

Appendix A: Inventory of Recreation Programs and Activities in Kawartha Lakes

Municipally-led Programs

Table A-1 provides examples of programs that are provided by the municipality, including those that are structured and require registration, as well as drop-in/casual activities. Where data was available, average participation rates by activity were also included.

Table A.1: Sample of Municipally-led Programs

Type	Programs	Approximate Number of Sessions Offered Annually	Average Registration Rate (%)	Notes
Aquatics	- Baby Aquafitness - Parent & Tot Swim Lessons - Level 1-3 - Children’s Swim Lessons - Level 1-6 (Ages 3-6) - Swimming Lessons for School-aged Children/Youth - Beach Swim Lessons - Lifeguard Training - Swim Instructor Training - Adult Level 1-3 Swim Lessons (Ages 15+) - Private/Semi-Private/Homeschool Lessons - Aquatherapy - Aquafitness and Aquayoga	1517	75%	Highest registration rates in aqua therapy, children's swim lessons, and Aquafitness/ Aquayoga. Lowest registration rates in baby aquafitness, swim instructor training/first aid, adult level 1-3 swim lessons, and beach swim lessons. Waterfront programming was offered in the summer of 2024, but there was limited registration.

Type	Programs	Approximate Number of Sessions Offered Annually	Average Registration Rate (%)	Notes
Arena Sports	- Women's Recreational Hockey League - Women's Ball Hockey	1	100%	The Women's Recreational Hockey League was at capacity, with 132 players registered and 12 on the waitlist. Expanded to 10 teams for the 2024/2025 season. Women's Ball Hockey had 60 registrants with 5 waitlisted.
Fitness Classes	- Strength & Cardio Based - Yoga & Pilates - Rehab Based	79	85%	Nearly half of strength and cardio-based fitness classes were registered to capacity. Pilates at Forbert Pool was almost always full, but also only had a capacity of 8-10 people, while Yoga at Victoria Park Armoury was less than capacity generally, but capacity was 30.
Sports Programs	- Pickleball (15-week program) - Badminton	3	100%	Pickleball sessions were only offered during the Fall of 2023, but as of 2024, indoor sessions were offered from September to March, and outdoor sessions were available from May – October. Drop-in badminton was also offered twice a week from September to May, 2024.
Arts and Culture	- Introduction to Digital Photography - Capturing the Fall Landscape	2	14%	
Camps	- Summer day camps - March break camp	30	92%	

Non-municipal Programs

Table A-2 provides examples of programs and activities that are offered by public agencies other than the municipality, including not-for-profit organizations, community-based volunteer groups, and commercial operators in Kawartha Lakes. While not an exhaustive inventory, the programs and activities outlined offer a sample of the recreational offerings available to residents and visitors beyond what is provided by the municipality.

Table A.2: Sample of Non-municipal Programs

Organizer	Type	Program
Public Agencies	Arts & Culture	Programs such as story time, music-based activities, art classes, creative writing workshops, book clubs, and social gatherings.
	Seniors Programs	Offerings including senior exercise classes and indoor/outdoor walking programs.
Not-for-Profit Agencies	Youth programs	Offerings such as day camps, music lessons, and indoor/outdoor sports activities.
	Adult Sports Programs	Indoor and outdoor leagues, recreational play, and tournaments for sports, including tennis, volleyball, basketball, ball hockey, and pickleball
	Drama Programs	Community theatre productions (opportunities to audition)
Community-based Volunteer Groups	Ice Hockey Leagues	9+ minor hockey clubs across the municipality providing organized hockey leagues for children and youth 2+ men's hockey leagues
	Skating Clubs	5+ skating clubs across the municipality providing recreational and competitive skating programs
	Curling Clubs	6+ curling clubs offering opportunities for recreational and competitive curling
	Horticultural Organizations	7+ horticultural groups focused on gardening and landscaping activities across the municipality
	Basketball Leagues	1 children/youth basketball league
	Baseball/Softball Leagues	10+ minor baseball/softball clubs across the municipality providing organized leagues for children and youth 2+ adult baseball/softball organizations

Organizer	Type	Program
Community-based Volunteer Groups	Soccer Leagues	3+ minor soccer clubs providing organized leagues for children and youth
	Other Sports Clubs	12+ clubs offering other sports, such as lawn bowling, pickleball, cycling, lacrosse, badminton, swim club, rugby, ball hockey, and special Olympics programs
	Seniors Organizations	4+ seniors organizations providing social activities for older adults 2+ organizations providing sports programs for seniors, including slo-pitch, tennis, and hockey
	Nature and Outdoor Activities	5+ clubs promoting/leading activities such as hiking, birdwatching, snowmobiling, ATVing, and trail maintenance initiatives
	Hobbies and Crafts	3+ organizations focusing on activities such as weaving, rug hooking, and model railroading
	Service Clubs	13+ clubs across the municipality, with social, recreational, and service-based initiatives across multiple communities
	Other Clubs and Societies	4+ organizations supporting public speaking, youth cadets, agriculture activities, and more
Commercial Operators	Dance Studios	6+ organizations offering recreational and competitive dance programs for various styles.
	Visual Art Classes	1+ organization offering instruction in painting, drawing, and other artistic mediums
	Gyms	12+ gyms and/or fitness centres offering weight training, fitness classes, and yoga
	Golf Courses	14+ golf courses across Kawartha Lakes with various recreational and competitive leagues
	Other	8+ organizations offering other activities, such as gymnastics, diving, karate, jiu jitsu, boxing, and more.

Self-directed Activities

A variety of activities that are not formally organized but nevertheless rely on the availability of adequate recreational spaces and facilities to accommodate them also exist in the municipality. These activities are self-directed rather than being supported by instructors or facilitators. Because of the nature of these activities, it is difficult to produce a formal inventory of activities or related data on participation. Nevertheless, a list of examples of self-directed activities in Kawartha Lakes has been provided in Table A-3 below.

Table A.3: Sample of Available Self-Directed Activities in Kawartha Lakes

Activity Type	Activity	Location Examples
Nature-based Activities	Hiking, Cross-country Skiing, Snowshoeing, Snowmobiling, ATVing, Off-road Motorcycles, Hunting, Birdwatching	• Ganaraska Trail • Kawartha Trans Canada Trail • Victoria Rail Trail • Somerville Forest Tract • Pontypool Forest Tract • Emily Forest Tract • Bobcaygeon Wilderness Park • Ken Reid Conservation Area • Balsam Lake Provincial Park • Indian Point Provincial Park • Queen Elizabeth II Wildlands
	Cycling	• Kawartha Trans Canada Trail • Victoria Rail Trail • Somerville Forest Tract • Multiple On-road Cycling Routes Available
	Paddling, Fishing, Swimming, Boating, Stand-up Paddleboarding, Scuba Diving	• Scugog River • Sturgeon Lake • Pigeon Lake • Many other rivers and lakes available

Activity Type	Activity	Location Examples
Sports-based Activities	Skating	• 10+ outdoor rink locations • Logie Park Skating Loop • 9 indoor ice pads at 8 arenas with the following opportunities for open skates: • Public Skate • Accessible Skate • Skating - Parent & Tot • Stick and Puck • Ticket Ice • Shinny • Women's Shinny • Youth Shinny • Senior Shinny • Senior Skate
	Swimming	• Two indoor aquatic facilities (Lindsay Recreation Complex and Forbert Memorial Pool) with the following opportunities for open swims: • Adult Swims • Fitness Swims • Fun Swims • 15 public beaches and beach parks • 4 splash pads
	Racquet/Paddle Sports	• 8 outdoor tennis courts/12 outdoor pickleball courts • Fenelon Falls Community Centre used for indoor pickleball • 2 squash courts (Lindsay Recreation Complex) • Drop-in badminton and pickleball
	Basketball	• 10+ outdoor basketball courts
	Beach Volleyball	• 2 outdoor volleyball courts (Woodville Ball Park and Garnet Graham Park)
	Disc Golf	• 9-hole disc golf course at Memorial Park, Lindsay
	Playground	• 65+ playgrounds
	Skateboarding, BMX, etc.	• 4 municipal skateparks • BGC Kawarthas Skatepark
	Photography	• Numerous locations with scenic landscapes, wildlife, and historic sites throughout the municipality
Non-sports-based Activities		

Activity Type	Activity	Location Examples
Non-sports-based Activities	Museums	• Kawartha Lakes Museum & Archives • Fenelon Falls Museum (Maryboro Lodge) • Kinmount Model Railway and Kinmount Heritage Museum • Kawartha Settlers' Village • Boyd Heritage Museum
	Crafts and DIY Activities	• Kawartha Lakes Public Library weekly drop-in activities (e.g, weekly crafts, weekly creative building activities, drop-in knitting group, etc.)

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Appendix B: Programs and Events

Benchmarking Results

Approaches to municipal recreation programming vary widely based on each community's needs, interests, and capacity, making it challenging to establish a standard for program provision across all municipalities. To address this, municipalities use several practices, including through a program inventory analysis, assessing current participation levels, and engaging the community to estimate future demand. These methods help create a tailored community-specific set of standards for programming.

Benchmarking is another valuable tool that can be used to compare a municipality's programs to those in similar communities, based on factors such as land area, growth pressures, population, and socio-demographics. While this can help highlight potential programming gaps, it is still important to consider that local conditions, preferences, economic factors, and available infrastructure ultimately shape what is desired and feasible. Additionally, if non-municipal organizations are already providing certain programs, it is counterproductive for the municipality to duplicate or compete with these existing programs.

As part of this Plan's preparation, a benchmarking exercise was conducted to compare the programming provided by the City of Kawartha Lakes with that of Norfolk County, Greater Sudbury, Chatham-Kent, and Quinte West. These municipalities were selected because they are all single-tier municipalities

with large land masses. They each also have a relatively similar population/number of households as Kawartha Lakes and experience a similar mix of growth pressures, waterfront resources, and tourism draw.

