Engage children in a variety of activities on a consistent basis.</li> <li>• How to keep children participating in the community.</li> <li>• How to offer affordable programs – understanding the needs of low/moderate income families.</li> <li>• How to include seniors.</li> </ul> <p><b>Information</b></p> <ul style="list-style-type: none"> <li>• More involvement at the community centres – more activities.</li> <li>• Understanding diverse areas – how to get an average person the same access at the same time – access for all.</li> <li>• Understand the process.</li> <li>• Find out how to help single parents, know more about them, share our resources.</li> <li>• Understand user groups needs (facilities, other support).</li> <li>• How other townships have low rental rates.</li> </ul>	<p><b>Increase Participation</b></p> <ul style="list-style-type: none"> <li>• Increase membership in organization, ways to do this.</li> <li>• Meet other groups, see how to get more exposure to increase attendance.</li> </ul> <p><b>Marketing/Advertising</b></p> <ul style="list-style-type: none"> <li>• Be able to advertise and get more people.</li> <li>• Market the organization better, figure out how to work with children that want to play but parents can't afford to pay (travel \$ etc.).</li> <li>• Ideas on how to make the club more visible.</li> <li>• Ideas to help me contact more participants.</li> <li>• Attract new people to participate in program.</li> <li>• Able to keep things going by attracting more people.</li> </ul> <p><b>Volunteers</b></p> <ul style="list-style-type: none"> <li>• Get ideas on how to help volunteers do their job.</li> <li>• How to recruit volunteers.</li> <li>• See more recreation in the township and more involvement of volunteers/coaches etc.</li> </ul> <p><b>Networking</b></p> <ul style="list-style-type: none"> <li>• Get to know other organizations.</li> <li>• Identify other groups that have the same challenges and work together to resolve them.</li> <li>• Knowledge of other sports.</li> <li>• How link with other groups – networking, support, promotion.</li> <li>• Partnerships – the possibilities.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Help project move forward.</li> <li>• How to get ice in the city, how to use facility more efficiently.</li> <li>• Not trip on the way out.</li> </ul>
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<ul style="list-style-type: none"><li>• How to educate parents on the importance of physical activity.</li><li>• Parent motivation to keep their children active.</li><li>• More adult involvement in activities and activities of their children.</li><li>• Understanding how to deal with parents' energy and time being stretched to the limit.</li></ul>	<ul style="list-style-type: none"><li>• Make sure no girl or boy is held back because of financial reasons.</li><li>• Just listen to discussion.</li><li>• How develop recreation infrastructure.</li><li>• How get and keep funding.</li><li>• What groups need.</li><li>• Not being lost.</li><li>• If group not here contact municipal office.</li></ul>
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## What are you currently doing to attract people to your programs and services?

<p><b>Technology</b></p> <ul style="list-style-type: none"> <li>• Have a web site.</li> <li>• Social media.</li> <li>• Web sites (to reach visitors/seasonal residents and residents) – links to halls and mobile compatible.</li> <li>• Social media – twitter and F/B.</li> <li>• Web page and Facebook.</li> <li>• Have web site.</li> <li>• On-line registration.</li> <li>• Emails to members.</li> <li>• Using Facebook to reach volunteers.</li> <li>• Web sites – Township and organization.</li> <li>• Web site.</li> <li>• Social media – Twitter, email, Facebook.</li> </ul> <p><b>Advertising in Media</b></p> <ul style="list-style-type: none"> <li>• Newspaper advertisements.</li> <li>• Newspaper and other media ads/articles.</li> <li>• Paid advertising in various media locally and in the GTA (radio, TV, newspapers etc.).</li> <li>• Advertise in the Promoter, Examiner, 507 Express – no local newspaper.</li> <li>• Advertise in Peterborough This Week.</li> <li>• Local media – TV, radio, newspapers.</li> <li>• Advertise free in newspaper (Commercial Press, Independent etc.).</li> <li>• Paid ads.</li> <li>• Newspaper ads – Keene.</li> <li>• Concentrated advertising – large amounts.</li> <li>• Social media advertising.</li> <li>• Facebook/twitter.</li> </ul> <p><b>Advertising Signs</b></p> <ul style="list-style-type: none"> <li>• Lions Centre sign board.</li> <li>• Billboards.</li> <li>• Private signs (co-op advertising).</li> </ul>	<p><b>Coop Advertising</b></p> <ul style="list-style-type: none"> <li>• Cooperative advertising with the Township.</li> <li>• Cooperative venture with the Lions Club (snack truck – organization gets the receipts and the opportunity to promote the programs).</li> <li>• Through the VON program (seniors).</li> <li>• Service club involvement in promoting and supporting activities.</li> <li>• Attend special events of other groups and have a registration table.</li> <li>• City recreation guide.</li> <li>• Tie into township web site.</li> <li>• Promote sport at another sport on a seasonal basis.</li> <li>• Web site in partnership with provincial organization .</li> <li>• Municipal tax letter notices.</li> <li>• Joint promotion at youth night program.