Table B.4: Sample of Available Self-Directed Activities in Kawartha Lakes

	Kawartha Lakes	Norfolk County	Greater Sudbury Area	Chatham-Kent	Quinte West
Total Population (2021 Census)	79,247	67,490	166,004	103,988	46,560
Population Density (people per Km2)	26.1	42.2	52.1	42.4	94
Land Area (Km2)	3033.66	1597.68	3186.26	2451.9	495.45
Total Parks and Recreation Expenditure (2022)	5,538,718	3,917,832	15,797,546	5,793,812	2,742,708
Per Capita Parks and Rec Expenditure (2022)	66.5	57.43	94.63	55.46	59.39
Total Number of Indoor Program Locations	10 locations (e.g., arenas, pools, recreation/ community centres)	13 locations (e.g., recreation/ community centres, pool, arenas, halls, local schools)	25 locations (e.g., recreation/ community centres, sports complex, public library, local schools, arenas, pools)	16 locations (e.g., community centre, youth centre, local schools)	The City does not provide direct programming. Programming is primarily provided by YMCA, 8 Wing Trenton Canadian Forces Base, Public Library, and commercial operators.
Total Number of Outdoor Program Locations	3 locations (e.g., beaches for swim lessons)	8 locations (e.g., trail locations for walking programs)	17 locations (e.g., Ski Hill, Campground, and 15 playgrounds that are used to host day camps)	N/A	

Sample of Preschool Programs	- Baby aquafitness - Parent & tot swim lessons - Pre-school swim lessons - Parent and tot skates	- Drop-in music and movement class - Pre-school swim lessons - Public Skates - Parent and Tot skates	- Parents and Tots Skating - Family/Parents & Tots Swim - Swim Lessons	- Parent and tot swim lessons - Learn to Play Programs (Baseball and soccer) - Skating lessons - Tiny tot skates - Parent and tot swim - Public skates	
Sample of Children's Programs	- Swimming lessons (indoor and beach lessons) - Public swims - March Break Day Camp - Summer Day Camp - Public skates - Stick and Puck	- Drop-in multi-sport programs - Afterschool program - Indoor floor hockey - Swim lessons - Public swims - Holiday day camps - Summer day camps - Public Skates - Family stick and pucks	- Gymnastics - Taikwondo - Public skates - Ski and Snowboard programs - Neighbourhood playground day camps (20 different playgrounds and arenas used to host through July/August) - Day Camp at Camp Sudaca - Children's visual arts classes - Swim Lessons	- Multi-sport program - Karate - Tennis - Skating lessons - Public Skates - Stick and puck - Swimming lessons - March Break Camps	

Sample of Youth Programs	- Swimming lessons - Lifesaving and leadership courses - Drop-in and registered fitness programs - Drop-in and registered pickleball programs - Public skates - Stick and puck - Ticket ice - Youth shinny - Drop-in badminton - Photography classes	- Drop-in multi-sport - Indoor floor hockey - Babysitting training courses - Public skates - Stick and puck - Women's shinny - Figure skating drop-in - Inline/roller skating - Swim lessons - Lifeguard training - Drop-in pickleball	- Taikwondo - Intro to fitness - Public skate - Ski and Snowboard programs - Camp councillor in training program - Ski and snowboard camps - Drop-in basketball - Drop-in badminton - Drop-in multi-sport - Drop-in pickleball - Public Swims - Swim Lessons - Lifeguard Training	- Karate - Tennis - Babysitting/first aid courses - Public skates - Stick and puck - Shinny hockey	
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Sample of Adult Programs	- Swimming lessons - Aquafitness/aquatherapy programs - Drop-in and registered fitness programs - Drop-in and registered pickleball programs - Public skates - Drop-in badminton - Photography classes - Shinny - Women's Shinny	- Drop in basketball - Drop-in ball hockey - Drop-in pickleball - Pickleball workshops - Indoor walking program - Outdoor walking program - Approximately 2 drop in fitness classes + 1 mindfulness/stretching class per week - Aquafit/therapy swims - Public swim - Drop in cooking classes - Drop in craft class - Public skates - Stick and puck - Women's shinny - Figure skating drop-in	- Drop-in and Registered fitness programs - Taikwondo - Adult Shinny - Adult Skating - Indoor walking program - Ski and Snowboard programs - Art workshops - Drop-in basketball - Drop-in badminton - Drop-in multi-sport - Drop-in pickleball - Aquafit/Aquatherapy - Public swims - Adult Swim Lessons	- Basketball - Volleyball - Badminton - Soccer - Pickleball - Aquafit - Public swims - Public skates - Adult skates - Shinny hockey	
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Sample of Seniors' Programs	- Aquafitness/aquatherapy programs - Drop-in and registered fitness programs - Drop-in and registered pickleball programs - Senior Skates - Senior Shinny - Drop-in badminton - Photography classes	- Numerous walking groups (indoors and outdoors) - Telephone-based social programs - Local speakers and history talks (virtual program) - Trivia and games - Stretching/gentle exercise/aerobics programs - Baking class - Arts and Crafts - Line Dancing - Shuffleboard - Cards - Social Café - Workshops (e.g., community legal clinic, seniors dental clinic, gardening workshop) - Bus trips for adults 50+ (e.g., St. Jacobs Market Bus Trip, St. Lawrence Market, and Casa Loma Bus Trip) - Aquafit/therapy swims - public swims - public skates	- Indoor walking program - 65+ Shinny - Art workshops - Aquafit/Aquatherapy - Public Swims - Adult skating - Drop-in and registered fitness programs	- Pickleball - Aquafit - Public swims - Walking program - Public skates - Shinny hockey	
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Sample of Events	- Easter in the Park - Concerts in the Park - Milk Run (5km and 10km run) - Kawartha Lakes Farmfest - Financial support for community-led holiday celebrations (e.g., Canada Day celebrations, Holiday Parades)	- Halloween bash - New year's eve skate - Spooky splash swim - Family day snow event	- Outdoor concerts - Large scale events in community arena (e.g., Harlem Globetrotters, Fire & Ice Charity Hockey Game, Concerts, etc.) - Holiday-based events (Holiday market, Santa Clause Parade, etc)	N/A	- Movies in the Park - Quinte West Family Fest - Canada Day Event - Quinte West Holiday Market - Quinte West Summer Pop-ups - The Great Summer Carnival - Touch the Truck Event - Summer Concert Series - Front Street Farmers Market - Home Decorating Tours (Halloween and Christmas) - Hops on the Water Craft Beer Festival
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Appendix C: Additional Recreation Trends

Program Type:

Growing Emphasis on Outdoor Recreation

Since the onset of the COVID-19 pandemic, many people have developed new interests in spending time outdoors, and it is likely these interests will remain high. In demonstration of this, a 2021 cross-country survey by Park People showed that parks and green spaces have become more important to Canadians' sense of connection to nature and that Canadians would like more opportunities to experience wild/natural spaces. The same survey demonstrated that 76% of Canadians want to see more community programming in parks and green spaces. And finally, a 2023 report showed a further increase of park use approximately 15% above 2020 pandemic levels.

Coupled with increased awareness and concern about climate change, it is likely that interest in outdoor programming will continue to rise as people, particularly youth, seek to reconnect with nature and obtain a better understanding of ecology and the environment. Consequently, the need to make use of existing assets and resources to encourage more residents and visitors to use parks, trails, and water routes has become increasingly apparent. And while many outdoor recreation activities can be effectively self-directed, there are also many social and educational benefits to offering more structured outdoor recreation

programming. While the City of Kawartha Lakes has ample opportunities for self-directed outdoor recreation programming (see Appendix ?), the municipality does not provide any outdoor recreation programming.

Demand for Drop-in and Unstructured Activities

A 2023 study, which reviewed survey data from the master plans, needs assessments, and other similar types of strategic planning documents developed by 54 municipalities across Canada, determined that the top three barriers to participation were facility operating or programming hours being unsuitable, affordability, and a lack of time to participate. In many cases, organized recreation programs, particularly competitive sports, demand significant time for training, practices, travel, and league activities. However, as households face increasingly busy schedules, many are unable to commit to these types of structured activities.

As a result, a growing preference for casual, drop-in, and unstructured activities has been seen across the country, and municipalities are adapting their service delivery models by extending operating hours and increasing the availability of drop-in programs. The City of Kawartha Lakes currently offers a handful of drop-in programs, including badminton, pickleball, public skates, public swims, and ice programs.

Interest in Park Related Tourism/ Sustainable Tourism

Many public parks are becoming key destinations that attract visitors, particularly parks suited for special events, festivals, or multi-sport facilities capable of hosting tournaments. The American Planning Association notes, “Parks are frequently the location of choice for festivals and events because they are often centrally located gathering places that are intended to facilitate recreation and can accommodate temporary infrastructure without major disruption of their normal functions.” Parks have the capacity to generate economic benefits, and park tourists by extension frequently contribute revenue to local restaurants, hotels, snack shops, and stores.

A 2023 Parks Canada publication notes, “More Canadians than ever before are choosing natural and cultural heritage places for recreation and vacations. Domestic and international travelers alike are seeking authentic experiences, unique activities and a deeper connection to community and culture, especially Indigenous cultures and traditions (p. 4).” With the inclusion of unique amenities such as a zoo, museum, or art/cultural/heritage pieces (e.g., sculptures, murals, landscape planting), parks can become tourist attractions. At this time, Kawartha Lakes provides only a limited number of events in parks, with those provided primarily targeting local residents.

Digital Fatigue and Loneliness

The American Planning Association’s 2025 Trend Report for Planners highlights a growing desire to reconnect

in person, driven by increasing digital fatigue. Loneliness is also on the rise in communities across the world, the impacts of which have now been associated with significant physical and mental health challenges, including cardiovascular disease, dementia, stroke, depression, and anxiety.

The impact for parks and recreation professionals is a need to balance digital public engagement with face-to-face interactions that foster community connections and intergenerational relationships. At present, the City of Kawartha Lakes does not provide any virtual recreation programming, and there does not appear to be any explicit demand for it. Existing programs that intentionally foster community connections are also limited, however, with only a handful of community-focused events held annually.

Interest in Endurance Sports

Endurance and ultra-endurance sports have grown in popularity over the past two to three decades. According to a report from the International Association of Ultrarunners and RunRepeat, global participation in ultra running events increased by an astounding 1,676% between 1996 and 2019. Factors driving this trend include the accessibility of endurance events, their appeal on social media, the measurable personal challenges they offer, and advances in training technology, such as fitness apps, online coaching, and sport psychology resources. Endurance and ultra-endurance sports can also draw participants by showcasing stunning natural landscapes, which can boost local tourism.

Kawartha Lakes currently hosts its annual Milk Run (5km and 10km runs) in Lindsay, while the Kawartha Lakes Classic Cycling Tour is hosted annually by a community group. These events do not offer significant appeal to racers who are seeking an endurance challenge or who are interested in a competitive atmosphere, but their success indicates an opportunity to offer new events of a similar nature that could appeal to both local residents and tourists.

Pickleball's Rapid Growth

While the pickleball trend is a North American-wide phenomenon, a national survey conducted in January 2023 indicates that there are around 1.37 million individual Canadians playing the sport (approximately 11% of the population), with more than half of those 1.37 million playing four or more times per month. This number is up from an estimated 350,000 in January 2020. The experience of other municipalities indicates that pickleball is currently among the most requested programs in Ontario communities, and there are a number of factors that will likely support continued growth in participation, including:

- Play, in terms of rules and physical intensity, is relatively easy;
- There is an all-ages appeal;
- National organizational commitment to growing participation;
- Improving recognition as a legitimate sport nationally and internationally, with both recreational and competitive categories;
- It can be played year-round indoors and outdoors, with appropriate

facilities; and,

- Participants report that it is fun as well as physically beneficial.

Municipalities everywhere are responding to the increased demand for pickleball by quickly introducing dedicated pickleball and/or dual tennis/pickleball courts to facility supply. Pickleball courts are being added through combinations of new builds and repurposing existing tennis courts, as one tennis court can be converted to use as two pickleball courts. It is important to note, however, that many municipalities are now seeing conflicts between tennis and pickleball players over shared use of courts. In the past few years, Kawartha Lakes has introduced pickleball courts (dual or multi-use courts) and programming both indoors and outdoors several times a week.

Participant Needs & Interests:

High Level of Inactivity in Children and Youth

Physical activity has been shown to positively impact nearly all health and well-being indicators for children and youth, including physical fitness, bone health, quality of life, motor skill development, psychological well-being, and pro-social behavior. However, according to the Participaction Report Card on Physical Activity for Children and Youth (2024), only 39% of children and youth aged five to 17 meet the recommended 60 minutes of moderate-to vigorous-intensity physical activity per day on average.

Identified barriers to physical activity among children and youth include increased screen time, reduced opportunities for active transportation, limited access to green spaces, financial constraints, and time limitations. The COVID-19 pandemic has also had lasting effects on physical activity levels due to lockdowns, physical distancing, and the suspension of organized sports. Additionally, the rise in extreme weather events and natural disasters, such as forest fires, floods, and heatwaves, underscores the impact of climate change on physical activity. These events pose unique risks to children and youth, who are particularly sensitive to climate-related health hazards and often need to stay indoors to avoid them.

Additionally, parks and recreation professionals can provide important offerings for youth when school is not in session, including before and after school, during weekends, and over the summer break. These programs provide opportunities for youth to develop physical literacy, job-related skills, social bonds, and to engage in structured and enriching experiences.

Currently, youth-directed programming provided by the City of Kawartha Lakes is limited primarily to aquatics/lifeguard training and youth shinny, though there is youth-directed programming offered by many community-led sports organizations, as well as BGC Kawarthas and other commercial providers.

Growing Need for Active Seniors Programming

As a result of an aging population and a growing post-pandemic interest in recreation programs, municipalities across North America are experiencing increased demand for active seniors programming. A report produced by the National Recreation and Park Association indicated that 9 in 10 park and recreation agencies in the United States dedicate facilities, activities, and programming to older adults, with 44% of agencies targeting adults as young as 50 years old for their older adult offerings. According to this report, the most common park and recreation offerings to older adults included exercise classes; field trips, tours, vacations; arts and crafts classes; opportunities to volunteer in recreation centres; and events and festivals for older adults.

Kawartha Lakes' geographic features and proximity to the Greater Toronto Area also make it a popular location for retirees and near-retirees to live and/or visit. The 2024 Community Analysis for the City of Kawartha Lakes notes that the municipality has a lower labour force participation rate than that of the Province (57.5% compared to 66.0%), which is likely explained by the larger percentage of residents that are retired. Responding to the needs of this population, the municipality has provided some programming that is directed to seniors, such as pickleball, aquafit, and fitness classes, however many non-sport seniors programs are currently provided by community groups and other public agencies.

Importance of Accessible Programming

The 2022 Canadian Survey on Disability showed that 27% of Canadians aged 15 years and older had one or more disabilities that limited them in their daily activities - a 5% increase since 2017. This increase can be partially attributed to both the aging population and the large increase in mental health related disabilities among youth and working-age adults. In 2022, 72% of persons with disabilities reported that they experienced 1 or more of 27 types of barriers to accessibility, with barriers related to indoor and outdoor public spaces representing the most commonly experienced (56%).

Supporting accessibility means: “Removing the barriers faced by individuals with a variety of disabilities (including, but not limited to physical, sensory, cognitive, learning, mental health) and the various barriers (including attitudinal and systemic) that impede an individual’s ability to participate in social, cultural, political, and economic life. Disabilities can be temporary or permanent. As we age our abilities change and therefore an accessible society is one designed to include everybody; both people with disabilities and people who self-identify as non-disabled.”

Although facility improvements can be expensive and require long-term planning, the cyclical nature of program planning provides more opportunities to improve accessibility, inclusivity, and the adaptive nature of programs. Kawartha Lakes is working towards improving the accessibility of its programming and acknowledges that there are many areas within which the City can still improve.

Need for Free and Low-Cost Recreation Opportunities

In 2010, Canadian households spent an average of \$1,600 per year on recreation services. By 2021, this number had dropped to \$1,168. When adjusting for inflation, this represents an approximate 40% decrease in recreation spending over this 11 year period. Studies have shown that many Ontarians are struggling with affordability, and are more concerned about paying for basic necessities than saving or spending on nonessential services. Consequently, it is expected that an increasing need for free and low-cost recreation opportunities will be seen in communities across the country.

A 2022 study by the Maple Leaf Sports and Entertainment (MLSE) Foundation found that the cost of recreation programs and equipment were identified as a barrier to participation by 43% of respondents, with this trend being most notable amongst youth aged 6-10 and 19-29. This highlights the importance of providing free or low-cost recreation opportunities, particularly to the youth demographic. While Kawartha Lakes does provide some free programming, primarily in the forms of free swims, free skates, and community events, there are opportunities to improve or better communicate the opportunities that are available. The parks section also discusses supporting free/affordable recreation through the provision of open access park amenities.

Importance of Supporting Women and Girls in Sports

Advocates for women in sport have long pushed for the rights of girls and women to have equal opportunities to play sports as boys and men. The 2024 Rally Report by Canadian Women & Sport demonstrates an encouraging trend in girls' participation in sport, with 63% of girls 6 to 18 reporting participation in organized team or individual sport at least weekly, compared to 68% of boys. Additionally, women's professional sports have taken off with the 2024 debut of the Professional Women's Hockey League, and the announcement of Canada's first Women's National Basketball Association (WNBA) team, and professional women's soccer league.

While this upward trend is encouraging, the 2024 Rally Report also demonstrated that there are gaps in terms of the frequency of girls participation in sports compared to boys. In fact, the 2024 Participation Report Card on Physical Activity for Children and Youth found that only 31% of girls (aged five to 17 years), compared to 57% of boys met the daily physical activity recommendation. Moreover, while nearly 4 in 10 girls aged 6 to 18 do not participate in sports, this number increases to 5 in 10 by age 16.

The benefits of youth sports participation are well documented ; but, girls' participation in sports has also been linked to success later in life, with a study by Ernst and Young indicating that 94% of women who hold C-suite executive-level positions were former athletes. Similarly, research by Deloitte found that 85% of women who played sports attribute their career success to

the skills they developed through sports participation - a statistic that rises to 91% for women in leadership positions and 93% among women who make over \$100,000 annually.

Kawartha Lakes currently offers women's ball hockey and ice hockey leagues, which are in high demand, as well as ice times for women's shinny. There are also opportunities for girls to get involved in sports through community-led leagues and commercial operators, though fewer opportunities exist for girls than boys at this time.

Growing Demand for Multi-Cultural Activities

Ontario is seeing a rapid shift in its population, with over 500,000 newcomers welcomed to the province from July 2023 to July 2024. By 2030, it is anticipated that immigration will account for all of Canada's net population growth. This rise in immigration is not only transforming the country's demographics, but also making clear the need to support immigrants as they integrate and adapt to life in Ontario.

Recreation opportunities offer significant promise in supporting newcomers' settlement satisfaction and helping to create a sense of community cohesion. In fact, the Institute for Canadian Citizenship conducted a survey about newcomer activities and interests, in which 87.3% of respondents strongly agreed (59.7%) or somewhat agreed (27.6%) that participating in activities that make them feel comfortable and welcome increases their sense of belonging and connection to Canada, and 95.6% indicated they would like to increase their participation

or attendance in social and recreational activities. Another study found that immigrants who are engaged in more outdoor activities reported a better sense of belonging and satisfaction with life in Canada, with outdoor experiences having a notable capacity to foster new memories that facilitate adaptation and attachment to new natural environments.

According to the 2021 Statistics Canada Census, just 1.4% of Kawartha Lakes residents are immigrants who arrived in Canada after 2000. However, as the municipality continues to grow, the number of newcomers is expected to rise, along with the demand for related resources.

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Appendix E: Trends in Hockey Participation

Data released in September 2021 by Statista on the total number of registered ice hockey players in Canada from 2010/11 to 2020/21 show a 26% increase in registrations from 2010/11 to 2014/15, from 572,411 to a peak of 721,504, after which numbers declined over time by 16% to 607,951 in 2019/20. 2020/21 registrations of 345,481 reflect the impact of COVID.¹

A 3-part TVO report entitled ‘End of an ice age, Part 1: Is youth hockey dying?’² looks at the reasons for declining participation in hockey among youth, using the City of Toronto as an example - where, despite anticipated population growth of 500,000 over the next 20 years, the number of arenas will be reduced. These include factors on both the demand and supply side of the equation.

In terms of demand:

- outside the hockey community, which is - in itself - healthy, the number of Canadians participating in hockey is stagnate or declining
- despite growth in girls’ hockey, overall youth participation is down considerably
- the concept of recreation is evolving
- demographic changes are generating demand for sports other than hockey and there is no guarantee that Canadians will be interested in playing, simply because it’s Canada’s

national sport (e.g., in Toronto soccer, basketball and cricket are experiencing unmet demand)

In terms of supply:

- old facilities are sometimes rink-only buildings and are not full NHL regulation size, which are no longer state-of-the-art recreation facilities
- the professionalization of youth hockey has driven up the cost barrier to entry for new players, makes it more competitive, and requires a greater time commitment - resulting in fewer entrants and more dropouts, as it is no longer fun
- privately operated arenas are attracting use away from public facilities

“At any level above house league, children can suddenly find themselves playing many hours a week all year long. Parents essentially live in arenas, shelling out huge sums of money for extra coaching, specialized training, and tournaments.” (End of an ice age, Part 3: Why youth hockey can still be saved)³

¹ <https://www.statista.com/statistics/282125/number-of-registered-ice-hockey-players-in-canada/>

² Matt Gurney, Jan 7, 2020. (<https://www.tvo.org/article/end-of-an-ice-age-part-1-is-youth-hockey-dying>)

³ Matt Gurney, Jan 9, 2020. (<https://www.tvo.org/article/end-of-an-ice-age-part-3-why-youth-hockey-can-still-be-saved>)

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Appendix F: Municipal and Not-for-Profit Community and Meeting Rooms

Table F.5: Municipal Community and Meeting Rooms¹

Location	Facility Name	Year Built (age) & Accessibility	Total Sq. Ft.*	Number and Capacity of Rooms	Features		
				No.	Capacity		
					< 100	>100	
Lindsay							
Lindsay (arena)	Lindsay Recreation Complex	2012 (13) elevator	-	1		180	kitchen; bar; AC
Lindsay	Victoria Park Armoury	1913 (112) ramps and accessible parking	29,796	2	60	650	tiled floor for seniors' multi-use; kitchen; bar; sound system; stage; AC large room only
Totals				3	1	2	
Northwest							
Bolsover	Bolsover Community Centre	1901 (124) accessible	4,370	1	82		kitchen; bar; stage; sound system
Baddow	Baddow Community Centre	accessible	1,200	1	60		kitchen; stage; sound system
Coboconk	Coboconk Lions Hall (within the Coboconk Community/Municipal Centre)	accessible		1		175	stage; kitchen; bar; sound system; AC; library & washroom in municipal service centre upstairs

¹ Information is provided for municipal community and meetings rooms in Kawartha Lakes that are part of Parks and Recreation's portfolio. There are other municipal facilities in Kawartha Lakes that serve as community spaces that are outside parks and recreation (e.g., libraries, service centres) and, therefore, are not part of this assessment.