</li> <li>• Local sponsors advertising and relationship building.</li> </ul> <p><b>Other Promotion</b></p> <ul style="list-style-type: none"> <li>• Booth at Lansdowne Mall in Peterborough.</li> <li>• Church bulletins.</li> <li>• We have a communication director on the board responsible for advertising etc.</li> <li>• Sponsor teams.</li> <li>• Call outs – reassurance checks.</li> <li>• Library is a focal point of community – for information and gossip.</li> <li>• Other community postings – library, Chamber of Commerce etc.</li> <li>• Presentations to service clubs.</li> <li>• Scholarships.</li> <li>• Free equipment.</li> <li>• Demonstrations – Community Care dinners, TOPS, Shop Asphodel event, Norwood Fair</li> <li>• Registration.</li> <li>• Flyers.</li> <li>• Brochure.</li> <li>• Notices in public places and businesses.</li> <li>• Brochure handout at Santa Claus parade.</li> </ul>
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<ul style="list-style-type: none"> <li>• Signage on HWY 7, highschool, and on the arena intranet TV.</li> <li>• Ad on municipal sign.</li> <li>• Lions Club sign.</li> <li>• Community centre electronic sign.</li> </ul> <p><b>Special Events/Programs</b></p> <ul style="list-style-type: none"> <li>• Participants bring their friends.</li> <li>• Demonstrations of what the activity is at an introductory level.</li> <li>• Free functions to attract families and new users/participants to an activity – family days and special events.</li> <li>• Invite volunteers to come to meetings of culture and recreation committee to get some idea of what we do.</li> <li>• Attend community events – set up information and registration booth.</li> <li>• Hold public events where people can try the sport – skill competition at the Pete’s games</li> <li>• Club night to gain media attention.</li> <li>• Free guest passes for 2 visits.</li> <li>• Tag days supported by a brochure.</li> <li>• Invite friends to events.</li> <li>• Bring a friend nights (2).</li> <li>• Holding a BBQ and having flyers available.</li> <li>• Special events to bring people in</li> </ul> <p><b>Flyers/Posters</b></p> <ul style="list-style-type: none"> <li>• Marketing through the schools – flyers, attend special events and festivals.</li> <li>• Advertise through the schools</li> <li>• Posters.</li> <li>• School flyers – use also to attract school volunteers to centre.</li> <li>• Elementary school system flyers.</li> <li>• Posters throughout Township.</li> <li>• Flyers to schools.</li> <li>• Postcards in key locations.</li> <li>• Door hangers to promote programs.</li> <li>• School notices.</li> <li>• Library patrons – talking, printed materials.</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness at special events – Santa Claus Parade.</li> <li>• Call participants to see if they have equipment they could pass along to someone else and if they know of others that might want to participate in the activity.</li> <li>• Write letters to organizations for support</li> <li>• Correspondence.</li> <li>• Public relations, editorials and articles.</li> </ul> <p><b>Program/Experience Quality</b></p> <ul style="list-style-type: none"> <li>• Having a solid program and organization with a focus on fun and player development – the number one tool.</li> <li>• Have program content that expands and challenges participants – shows new skills etc.</li> <li>• Have our program right after school when children are available (Figure Skating).</li> <li>• Offer free skating.</li> <li>• Make sure program meets needs of participants.</li> <li>• Provide good opportunities for the level of skill evident – suit skill levels to ages.</li> </ul> <ul style="list-style-type: none"> <li>• Create great participant experiences.</li> <li>• Quality of programming.</li> <li>• Offer program to bring in new people.</li> <li>• Listening to and meeting needs of parents and children.</li> <li>• Having programs and services available at times and places participants can attend.</li> <li>• Prompt and timely problem solving – next day – have cooling down period before discussions begin to resolve.</li> <li>• Offer a “better bang for the buck” to get people to participate in Township activities – if fees increase, increase value of experience.</li> <li>• Offer positive experience for volunteers and participants.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Jump Start support.</li> <li>• Have facilities that people can use and promote them.</li> <li>• Have good volunteers and staff.</li> <li>• The school is right next door to the rink so participants are familiar</li> </ul>