Fenelon Falls (arena)	Fenelon Falls CC	2012 (13) accessible	-	2	30	473	commercial kitchen; bar; sound system; pickleball courts
Norland	Norland Old School Hall	1950 (75) accessible		1	50		AC
	Norland Recreation Centre	1970 (55) budget in place for washrooms	9,222	1		250	kitchen; sound system; AC
Sebright	Carden C.C.	1982 (43) accessible	7,704	1		178	kitchen; bar; stage; AC
	Dalton CC	1945 (80) accessible	3,416	1	83		kitchen
Woodville (arena)	Woodville/Eldon CC	1977 (48)					new lobby area used for gathering
	Woodville Town Hall	lift to basement and upstairs	small	1		134	stage; kitchen; bar; Lions use basement
Totals				11	6	5	
Northeast							
Burnt River	Burnt River Somerville CC	1985 (40) accessible	10,000	2	60	250	stage; kitchen; bar; sound system; AC
Kinmount	Kinmount Community Centre	1909 (116) accessible	6,342	2	small	118	kitchen; bar; stage; AC
Totals				4	2	2	
Southeast							
Janetville	Janetville Community Centre	1960 (65) accessible	4,005	1		135	kitchen; bar; stage
Omeme (arena)	Emily/Omeme CC	1974 (51) not accessible	-	1		225	kitchen; bar; sound system; AC
	Coronation Hall	accessible (excluding washrooms)	2,128	1		140	kitchen; stage; good acoustics;
Bethany /Manvers (arena)	Manvers CC	1978 (47) washrooms; budget in place for lift	-	1		220	kitchen; bar; stage; sound system
Bobcaygeon (arena)	Bobcaygeon/Verulam Community Centre	1954 (71) elevator	-	1		200	not available Sept. through March
Totals				5	0	5	
Southwest							

Totals				5	0	5	
Southwest							
Cambray	Fenelon Township CC	1982 (43) accessible	8,696	1		258	kitchen; bar; stage sound system; AC
Little Britain (arena)	Little Britain CC	1977 (48) elevator	-	1		350	kitchen; bar; stage; AC; public library
Oakwood (arena)	Oakwood CC	1977 (48) elevator	-	1		242	commercial kitchen; bar; stage; sound system; AC
Totals				3	0	3	
Municipal Total				26	9	17	

*from 2019 DC study; was not shown for rooms that are part of the LRC or arenas

Table F.6: Not-for-Profit Community and Meeting Rooms

Facility	Existing Facility Supply		
	name	main facility components	amenities/other
Lindsay			
	Lindsay Curling Club	Upstairs hall (cap. 103) Downstair room (cap. 77)	catering kitchen; licensed; accessible; home of Lindsay Lions
Northwest			
	Fenelon Falls Curling Club	hall/lounge: 1,200 sf. table seating cap 64; meeting cap. 84	large commercial kitchen; licensed; not accessible
	Kirkfield District Lions Club	hall	stage, kitchen
Northeast			
Southeast			
	Dunsford Community Centre	10,000 square feet large hall (cap. 360) small hall (cap. 150) library	kitchen, bar
	Bobcaygeon Curling Club and Recreational Facility	large hall/lounge meeting room	kitchen; bar; licensed; fully accessible
	Pontypool Community Centre	hall (cap. 125 seated)	kitchen, bar, stage, partially accessible; Ontario Early Years playgroup
	Bobcaygeon and District Lions Club	hall	
	Fowler's Corners and District Lions Club	hall (cap. 80)	catering kitchen, accessible, additional basement space
	Omeme Lions** Omeme Curling and Recreation Club**	hall/lounge (cap. 150) off-season rink floor (cap. 350)	catering kitchen
Southwest			
	Oakwood Curling Club	curling rink no information available online regarding halls, etc.	

*from available web-based information; ** same location

Appendix G: Towards the Development of a Staffing Metric for New Parkland Acquisition in the Central Area

Purpose: The purpose of this methodology is to develop appropriate metrics to estimate the amount of additional staff time (measured in hours) that would be required to properly maintain any additional parkland that was acquired by the municipality in the Central area. An additional use of the methodology is to estimate the current shortfall of labour (again measured in hours) to properly maintain the municipality's current inventory of parkland.

Approach: After discussion with municipal staff, it was determined that only lands in the 'Central' area of the municipality would be considered, as these were the ones with the most regular maintenance requirement. (The total parks area in the 'Central' area of Kawartha Lakes amounts to 274.5 acres – 42% of the total inventory of 653.6 acres throughout the municipality.) As well, to be consistent, only staff time attributable to the maintenance of parkland in the Central Area would be considered.¹

Note that all figures have been rounded to the first decimal place.

Calculation Methodology: The analysis follows a series of steps:

- establish current inventory: The majority of parkland in the Kawartha Lakes system in the Central area (in terms of the maintenance standard level) consists of lands in the L1 category (note that there are no parklands in the L4 or 'Other' category in the Central area):

Category of Parkland	Total Amount of Parkland in KL Inventory in Central Area* (acres)	% of Total Acreage
L1	255.6	93.1%
L2	16.3	5.9%
L3	2.7	1.0%
L4	0	0.0%
Other (parkettes, natural areas)	0	0.0%
Total Area	274.53	100.0%

* from Current Parkland Inventory (spreadsheet), Kawartha Lakes

¹ Parkland acquisition in the North and South parts of the municipality will likely have extra requirements to take into account the additional travel time and cost of reaching these more remote areas. Each would need to be estimated separately based upon its distance from the nearest supply depot and the difficulty of reaching it. It is suggested that an approach would be to calculate maintenance requirements as though it were in the Central area of the municipality and then add the estimated additional travel time cost on a case-by-case basis.

- determine maintenance standard and implied effort: Moreover, because land in the L1 category has by far the most intensive maintenance requirement, it consumes an even higher proportion of staff resources; an estimate of the total amount of staff time can be calculated in the table below. Note that 'cuts' refers to not only grass cutting, but also litter removal, horticultural maintenance, occasional tree pruning, line trimming, as well as average travel time etc. to the site. For the purpose of this assessment, a 'cut' is assumed to be a standard unit of work.

Category of Parkland	Maintenance Standard*	Assumed Average or Standard	Total Cuts (average for cuts per acre per season [year] times no. of acres in category)	Total Effort (i.e., % of total cuts)
L1	15-22 cuts per season	20 cuts per acre	5,111	96.8%
L2	8-10 cuts per season	10 cuts per acre	163	3.1%
L3	maximum of 3 cuts per season	3 cuts per acre	8	0.2%
L4	maximum of 2 cuts per season	2 cuts per acre	0	0.0%
Other	unstated, but minimal maintenance; assume 1 'cut equivalent' per season	1 cut per acre	0	0.0%
Total Cuts	-	-	5,282	100.0%

* from Jenn Johnson, Kawartha Lakes Parks and Recreation Department

- determine total staff effort on parks maintenance: The total amount of staff time allocated to park maintenance (as defined above) in the Central area is estimated to be 40,440 hours.¹
- calculate distribution of staff effort: Assuming the distribution of these hours follows that of the percentage of total effort above, this implies the total hours for each category of parkland, and the hours required per acre, to be as follows:

Category of Parkland	Distribution of Total Effort (i.e., % of total cuts)	Implied Total Hours Spent on this Category of Parkland (percentage of total effort times total hours)	Total Inventory (Acres)	Actual Hours Spent per Acre (i.e., total hours spent on that category of parkland divided by the number of acres in that category in the inventory)
L1	96.8%	39,132	255.6	153.1
L2	3.1%	1,246	16.3	76.6
L3	0.2%	62	2.7	23.0
L4	0.0%	0	0	0
Other	0.0%	0	0	0
Total	100.0%	40,440	274.53	147.3

¹ Calculated from proposed PR Workforce Plan 2026-2028 by summing all part-time, seasonal and summer hours for parks, forestry and horticulture operations in the Central Area. Municipal staff estimated that 50% of the total hours for arborists and the urban forester should also enter into this calculation. No 'Trails and Cemeteries' staff time is considered.

- assess current vs. target levels of effort: However, we understand that a common perception in the parks area is that the department is understaffed and that more hours should actually be spent on park maintenance that is actually the case. This is borne out by the fact that the previous benchmarking work shows that Kawartha Lakes staffing complement per person was about 89% of the benchmark average of other comparable municipalities – accordingly, the target hours per acre is raised by 12%¹ to account for this discrepancy.

Category of Parkland	Actual Hours Spent per Acre	Target Hours Spent per Acre (rounded) (actual hours increased by 12% to compensate for current estimated shortfall)	Current Estimated Shortfall in Hours per acre (target minus actual)	Total Inventory (Acres)	Total Shortfall (Hours) (shortfall in hours times the acreage in that category – rounded)
L1	153.1	171.5	18.4	255.6	4,696
L2	76.6	85.7	9.2	16.3	150
L3	23.0	25.7	2.8	2.7	7
L4	0	0	n/a	0	n/a
Other	0	0	n/a	0	n/a
Total	147.3	165.0	17.7	274.53	4,853

¹ This is the inverse of the amount of the current shortfall. For example, if a quantity is only 89% of a given target level that represents 100%, it needs to be raised by 12% of its current quantity to hit that target level.

- establish current shortfall: As per the calculation above, the current shortfall in terms of the labour required to maintain the current parks inventory at a reasonable benchmark standard is just over 4,800 hours, or approximately 2.3 FTEs (assuming that 1 FTE = 2,080 hours ; i.e., 52 weeks times 40 hours per week). In other words, approximately 4,800 additional hours should be added to the existing complement of labour for parks maintenance, to bring Kawartha Lakes up to the benchmark standard seen in comparable communities in the Central area.
- establish recommended target amounts going forward: It is recommended that for the acquisition of any new parkland, the target ratios calculated below be used. These are calculated on both a 'per acre' and 'per hectare' basis:

Category of Parkland	Target Hours Spent per Acre Acquired (rounded)	Target Hours Per Hectare Acquired (rounded) (2.471 acres = 1 ha)	Implied Hectares Covered per FTE ¹ (rounded)
L1	172	425	5
L2	86	213	10
L3	26	64	32
L4	n/a	n/a	n/a
Other	n/a	n/a	n/a

¹ At a ratio of 2,080 hours per FTE. So, for example, one FTE (2,080 hours per year) could cover approximately 5 hectares of parkland maintained at an L1 standard (2,080 divided by the 425 hours required to maintain one hectare of parkland).