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<p><b>Registration</b></p> <ul style="list-style-type: none"> <li>• Register at annual banquets.</li> <li>• Have registration incentives like discounts if register at the end of season for next year.</li> <li>• Reduce red tape during registration – take to where the parents are.</li> <li>• Offering registration incentives and other discounts.</li> <li>• Promote fee reduction for early registration.</li> <li>• Make sure events are well attended and get the newspaper to cover it.</li> <li>• Competitive and attractive rates.</li> </ul> <p><b>Word of Mouth</b></p> <ul style="list-style-type: none"> <li>• Word of mouth – informal (5).</li> <li>• Word of mouth (attract genders and ages).</li> <li>• Word of Mouth based on quality of the experience.</li> </ul>	<p>with facility and programs just through attending school.</p> <ul style="list-style-type: none"> <li>• Access to funding sources.</li> <li>• Lions Club – sell tickets in public spaces and businesses, people see us and become more aware of what we do.</li> <li>• Create buy-in to events to form partnerships.</li> <li>• Speak up at meetings.</li> <li>• Get a grant to bring people in.</li> <li>• Accessible/clean/attractive facilities.</li> <li>• Making sure people know that if their children are involved they should be</li> <li>• Having free programs.</li> <li>• Developing soft sell sales pitches that volunteers can use whenever they see potential parent/participants – focused on the activities becoming part of a child’s or participant’s life.</li> <li>• Empower leaders to grow through mentorship, training, giving them responsibility/accountability.</li> <li>• Wearing monogrammed t-shirts, hats etc.</li> <li>• Certified coaches, trained and with qualifications and experience.</li> <li>• Engage the parents, invite them to be a part of the program.</li> <li>• Positive working relationships between Township and organizations.</li> <li>• Celebrate success.</li> </ul>
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## What are the current challenges you are experiencing in delivering your programs and services?

<p><b>Attracting Participants</b></p> <ul style="list-style-type: none"> <li>• Getting the word out.</li> <li>• Getting the word out – the right information at the right time in the right way.</li> <li>• People work three jobs, can't get to events or activities.</li> <li>• Difficulty in attracting middle age group of younger people (25-45 yr. age group).</li> <li>• Difficulty in attracting younger people with special needs (invisible minorities).</li> <li>• Maintaining membership levels – people have to make commitments and follow through</li> <li>• How to get the message out.</li> <li>• Enrollment is decreasing due to demographics and interest changes.</li> <li>• Reduction in number of participants due to demographics.</li> <li>• Attracting younger members.</li> <li>• Birth rate is going down, affects numbers in programs.</li> <li>• Not attracting enough people therefore cost goes up per person – is escalating.</li> <li>• Demographics – think younger age group is decreasing (some felt increasing) – difficulty in getting accurate information (e.g. Day Care full).</li> <li>• Sufficient number of participants (changing demographics, choice, focus on other things).</li> </ul> <p><b>Facilities</b></p> <ul style="list-style-type: none"> <li>• Lack of indoor facilities to offer winter programming.</li> <li>• Having ice time at the appropriate time for participants to attend.</li> <li>• We need a recreation centre with banquet hall and meeting rooms.</li> <li>• No swimming pool</li> <li>• No formal programs or appropriate facilities (swimming).</li> <li>• Too many on team for ice time that is available- varying levels of skill and age groups at the same time – need more teams, more ice time.</li> <li>• Appropriate times of facility use that meet users needs that are age</li> </ul>	<p><b>Attracting Volunteers</b></p> <ul style="list-style-type: none"> <li>• Recruiting new members for the board of directors – lots of volunteer burnout.</li> <li>• Others see how hard people work and are hesitant to volunteer.</li> <li>• Finding the right skill levels of people to do the work.</li> <li>• Seniors volunteer a lot and are overtaxed – have burnout.</li> <li>• Getting appropriate numbers of qualified volunteers to do the program work.</li> <li>• The vulnerable sector checks are quite complicated.</li> <li>• Parental commitment.</li> <li>• Volunteer organizers.</li> <li>• A lot of people work two jobs.</li> <li>• Generation gaps affect what people can and will do.</li> <li>• Self absorbed volunteers.</li> <li>• Knowing what people want to do, people need to get something out of volunteering.</li> <li>• No one wants to volunteer as phoners (people who call people to generate interest).</li> <li>• Getting qualified volunteers – can't overwork the ones we have either.</li> <li>• Volunteers – sufficient numbers – younger people don't seem to be interested – we need to motivate them and inform of the benefits of volunteering.</li> <li>• Getting qualified coaches and trainers</li> <li>• Volunteer numbers are going down.</li> <li>• Most of our coaches are from out of town so cost more (Figure Skating).</li> <li>• Older people need to convince younger people to become involved and the benefits participation brings.</li> <li>• Getting adults to fundraise – need to have them understand the need for this and getting them to put the effort in.</li> <li>• Requirement to volunteer (getting sufficient numbers).</li> <li>• Too many prerequisite courses (e.g. coaching).</li> <li>• Police check complexity.</li> <li>• Volunteers.</li> </ul>
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<p>appropriate and accommodate the number of teams we have</p> <ul style="list-style-type: none"> <li>• Alternative facilities – if bad weather need indoor opportunities.</li> <li>• Leagues don't give up facility time if available.</li> <li>• Access to facilities.</li> <li>• Freeze on facilities (slo pitch) which limits number of teams and impacts size of teams and restricts expansion.</li> <li>• Not enough ice/facility time.</li> <li>• Cost of facility use impacts ability to pay coaches and other expenses.</li> <li>• Competition amongst groups for people and facilities – this creates ethical issues and internal conflict in organizations – some splinter groups form.</li> <li>• Facility costs.</li> <li>• Facility cost.</li> <li>• Getting the number of hours at the times they are needed in the facilities that suit the activities and age groups.</li> <li>• Parking on site of events – having enough.</li> <li>• Adequate facilities.</li> <li>• Facility restrictions (e.g. no lighting on play area).</li> <li>• Making facilities accessible to all.</li> <li>• Lack of facilities – e.g. playgrounds.</li> </ul> <p><b>Insurance/liability</b></p> <ul style="list-style-type: none"> <li>• The cost of director insurance is quite high.</li> <li>• Legal issues – getting insurance coverage (cost a factor).</li> <li>• Cost of insurance.</li> <li>• Fear of liability.</li> <li>• Being able to afford insurance.</li> </ul> <p><b>Cost to Participate</b></p> <ul style="list-style-type: none"> <li>• Being able to afford higher level coaching development programs (beyond minimum entry level).</li> <li>• Pride – people not wanting to ask for financial assistance.</li> <li>• Trying to keep costs affordable.</li> <li>• Being able to reach people needing some form of support (financial or otherwise).</li> <li>• Stigma of accepting support.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruiting.</li> <li>• Retaining.</li> <li>• Getting new volunteers.</li> <li>• Attracting younger members.</li> <li>• Motivating volunteers.</li> <li>• Offsetting a differing sense of community.</li> <li>• Having the rights skills in the right position.</li> <li>• Getting a year round commitment.</li> <li>• Parental influences.</li> <li>• Recruiting and retaining volunteers.</li> <li>• Parents have no free time to volunteer (so we try and combine parent activities with childrens' activities).</li> <li>• Expectations of parents or volunteers in ability/time to take care of participants.</li> <li>• Internal committee/organization politics reduces volunteer involvement.</li> </ul> <p><b>Competition</b></p> <ul style="list-style-type: none"> <li>• Organizations with a self-interest and no regard for others.</li> <li>• So much competition – need to have opportunities for people to try new things, generate interest in what we do.</li> <li>• Neighbouring municipalities competing</li> <li>• Competing sports organizations in the Township and other neighbouring municipalities – people like/need choices for their activities and will travel for them.</li> <li>• Competition between and amongst groups for facilities and funding.</li> <li>• Competing interests – other organizations.</li> <li>• Competing groups.</li> <li>• Competition with technology (video games etc.).</li> <li>• Large variety in choices of activities to participate in.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Changing past perceptions of the quality of the organization and agency (library) and services provided (disunity on the board, program cancellations at the last minute).</li> <li>• Not enough teams to play so have to travel distances to participate.</li> <li>• Ethnicity – variances in types of activities and expectations for</li> </ul>
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<ul style="list-style-type: none"> <li>• Municipal operating costs – keeping them low.</li> <li>• Cost to participate.</li> <li>• Affordability of activities.</li> <li>• Multiple children in the same family wanting to participate but unable to afford. registration/equipment for all of them Having the proper facility of the quality required for play (i.e. soccer).</li> <li>• Costs to participate.</li> <li>• Cost to participate.</li> </ul> <p><b>Bureaucracy</b></p> <ul style="list-style-type: none"> <li>• Governing body regulations, rules and obligations restrict flexibility at local level.</li> <li>• Red tape – administrative at group, provincial organization and Township.</li> <li>• Red tape now required for people to volunteer (police checks, restrictive rules/regulations and reporting).</li> <li>• Bureaucracy and policies tie us up.</li> </ul> <p><b>Organizational Funding</b></p> <ul style="list-style-type: none"> <li>• Need the appropriate level of funding to provide the program and meet the needs.</li> <li>• Dividing resources to operate – some costs go up, some down – a real balancing act.</li> <li>• Finding funding and knowing how to ask for it when you do find it (Norwood Youth Recreation Fund is defunct due to lack of volunteers).</li> </ul> <p><b>Geography/Travel</b></p> <ul style="list-style-type: none"> <li>• Transportation.</li> <li>• Geography.</li> <li>• Cost of vehicle fuel.</li> <li>• Transportation – have to travel out of city to other facilities.</li> <li>• Geographic restraints.</li> <li>• Driving distances.</li> <li>• Costs of travel.</li> <li>• Geography – time and cost.</li> </ul>	<p>experiences.</p> <ul style="list-style-type: none"> <li>• Socio-economic impact – low to moderate income families and ability to pay – programs becoming elitist due to cost.</li> <li>• Lack of balance in activities (i.e. # of rep hockey hours required takes participants away from other choices).</li> <li>• Road signage – directional signs sometimes are missing.</li> <li>• Technology.