Using the Ratios: Examples of how to use the ratios in the Central area are presented below:

Example	Calculation	Result (Additional Staff Time Required)
• acquiring an additional 1.5-hectare parcel to be designated as L1	1.5 hectares times 425 hours per hectare	an additional 638 hours of staff time
• acquiring an additional 5.0-hectare parcel to be designated as L2	5.0 hectares times 213 hours per hectare	an additional 1,065 hours of staff time
• acquiring an additional 3 hectares of land to be designated as L3	3.0 hectares times 64 hours per hectare	an additional 192 hours of staff time

Note as well that the above calculations consider only staff time required, and do not take expenses (e.g. gas for lawnmowers, vehicle depreciation, etc.) into account.

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Appendix H: Overview of Delivery Models for Parks and Recreation Services

1. Municipal Department Model (Direct Service Delivery)

This is the most common model, where the municipality directly owns, operates, and manages parks and recreation services.

- **Structure:** A Parks and Recreation Department (or Community Services Department) manages the services, typically reporting to the Chief Administrative Officer (CAO) or City Manager.
- **Staffing:** Municipal employees provide programming, facility maintenance, and park operations.
- **Funding:** Services are funded through municipal taxes, grants, and user fees.
- **Examples:**
 - City of Toronto: Parks, Forestry & Recreation Division.
 - City of Ottawa: Recreation, Cultural, and Facility Services.

Advantages:

- Direct control and accountability: The municipality maintains full oversight of service quality and standards.
- Consistency and reliability: Uniform policies, procedures, and service levels.
- Public ownership: Public access and

affordability are prioritized over profit.

- Integration with other municipal services: Easier coordination with public works, planning, and other departments.

Disadvantages:

- Higher operating costs: Full-time staff, pensions, and benefits increase expenses.
- Limited flexibility: Bureaucratic processes can slow decision-making.
- Potential inefficiency: Public sector operations may lack the cost-efficiency of private sector management.

2. Commission or Board Model

In this model, an arms-length board or commission oversees parks and recreation services. The board may include municipal representatives, citizens, and stakeholders.

- **Structure:** The board operates semi-independently but is accountable to the municipal council.
- **Staffing:** The board may hire its own staff or contract municipal employees.
- **Funding:** Combination of municipal contributions, grants, and user fees.

- **Examples:**

- Stratford, ON – Stratford’s Parks Board manages parks operations independently from the city’s general administration.
- Greater Sudbury, ON – The Sudbury Arena Commission oversees arena operations.

Advantages:

- Increased flexibility: Boards can make operational decisions more quickly than municipal departments.
- Community representation: Boards often include citizens, ensuring local interests are considered.
- Reduced municipal workload: Board handles day-to-day operations

Disadvantages:

- Potential for less oversight: Boards may operate with less direct accountability to Council.
- Inconsistent service quality: Service levels may vary if different boards manage various facilities.
- Governance complexity: Overlapping jurisdiction or unclear roles can cause confusion.
- Reliance on board competence: Effectiveness depends on board expertise and decision-making.

3. Non-Profit or Community-Based Model

In this model, non-profits or community groups deliver certain recreation services or operate facilities, often under agreements with the municipality.

- **Structure:** The municipality may own the facilities, but a non-profit manages them.
- **Staffing:** Staffed by non-profit employees and volunteers.
- **Funding:** Combination of municipal funding, grants, donations, and program revenue.

- **Examples:**

- YMCA partnerships in several Ontario municipalities (e.g., YMCA manages recreation centers with municipal funding).
- Community sports clubs operating local facilities under long-term leases.

Advantages:

- **Cost efficiency:** Non-profits often rely on volunteers, reducing staffing costs.
- **Community engagement:** Local groups have direct ties to the community, fostering greater involvement.
- **Flexibility and innovation:** Non-profits may be more adaptable to new trends or service needs.
- **Fundraising potential:** Non-profits can access grants and donations unavailable to municipalities.

Disadvantages:

- Inconsistent service quality: Service standards may vary between different non-profits.
- Limited oversight: The municipality has less control over day-to-day operations.

- **Financial instability:** Non-profits may struggle with funding, affecting long-term service sustainability.
- **Volunteer dependence:** Over-reliance on volunteers can lead to operational instability.

4. Public-Private Partnership (P3) Model

This model involves a collaboration between the municipality and private sector companies for the development, maintenance, or operation of recreation facilities or services.

- **Structure:** The municipality enters into a contract with a private partner.
- **Staffing:** May involve municipal employees, private employees, or a combination.
- **Funding:** Private sector investment combined with public funds. The private partner may generate revenue from the service.
- **Examples:**
 - Markham Pan Am Centre – Developed through a P3 agreement, where private partners participated in funding and operations.
 - Brantford's Wayne Gretzky Sports Centre – Managed through a partnership with a private management company.

Advantages:

- **Cost-sharing:** Reduces municipal capital investment by leveraging private sector funding.
- **Efficiency and expertise:** Private companies may bring operational

efficiencies and specialized skills.

- **Innovation:** Private sector involvement can drive innovation in programming or facility design.
- **Reduced financial risk:** The private partner assumes part of the financial risk.

Disadvantages:

- **Profit-driven priorities:** Private partners may prioritize profitability over community interests.
- **Reduced public control:** The municipality has less influence over daily operations.
- **Long-term financial obligations:** P3 agreements may lock municipalities into long-term financial commitments.
- **Service affordability risks:** Private partners may introduce higher user fees.

5. Regional or Shared Service Model

In some areas, especially smaller municipalities or rural regions, parks and recreation services are delivered through inter-municipal partnerships or regional service bodies.

- **Structure:** Two or more municipalities jointly fund and oversee service delivery.
- **Staffing:** Shared employees or separate teams operating under one agreement.
- **Funding:** Shared costs among municipalities.

- **Examples:**

- Niagara Region – Certain recreation services are delivered regionally across multiple municipalities.
- Lanark County – Collaborative recreation programming across smaller townships.

Advantages:

- **Economies of scale:** Sharing resources reduces costs.
- **Improved service coverage:** Regional coordination can enhance service delivery across smaller or rural municipalities.
- **Standardized services:** Helps maintain consistent service levels across jurisdictions.
- **Efficient use of resources:** Shared facilities and programs avoid duplication.

Disadvantages:

- **Complex governance:** Requires clear agreements and coordination between municipalities.
- **Reduced local autonomy:** Individual municipalities may have less say in service decisions.
- **Equity challenges:** Service levels may not be evenly distributed across all participating municipalities.
- **Potential for disputes:** Disagreements over funding contributions or service priorities.

6. Contracted or Outsourced Model

Some municipalities contract out parks maintenance, programming, or facility

management to private companies.

- **Structure:** The municipality retains ownership but contracts private companies for day-to-day operations.
- **Staffing:** Private company employees.
- **Funding:** Municipal payments and service fees.

- **Examples:**

- Vaughan, ON – Outsourced some recreation program delivery.
- Mississauga, ON – Certain parks maintenance services are contracted.

Advantages:

- **Cost efficiency:** Private sector involvement can reduce municipal staffing and operational costs.
- **Access to expertise:** Private companies bring specialized skills and efficiencies.
- **Flexibility:** Contracts allow for targeted, temporary, or specialized service delivery.
- **Reduced municipal liability:** Contractors assume operational risks.

Disadvantages:

- **Profit over service quality:** Private companies may prioritize cost-cutting, potentially lowering service quality.
- **Reduced public control:** The municipality has limited influence over day-to-day operations.
- **Contractual risks:** Poorly written contracts may result in legal or financial disputes.

- **Labour issues:** Staff may face reduced wages or job insecurity.

between public, private, and non-profit partners can be difficult.

7. Hybrid Models

Some municipalities use a combination of models, e.g., direct delivery for core services but partnerships or outsourcing for specific programs or facilities.

- **Example:**
 - City of Hamilton – Operates public parks directly but contracts some maintenance to private companies and partners with non-profits for recreation programs.

Advantages:

- **Balanced service delivery:** Allows municipalities to retain control over core services while outsourcing or partnering for specialized services.
- **Cost management:** Hybrid models can optimize efficiency by combining public oversight with private or non-profit delivery.
- **Enhanced service variety:** More diverse programs and facilities through partnerships.
- **Flexibility and scalability:** Easier to adapt to changing community needs.

Disadvantages:

- **Complex administration:** Multiple service models can complicate governance and oversight.
- **Inconsistent service quality:** Variations in delivery models may create inconsistencies.
- **Coordination challenges:** Communication and collaboration

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Appendix I: Policy Examples

Examples of Community Engagement Policies

Several Ontario municipalities have established community engagement policies to involve residents in decision-making processes and ensure transparent governance. These policies govern aspects of community engagement for all aspects of municipal service provision, including parks and recreation services. They include:

- 1. City of Mississauga:** Mississauga's Community Engagement Strategy outlines methods for involving the community in decisions affecting them, aiming to strengthen transparency and accountability. See: <https://www.mississauga.ca/publication/community-engagement-strategy/?utm>
- 2. City of Toronto:** Toronto conducted a Public Engagement Review to assess and improve its engagement methods, focusing on inclusivity and accessibility in public consultations. See: <https://www.toronto.ca/community-people/get-involved/public-engagement-review/?utm>
- 3. City of Guelph:** Guelph's Community Engagement Framework sets standards for designing, implementing, and evaluating community engagement, emphasizing transparency and inclusivity. See: <https://guelph.ca/plans-and-strategies/community-engagement-framework/?utm>
- 4. City of Hamilton:** Hamilton's Public Engagement Policy, approved in January 2024, aims to ensure consistency, transparency, accountability, equity, and inclusivity in all City-led public engagement processes. See: <https://www.hamilton.ca/city-council/plans-strategies/strategies/engaging-your-city/public-engagement?utm>
- 5. City of London:** London's Community Engagement Policy outlines the city's commitment to inclusive processes, ensuring quality communication and citizen involvement. See: <https://london.ca/council-policies/community-engagement-policy?utm>
- 6. Town of Newmarket:** Newmarket's Community Engagement Policy emphasizes an inclusive process to inform stakeholders about decisions, fostering two-way communication. See: <https://www.newmarket.ca/TownGovernment/Documents/Community%20Engagement%20Policy.pdf?utm>
- 7. City of Kitchener:** Kitchener's Community Engagement Policy defines the process of involving the community in decision-making, highlighting transparency and mutual respect. See: https://www.kitchener.ca/en/resourcesGeneral/Documents/COR_COMM_Community_Engagement_Policy.pdf?utm
- 8. City of Vaughan:** Vaughan's Stakeholder and Community Engagement Strategy commits to involving citizens, businesses, and stakeholders in municipal decisions, guided by best practices from the International Association of Public Participation. See: https://www.vaughan.ca/sites/default/files/Engagment%20Strategy_Final.pdf?utm

These policies reflect the municipalities' dedication to fostering meaningful dialogue with their communities, ensuring that public input informs local governance and decision-making.

Examples of Digital Accessibility Policies

Digital accessibility policies ensure that online services and digital content are accessible to all residents, including those with disabilities. This is particularly important for the provision of information about parks and recreation facilities and programs, as they are one of the most frequently consulted and used municipal services. Examples include:

- 1. City of Toronto:** Toronto's Multi-Year Accessibility Plan (2020-2025) includes commitments to digital accessibility, such as ensuring that the city's websites and web applications incorporate the foundations of the City of Toronto Digital Accessibility Standard. See: <https://www.toronto.ca/wp-content/uploads/2021/02/94fc-MYAP-Status-Report-2020-to-2024.pdf?utm>
- 2. City of Mississauga:** Mississauga's 2023-2028 Multi-Year Accessibility Plan outlines initiatives like conducting annual reviews of the city's digital strategy to reflect current best practices in digital accessibility. See: <https://www.mississauga.ca/wp-content/uploads/2023/05/Multi-Year-Accessibility-Plan-2023-2028.pdf?utm>
- 3. City of Hamilton:** Hamilton's Multi-Year Accessibility Plan (2020-2025) includes the development of a Digital Accessibility Policy to ensure that accessibility is integrated into the city's digital services and content. See: <https://www.hamilton.ca/sites/default/files/2022-11/myap-2020-2025.pdf?utm>

4. City of Ottawa: Ottawa's Accessibility Policies and Procedures address digital accessibility by providing guidance on accessible formats and communication supports to ensure information is available to all residents. See: <https://app06.ottawa.ca/calendar/ottawa/citycouncil/occ/2012/04-11/fedco/02d%20-%20Accessible%20Formats%20and%20Communication%20Supports%20ProcedureMar23%20final%20DOC%204.htm?utm>

5. City of Kitchener: Kitchener's Accessibility Plan emphasizes the city's commitment to building an inclusive community by providing accessible digital services and information. See: <https://www.kitchener.ca/en/accessibility.aspx?utm>

These policies demonstrate the municipalities' dedication to creating inclusive digital environments, ensuring that all residents have equitable access to online services and information.

Examples of Volunteer Management Policies

Several Ontario municipalities have established volunteer management policies to effectively coordinate and support volunteer activities within their communities. Examples include:

- 1. Municipality of Kincardine:** Their Volunteer Management Policy outlines the framework for managing volunteers, detailing the types of work assigned, expected quality of work, and the responsibilities and rights of volunteers and the municipality. See: <https://www.kincardine.ca/media/lupcq5zn/admin02-volunteer-management-policy.pdf?utm>
- 2. Town of The Blue Mountains:** This policy provides guidelines for

recruiting, training, and managing volunteers to enhance town program delivery, ensuring effective support and accommodation of accessibility requirements. See: <https://www.thebluemountains.ca/sites/default/files/2021-09/B-3-8-FAF-20-109-Volunteer-Policy.pdf?utm>

3. Municipality of Hastings

Highlands: Their Volunteer Policy includes procedures for volunteer applications, outlines responsibilities, and emphasizes adherence to municipal policies and laws during volunteer work. See: <https://www.hastingshighlands.ca/media/u01piv1h/2020-017-volunteer-policy.pdf?utm>

These policies serve as frameworks for municipalities to manage volunteer involvement effectively, ensuring that both volunteers and the communities benefit from well-structured programs.

Examples of Environmental Sustainability Policies

Several Ontario municipalities have developed environmental sustainability policies to guide their efforts in addressing climate change and promoting sustainable practices. Here are some examples:

1. City of Toronto: Toronto's "TransformTO" is a comprehensive climate action strategy aiming for net-zero greenhouse gas emissions by 2040. The plan focuses on areas such as buildings, transportation, waste, and natural systems to achieve its goals. See: <https://www.toronto.ca/services-payments/water-environment/environmentally-friendly-city-initiatives/transformto/>

2. City of Ottawa: Ottawa's "Climate

Change Master Plan" outlines the city's approach to reducing greenhouse gas emissions and adapting to climate change. It sets targets and actions for both mitigation and adaptation efforts. See: <https://ottawa.ca/en/planning-development-and-construction/official-plan-and-master-plans/climate-change-master-plan>

3. Region of Waterloo: The "TransformWR" strategy is a collaborative initiative aiming to reduce greenhouse gas emissions in the Waterloo Region by 80% by 2050. It focuses on areas like transportation, building energy efficiency, and waste management. See: <https://climateactionwr.ca/wp-content/uploads/2021/07/Final-TransformWR-Strategy.pdf>

4. City of Hamilton: Hamilton's "Climate Action Strategy" provides a framework for reducing emissions and preparing the community for climate impacts. It includes actions related to energy use, transportation, and natural environment protection. See: <https://www.hamilton.ca/home-neighbourhood/environmental-stewardship/environmental-plans-strategies/hamiltons-climate>

5. City of Mississauga: Mississauga's "Climate Change Action Plan" outlines the City's commitments to reducing greenhouse gas emissions and enhancing resilience to climate change through various initiatives and policies. See: <https://www.mississauga.ca/publication/climate-change-action-plan/>

These policies reflect the municipalities' commitments to environmental sustainability and provide frameworks for action on climate change and related challenges.

Examples of Customer Service Policies

Municipal parks and recreation departments in Ontario have established various customer service policies to ensure high-quality experiences for residents. Examples from other municipalities include:

City of Toronto

Complaints & Compliments Process: Toronto has a structured process for handling feedback, acknowledging concerns within one business day and aiming to resolve complaints within 14 days. This process includes multiple channels for submission, such as email, phone, fax, mail, and in-person visits. See: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/parks-forestry-recreation/parks-forestry-recreation-complaints-compliments/?utm>

City of Hamilton

- Recreation Customer Service: Hamilton provides detailed customer service desk hours for each recreation facility, ensuring residents know when and where they can receive assistance. The city also offers clear guidelines on program transfers, waitlists, age policies, and non-resident surcharges. See: <https://www.hamilton.ca/things-do/recreation/recreation-customer-service?utm>

Town of Oakville

- Customer Service Standards and Customer Conduct Policy: Oakville is committed to delivering exceptional, equitable, and accessible customer service. The Town's policy outlines

values such as accountability, dedication, honesty, innovation, respect, and teamwork. It also establishes procedures for customer service standards, expectations for appropriate conduct by customers, and processes for handling complaints and compliments. See: <https://www.oakville.ca/town-hall/policies-procedures/customer-service-standards-and-customer-conduct-policy/?utm>

Township of Zorra

- Customer Service Standards: Zorra's strategic plan focuses on strengthening customer service by enhancing communication, ensuring fair and consistent treatment, and aligning with corporate values like trust and respect. The Township encourages feedback through emails or online forms and reviews customer service performance annually. See: <https://www.zorra.ca/our-township/customer-service-standards/?utm>

These examples illustrate the commitment of Ontario municipalities to providing structured and responsive customer service within their parks and recreation departments.

Appendix J: Benchmarking Analysis of Kawartha Lakes Parks and Recreation Provision

Approach to the Analysis

A benchmarking analysis was undertaken to determine how Kawartha Lakes compares with similar communities in terms of expenditure on parks and recreation. 'Similar communities' were deemed to be single-tier municipalities between approximately 20,000 and 150,000 permanent resident population, so Kawartha Lakes, with a permanent population of nearly 80,000, is approximately in the middle of this range. In total, in Ontario, fourteen single-tier municipalities (including Kawartha Lakes) fall into this category; these are:

- Belleville, City
- City of Thunder Bay
- Brantford, City
- Cornwall, City
- City of Guelph
- Sault Ste. Marie, City
- City of Kingston
- City of Greater Sudbury
- City of Peterborough
- Prince Edward County
- Kawartha Lakes
- Quinte West, City
- Norfolk County
- Chatham-Kent

To ensure comparable figures, municipal expenditures on parks and recreation as reported in the Ontario Ministry of Finance's Financial Information Return¹ (FIR) for 2022 was used. (As of the time of writing, data for 2023 was not available for all municipalities, so 2022 is the most recent complete year for this data.) Four categories of municipal expenditure are considered to be the total of 'parks and recreation expenditures': parks expenditures; recreation expenditures; recreation facility expenditures (golf, marina, ski hills, etc.); and 'other recreation facility expenditures'. Permanent resident populations for 2022 were calculated based upon the 2021 census populations updated to 2022 by using the annual growth rate from 2016 to 2021, and from this, per capita expenditures on parks and recreation were calculated.

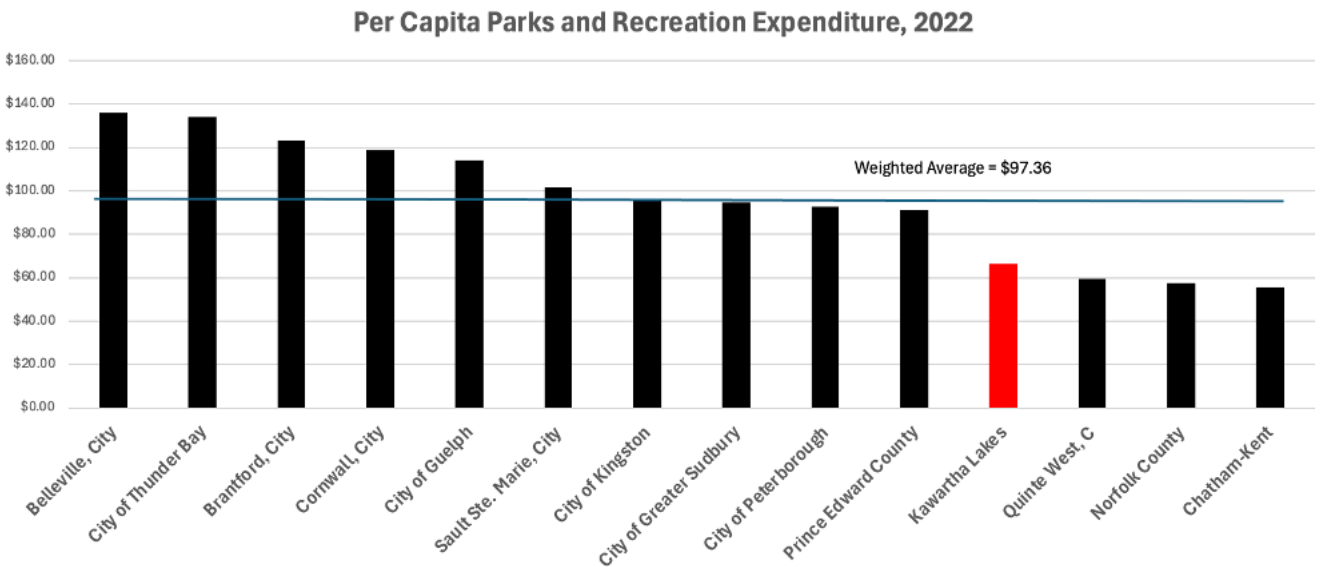
The 2022 FIR reports also contain information on staffing (permanent full-time; part-time and seasonal). From this data, estimates of how Kawartha Lakes compares to the benchmark communities on staffing levels were also examined.

¹ See: <https://data.ontario.ca/dataset/financial-information-return-fir-for-municipalities>

Finally, the total resource base of the municipalities (total revenues, reflecting their total ‘wealth’) was examined to determine how parks and recreation expenditures compared on this measure.