</li> <li>• Communication of what is going on (in Township, school, facilities).</li> <li>• Community understanding – some disconnect between/amongst Otonabee and South Monaghan.</li> <li>• Not able to provide level of support that we have in the past (Lions/churches).</li> <li>• Not meeting the special needs of participants (often don't know them) – having the right facility at the right time.</li> <li>• Activities for teens that are successful.</li> <li>• 4-H club, being able to have a year round program.</li> <li>• Having enough time to do a good job.</li> <li>• Membership steadily decreasing.</li> <li>• Getting the word out.</li> <li>• Technology – not everyone has access to the internet but others rely on internet to get their information.</li> <li>• Weather affects activities.</li> <li>• Past indiscretions.</li> <li>• The culture of hockey – the strong interest and tradition impacts on people's attitudes around participation and allocation of ice time and other facilities.</li> <li>• Lack of communication amongst groups.</li> <li>• Awareness of location (tennis club).</li> <li>• Residency rules.</li> </ul> <p><b>Equipment</b></p> <ul style="list-style-type: none"> <li>• Getting equipment (recycled equipment).</li> <li>• Physical equipment like mirrors and exercise bars.</li> <li>• Adequately equipping the participants (due to cost etc.).</li> </ul>
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## What could be done to deal with the challenges (by your group, municipality, partners, others?)

<p><b>Collaboration Amongst Groups</b></p> <ul style="list-style-type: none"> <li>• Working with Social Services.</li> <li>• Have more people at the table talking about what could be done (Lions Club, Legion, Community Care, Masonic Lodge etc.).</li> <li>• Get community groups together so that they know what is going on and can help resolve each other's issues.</li> <li>• Advertise and market activities together (multiple groups).</li> <li>• Form "unconventional" partnerships between organizations to get people to participate.</li> <li>• Involve members of Council in groups and in this process.</li> <li>• Having an event with a variety of sports that people could try to get new people involved.</li> <li>• More coordinated promotion – spread out through all communities (Galway, Buckhorn, Lakehurst, Cavendish, Oakshores).</li> <li>• Collectively solve challenges and problems – identify opportunities, facility utilization, off-ice training etc.</li> <li>• Collaborate to plan activities and events.</li> <li>• Multiple groups should register at the same time (seasonality will be a key driver for this).</li> <li>• Take the momentum from this meeting and access to recreation process as a vehicle to get together in one year to discuss progress.</li> <li>• Formation of a sports and/or cultural council.</li> <li>• Good communications – between groups, township, community – we need a directory of groups.</li> <li>• Central Facebook page that includes all groups– maybe have a central email list.</li> <li>• Groups register at the same time (seasonally).</li> <li>• Form partnerships with other groups.</li> <li>• Centralized clearing house for things like publicity, registration and administration functions.</li> <li>• Coordinate timing of programs/services to reduce competition amongst groups and private operators.</li> <li>• Cross promotion amongst groups and Township of programs and services.</li> <li>• Other joint promotion: newsletters; email blasts; CTC flyer etc.</li> </ul>	<p><b>Programs and Events</b></p> <ul style="list-style-type: none"> <li>• Hold "Try It" programs to introduce people to the activities or Bring a Friend Nights.</li> <li>• Hold a sport expo where all groups can promote their sports – all ages, all sports.</li> <li>• Try-it programs – increase level of physical literacy.</li> <li>• Awareness week/events (have Mayor proclaim work week).</li> <li>• Promote sport equipment exchange at the Norwood Yard Sale weekend.</li> <li>• Try It days.</li> <li>• June 21<sup>st</sup> – Tie into ParticipAction Longest Day of Play Subsidy program.</li> <li>• Cycle Tourism on Trans Canada Trail.</li> <li>• Operate inexpensive sport camp program in off season to keep children involved.</li> <li>• More organized sports for children like Swim To Survive at the beaches and adults/seniors including exercise.</li> <li>• Continue the Legion March Break program.</li> <li>• Sign Up For Norwood (concept to raise awareness of importance of physical activity) – to get physical activity going, their choice to participate, benefits of activity etc . – 4 H registration concept.</li> <li>• 1 fee covers all (sports) both locally and regionally.</li> <li>• Offer more variety in events to keep people's interest in the community (i.e. Yuk Yuk's etc.).</li> <li>• Outdoor activities like the Breathing Forest Project – have them close to town.</li> <li>• Offer summer camps in Township to keep people here – 6-12 year olds.</li> </ul> <p><b>Subsidy/Reduce Cost</b></p> <ul style="list-style-type: none"> <li>• Coaching development training funding and/or access to courses (e.g. how to motivate athletes).</li> <li>• Lions Club – have \$ allocated to specific programs and causes.</li> <li>• Deferred payment programs.</li> <li>• Discounts.</li> </ul>
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- Hold joint organization registrations.