Expenditures Comparison

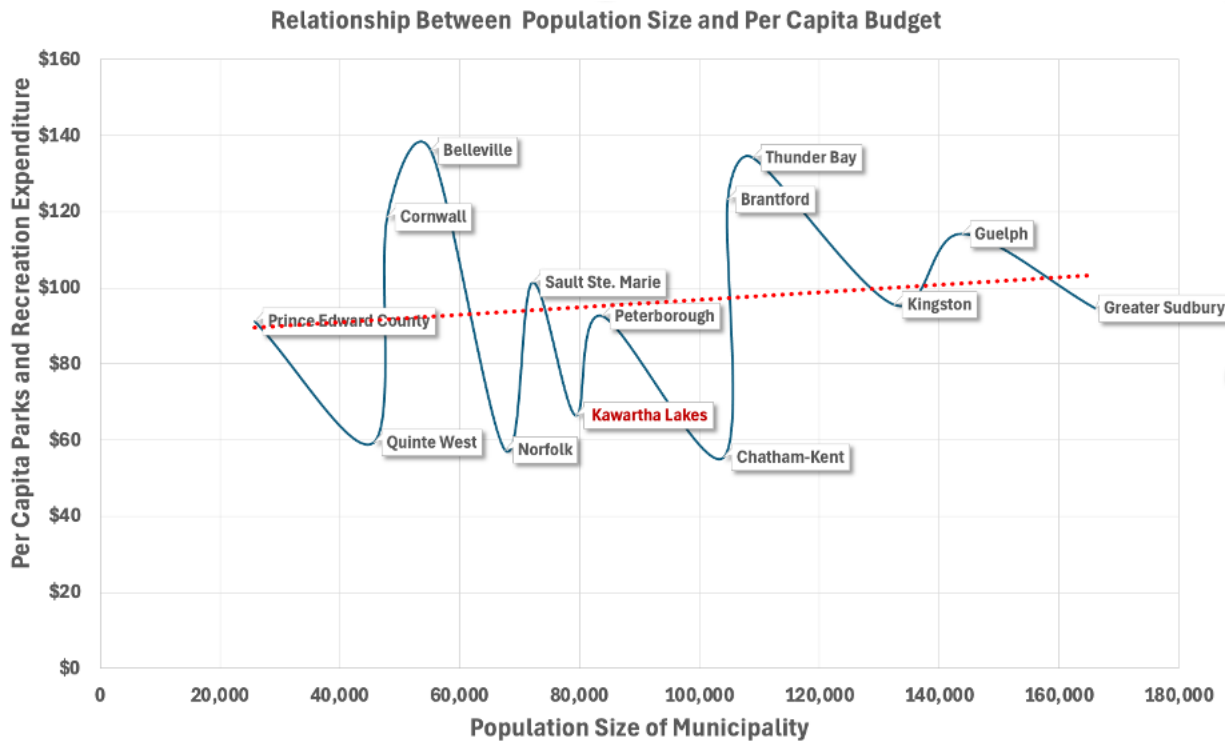
The graph below shows how total expenditures on parks and recreation in Kawartha Lakes compares to the benchmark set on a per capita expenditure basis:



As the chart shows, the range of per capita expenditures is from approximately \$55 to \$136, with a weighted average of approximately \$97. Kawartha Lakes is towards the lower end of this range, with an average expenditure of approximately \$67. One implication of this is that if Kawartha Lakes were to fund its parks and recreation programs and facilities at the same per capita level as the average, this would imply another \$30 of expenditure per person.² Multiplied by the permanent resident population of the municipality (say 83,000) this would imply an additional nearly \$2.5 million to the parks and recreation budget, bringing Kawartha Lakes up to the average of the benchmark set.

² i.e., the weighted average of \$97 for all benchmark communities less the current expenditure of Kawartha Lakes of \$67 (= \$30).

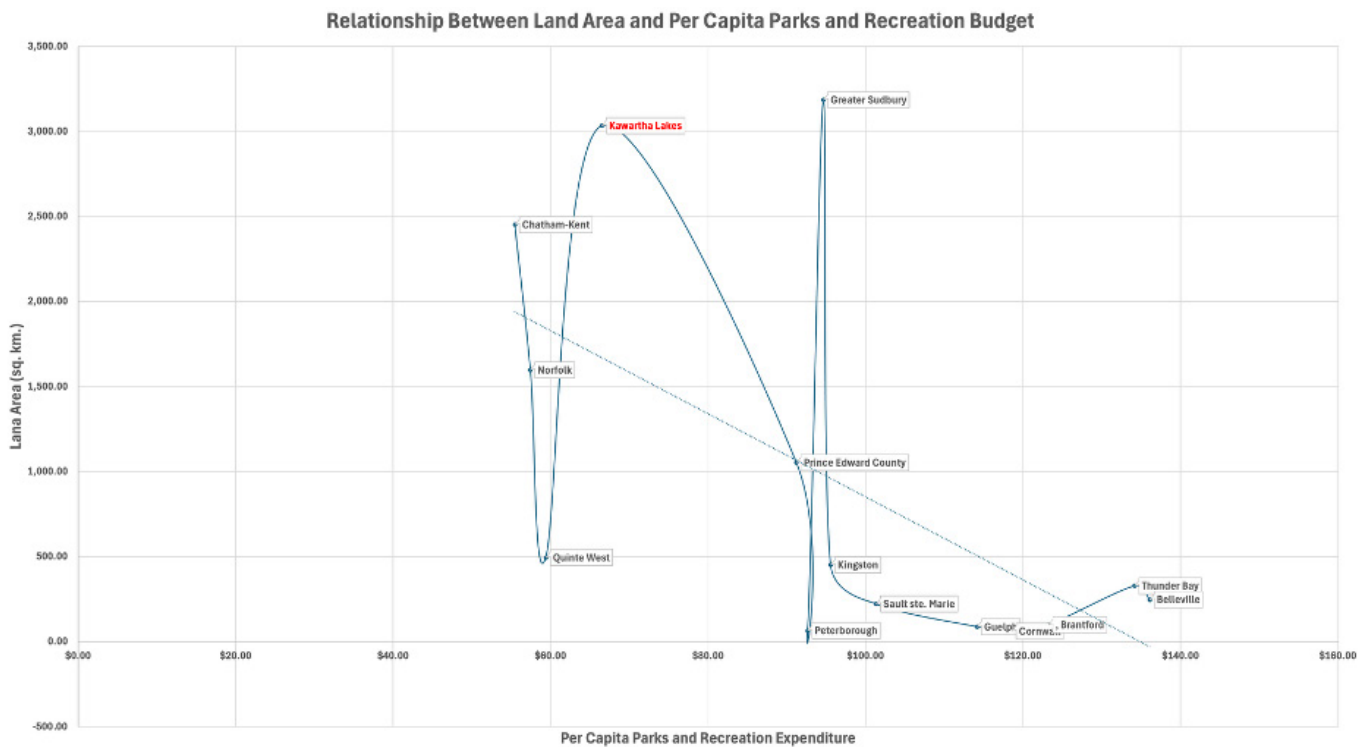
The difference in range of per capita expenditures does not appear to be influenced by overall population size of the municipality, as shown by the graph below:



As this graph shows, while there is a slight trend upward in terms of larger municipalities having higher per capita expenditures, this is by no means a determining or defining characteristic. Belleville, one of the smallest municipalities in the benchmark set, has the highest per capita expenditure, while Chatham-Kent, one of the largest, has the lowest. The correlation between population size and per capita expenditure is only 0.13: not significant.

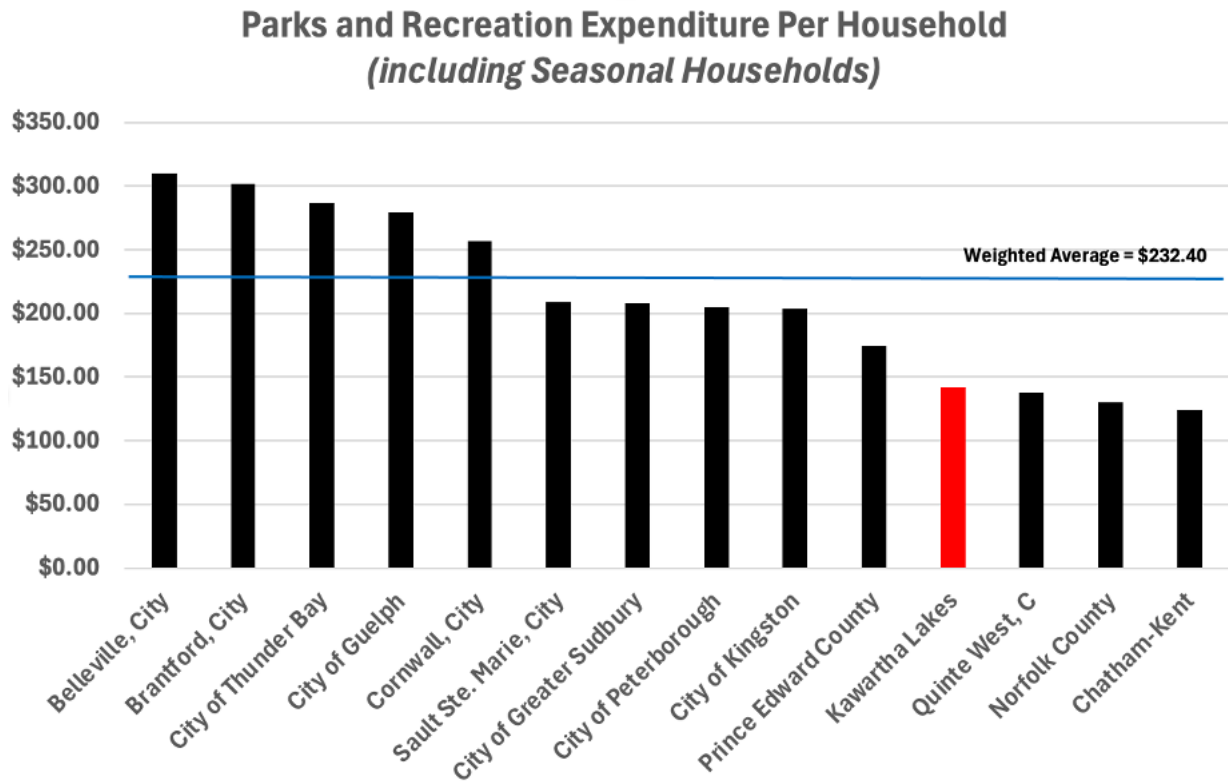
Another hypothesis might be that per capita expenditure is related to size of the municipality in terms of land area. Here there is actually an inverse relationship between the two variables, suggesting that, if anything, per capita expenditure decreases with increasing land area. However, again the relationship is only moderately significant - the correlation is -0.60. And, as suggested by the graph below, there is large variation in the data.