- Township groups meet regularly to discuss issues/solutions and plan together for facility use/advertising etc.
- Meet more often as groups – a starting point might be to promote what each of us does.
- Mediate internal disputes amongst teams and organizers – get groups talking.
- Identify solutions that will minimize the impact of different sports competing for the same participants.
- Cooperative marketing.
- Communication between and amongst sports and other organizations.
- Better communication and marketing – between organizations, coordinated data base of participants, organizing word of mouth campaigns in the groups and amongst other groups etc.
- Sign up kids on the same day.

#### **Organizational Funding**

- Youth dance raises dollars to support community – perhaps better leveraging of these funds would help.
- Friends of the Forest concept to promote tourism and fundraising.
- Variety of fundraising events (generate small and large amounts).
- Funding – knowing sources, how to ask, how to fundraise and get personal sponsorships (training would help) – need to coordinate our asks so we don't all approach same person/business.
- Find out what \$ groups need, tie groups together.
- Coordinated "ask" for funding and facilities.
- Funding sources and "how to" ask for support – also knowing restrictions of provincial organizations related to supporters.
- Being able to recruit and sell sponsors on benefits of supporting activities (how to ask, how to show benefits etc.) to reduce fees and attract more people.
- Being knowledgeable of government grants and have the skill/ability to successfully apply for funding (maybe have one/several good grant application organizers/writers).
- Joint grant applications.

- Needy Family Fund (IODE).
- Organizations support kids financially.
- Every organization share the subsidy loads.
- Get membership in JumpStart, KidsSport, OFAH - create subsidy awareness to help offset registration costs.
- Minimize costs to families by providing things like subsidy. fund/program for needy participants, subsidized "spots" etc. – this would require a more formal funding mechanism/policy that could be implemented at the municipal level by groups/Townships
- Being able to offer fee subsidies to those not able/afford to participate (Jump Start, Township budget etc.) and knowing how to promote and administer fairly.
- Municipality – continue discount on fees and provide staff support.
- Promoting subsidy availability and training for groups to do it – payment plans, wide assortment of sources, minimize the stigma of assistance.
- Cost recovery model.

#### **Volunteers**

- Volunteer recruitment – need to get better at this.
- Streamline the process for Vulnerable Sector Checks/registration – perhaps organize pickups of registration information when approved through community policing.
- Subsidize the cost of volunteer training.
- Develop a discount reward system for those who volunteers (i.e. reduced registration for child).
- Volunteer recruitment strategy – recruit, recognize, retain – help groups recruit – perhaps have shorter time commitments and more volunteers to fill positions.
- Currently we are not reaching everyone who might want to volunteer, need to broaden our ask to all age groups.
- Having job descriptions for volunteers.
- More recognition and awards for volunteers.
- Get volunteers involved in functions that create value/fun for the participating – kids bring adults to a dinner in the past (got a benefit for participating) – if people can't come to the event provide other opportunities.

<p><b>Equipment</b></p> <ul style="list-style-type: none"> <li>• Support to replace and/or buy new equipment.</li> <li>• Equipment for activities – not just used donated equipment, go to Jump Start, KidSport – for baseball and T-ball.</li> <li>• Get serious about having equipment swaps.</li> </ul> <p><b>Facilities</b></p> <ul style="list-style-type: none"> <li>• Right facilities for the activities – need discussion here.</li> <li>• Discussion with Recreation Manager to share facility openings.</li> <li>• Policy of who gets what facilities at what time for what cost.</li> <li>• Ongoing maintenance of outdoor facilities – fix drainage problem.</li> <li>• User Groups – re-shuffle time so municipality can sell ice.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• We need to pull the community together and develop a shared vision.</li> <li>• OMHA Training/qualification expectations – make clearer.</li> <li>• De-stress the parents – help them get children to the activities.</li> <li>• To offset geographical challenges run a shuttle bus for events.</li> <li>• Transportation.</li> <li>• Communication.</li> <li>• Leadership for the project – need to set a vision for accessibility to promote fitness and better health – create ownership for the problem and move ahead.</li> <li>• Define and promote long term goal.</li> <li>• Improve word of mouth process.</li> <li>• Tourism opportunities.</li> <li>• Trail links to cycling club rides to town and businesses.</li> <li>• Need to show value for fees paid.</li> <li>• Build specific, meaningful and age appropriate relationships with youth/children to compete with technology</li> <li>• Tie health promotion and related benefits into the school curriculum (this is a very long term strategy)</li> <li>• Knowing where to go and who to talk to about what is going on in the community (i.e. Kawartha Festival Ambassadors)</li> <li>• Reduce past perceptions of organizations – timely, accurate, relevant communication and prompt problem resolution</li> </ul>	<ul style="list-style-type: none"> <li>• More training for volunteers, coaches – more how to's on program planning, supervising activities, program ideas.</li> <li>• Volunteer Drivers – offset gas and insurance costs.</li> <li>• Attract younger volunteers.</li> <li>• Volunteer development especially for board positions – training, marketing, meetings, special needs skills, perhaps approach retired teachers Volunteer strategy – e.g. give them free participation in program or reduced fees in exchange for volunteering and fundraising.</li> <li>• Volunteers, promote there is always a time to step away</li> <li>• Spell each other off at events (e.g. youth dances alternative dates etc).</li> <li>• Flyers to parents when they drop off kids asking their help.</li> <li>• Personal invites for specific jobs.</li> <li>• Job specific with sunset date, jobs they can handle.</li> <li>• People can sign up when they register their child.</li> <li>• Make it easy.</li> <li>• Have volunteer appreciation “fun nites” when they can just have fun together.</li> <li>• Volunteer management – keeping people interested and involved, ways to accommodate theirs’ and the organizations’ needs.</li> <li>• Involve parents (in some positive way) at the beginning of each season of participation (perhaps a prerequisite to registration).</li> <li>• Ask parents for support in non-traditional ways.</li> <li>• Recruit more volunteers to reduce stress of being involved and eliminate “burn-out).</li> <li>• Recognize that parents need “downtime” from life activities and being involved with their children – be more creative to attract parents by offering incentives for their involvement.</li> </ul> <p><b>Promotion and Marketing</b></p> <ul style="list-style-type: none"> <li>• Way to publicize ice time that is available that is not being use.</li> <li>• Sharing ice time.</li> <li>• Promote being active – marketing on an ongoing basis.</li> <li>• Target audiences other than parents of kids.</li> <li>• Flyers in Food Bank baskets to reach people and inform of opportunities and resources.</li> </ul>
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	<ul style="list-style-type: none"><li>• Township web site for advertising.</li><li>• Signage on rural roads to attract cyclists.</li><li>• Municipal Community Recreation Guide – with a calendar – could get ads to offset costs.</li><li>• Joint promotion, special events that piggy back on each other (recreation showcase, joint promotion etc.).</li><li>• Reaching children that are not involved by motivating/attracting parents to get their children involved – this could be done by increased/targeted advertising.</li><li>• Promote programs through Township tax notice mailings and recreation guides.</li></ul>
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What could be done immediately to help you make your programs and services more accessible (by your group, municipality, partners, others)? What could be done over the longer term 1-2 years?

SHORT TERM	
<p><b>Group Collaboration</b></p> <ul style="list-style-type: none"> <li>• Better communication and marketing between organizations, coordinated data base and word of mouth campaigns.</li> <li>• Big Brothers, Guides and Scouts should be included at the table.</li> <li>• Meet more often as a group.</li> <li>• Collaborate together.</li> <li>• Ongoing communication amongst groups – central Facebook page, directory etc.</li> <li>• ¼ erly collaborate on facility use times.</li> <li>• Groups register at same time (seasonal).</li> <li>• Collaborate on special events.</li> <li>• Coordination of program/service timing and availability – scheduling, promotion, registration etc.</li> <li>• Funding coordination of requests.</li> </ul> <p><b>General Training</b></p> <ul style="list-style-type: none"> <li>• From both the schools and the minor hockey association, there was interest in the coaching certification programs and the programs related to children and their development.</li> <li>• Interest was expressed from all groups to include First Aid, CPR and AED training. It was brought forward that for many sports programs, it is not a requirement that there be an individual certified in first aid on the team and that they rely heavily on those trained working in the facility.</li> <li>• Coaching development training.</li> <li>• Training in fund application/fundraising.</li> </ul> <p><b>Programs</b></p> <ul style="list-style-type: none"> <li>• Try-it programs (4).</li> <li>• More organized sports.</li> <li>• June 21<sup>st</sup> event (ParticipAction).</li> <li>• More outdoor activities.</li> </ul>	<p><b>Groups Marketing/Advertising</b></p> <ul style="list-style-type: none"> <li>• A community calendar.</li> <li>• Coordinated advertising and marketing amongst the various community groups.</li> <li>• Coordinated communication.</li> <li>• Marketing and promotion, getting the message out.</li> <li>• Cooperative advertising, program planning etc.</li> </ul> <p><b>Volunteers</b></p> <ul style="list-style-type: none"> <li>• Volunteer recruitment strategy.</li> <li>• Need to get at why people don't want to volunteer – we need to ask them what they need not just for what we need.</li> <li>• Recruitment more volunteers.</li> <li>• Volunteer development.</li> <li>• Volunteer recruitment/recognition.</li> <li>• Volunteer strategies.</li> <li>• The seniors groups expressed interest in marketing training and volunteer retention training.</li> <li>• Volunteer development and coordination.</li> <li>• Strategies to attract and keep the parents in their child's activities and ultimately the organization.</li> </ul> <p><b>Organizational Funding</b></p> <ul style="list-style-type: none"> <li>• Funding sources – Teachers for Kids, Jennifer Ashleigh Foundation, KidSport, Jump Start, Just for Kics (Kids in Community Sport).</li> <li>• Government grant application coordination.</li> </ul> <p><b>Equipment</b></p> <ul style="list-style-type: none"> <li>• Equipment support is important.</li> <li>• Program and sport equipment.</li> <li>• Equipment exchanges.</li> <li>• Promote sport equipment exchanges.</li> </ul>

<b>Other</b> <ul style="list-style-type: none"> <li>• Target other audiences than just kids in program.</li> <li>• Flyers in food bank baskets.</li> <li>• Follow up on community survey.</li> <li>• Link with Township web site.</li> <li>• Coordinate times of programs.</li> <li>• Though the Township of North Kawartha runs the majority of the programs within the area, some items were brought forward that the groups felt they could benefit from through the OSRCF Project.</li> </ul>	<b>Subsidy</b> <ul style="list-style-type: none"> <li>• Lions continue to support programs and events.</li> <li>• More clarity in approaching subsidy issue.</li> <li>• Making programs/services as affordable as they can be to as many people as possible.</li> </ul>
<b>LONG TERM</b>	
<ul style="list-style-type: none"> <li>• Summer camps.</li> <li>• March Break program.</li> <li>• 1 fee covers all sports.</li> </ul>	
<b>ONGOING</b>	
<ul style="list-style-type: none"> <li>• Variety of fundraising events.</li> <li>• Municipal fee discounts.</li> <li>• User groups re-shuffle facility time so municipality can sell extra.</li> <li>• More variety in events.</li> </ul>	<ul style="list-style-type: none"> <li>• Group collaboration.</li> <li>• Use Township web site.</li> <li>• Youth Dance to raise \$.</li> <li>• Form partnerships with other groups</li> </ul>
<b>OTHER</b>	
<ul style="list-style-type: none"> <li>• Communication and awareness are key, getting people out to special events and programs</li> <li>• Gerry needs a list of community contacts that can be distributed.</li> <li>• Information collected during the meetings should be added to the Social Service Department County Service Map</li> <li>• The recreation directors could plug into the PCCHU BEEP Test and promote physical literacy using some of the work the Health Unit has done</li> <li>• Poverty is a key issue in the municipality that should be somehow addressed by recreation directors</li> </ul>	<ul style="list-style-type: none"> <li>• Competition from “screen time” is huge factor</li> <li>• We should have a press release/communication strategy at the end of Needs Assessment phase to raise awareness in communities and at local councils</li> <li>• Promoting subsidy</li> <li>• Set a vision</li> <li>• Mediate internal disputes</li> <li>• Facility utilization</li> <li>• Some other considerations</li> </ul>