The difference in range of per capita expenditures does not appear to be influenced by overall population size of the municipality, as shown by the graph below:



Still another possibility is that higher parks and recreation expenditures are related to having higher seasonal populations. Seasonal residences (cottages or camps) are calculated as the difference between total households as counted by the Census and total resident households by the same count. Kawartha Lakes has one of the highest percentages of seasonal households in the benchmark set (16%), next only to Prince Edward County (at 16.4%). Clearly, however, additional households simply reduces the per household expenditure and widens the gap:

The per household expenditure (including seasonal households) for Kawartha Lakes is approximately \$142, some \$90 below the average for all the benchmark set. If this comparison were used to bring Kawartha Lakes up to the average for the entire group of benchmark municipalities, it would imply an addition to the budget of some \$3.5 million.¹

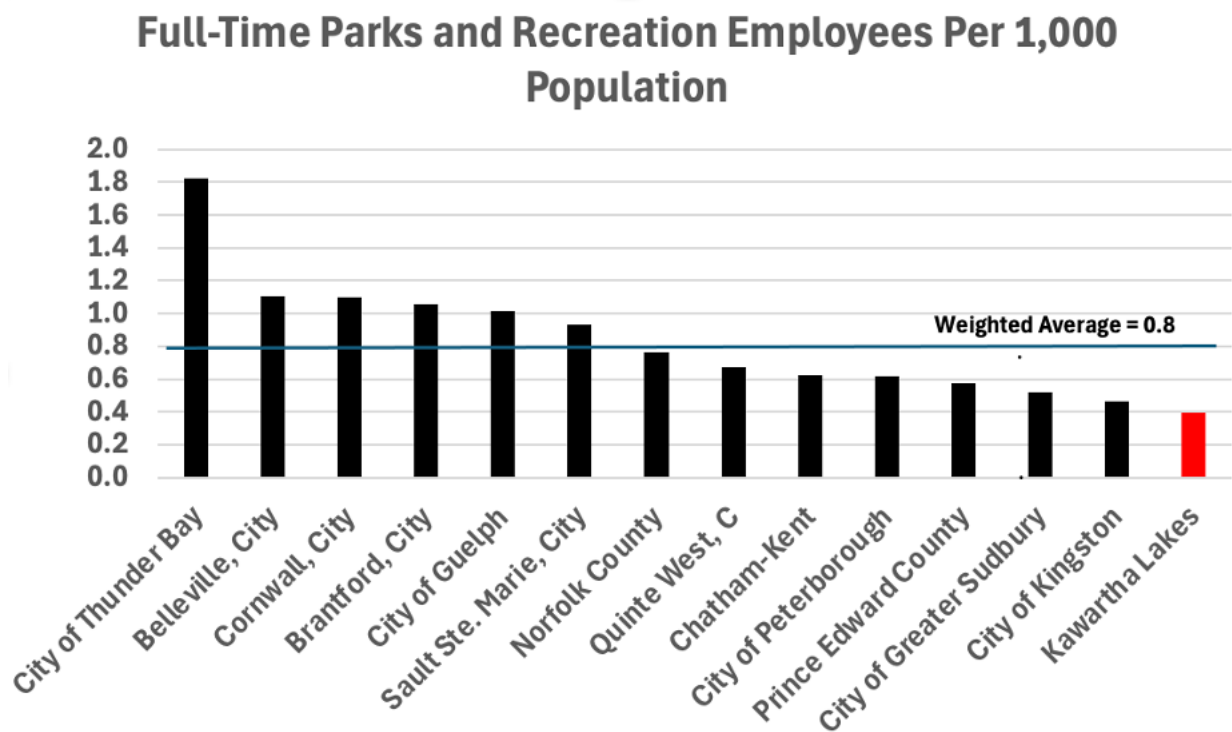


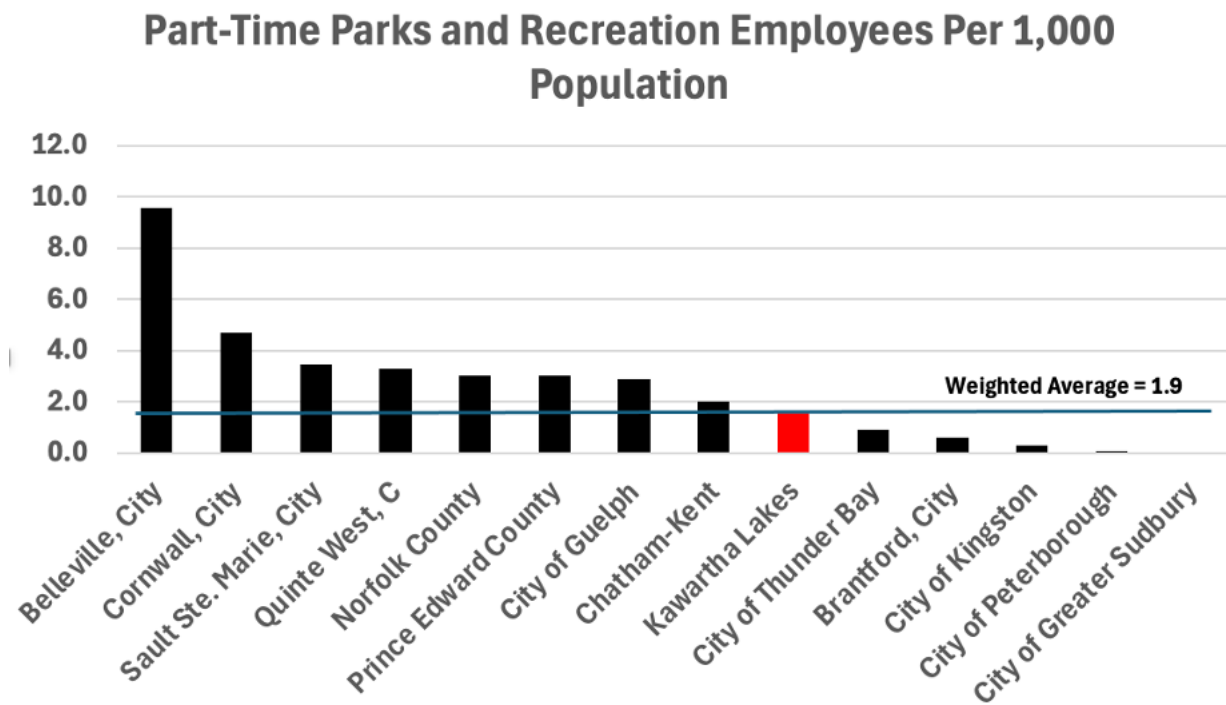
¹ Calculated as: an increment of \$90 per household (including seasonal households) times 39,000 households (approximately, including seasonal households) in Kawartha Lakes.

Staffing Comparison

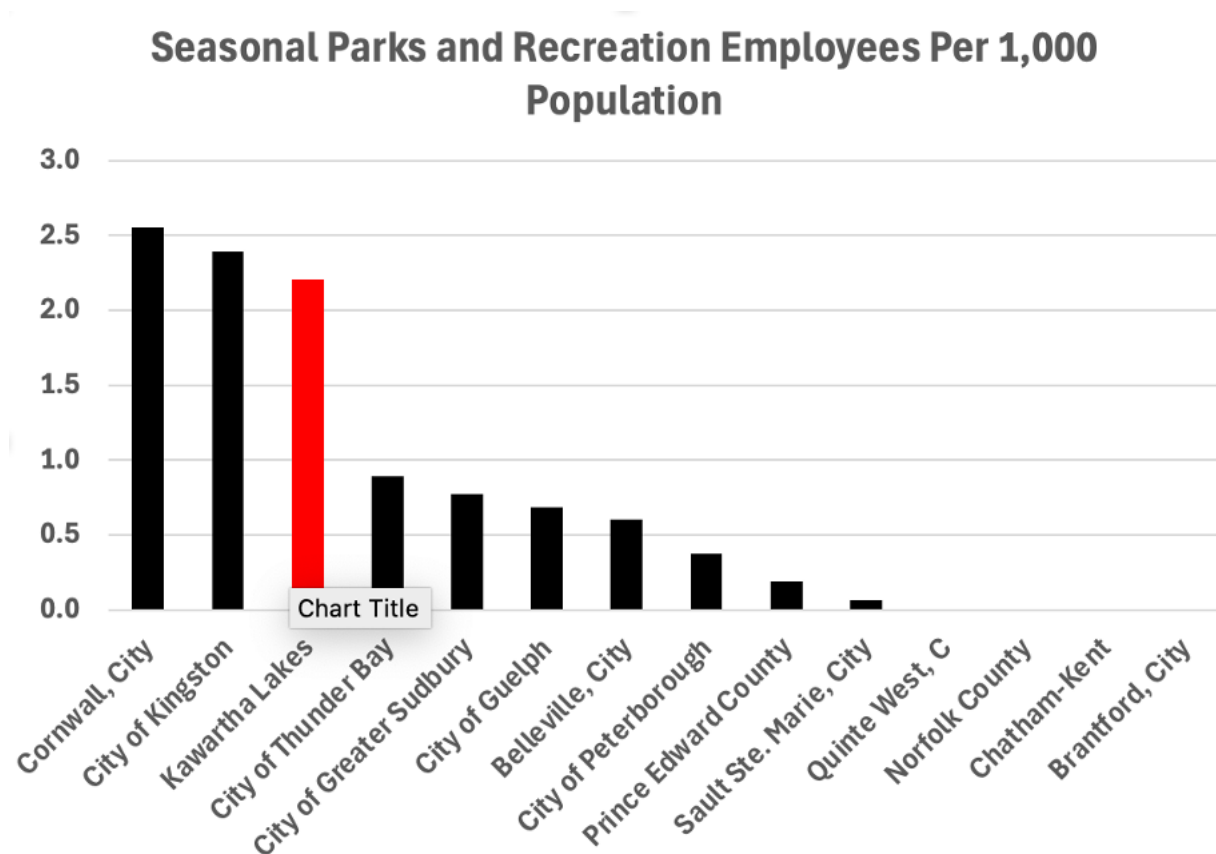
Another benchmark comparison undertaken was in terms of parks and recreation employees per capita. This is a less perfect measure than budget as it may reflect fundamentally different philosophies in terms of how municipalities choose to fund parks and recreation programs and services. Some, for example, prefer a direct service model, where the majority of parks and recreation services are provided directly by the municipality, which requires a relatively large number of staff employed to deliver those programs. In contrast, other municipalities choose to provide funding to community groups and organizations, letting them choose their own staff and volunteers to administer programs (assuming, of course, that certain performance criteria are met). In these latter cases, staffing costs will not be as high, but direct expenditures to community organizations will likely be relatively large. Total per capita expenditures for two municipalities with different philosophies in this regard may well be comparable, even though the mix of staffing costs and non-staffing costs may differ greatly. Accordingly, ‘total expenditures’ is the more robust measure. Nonetheless, a comparison of staffing complements may yield some useful insights.

The chart below shows the comparison of the benchmark set in terms of full-time employees. It shows that Kawartha Lakes is considerably below the benchmark average of 0.8 full-time employees per 1,000 permanent residents, at about half the ratio (0.4 full-time employees per 1,000 population).



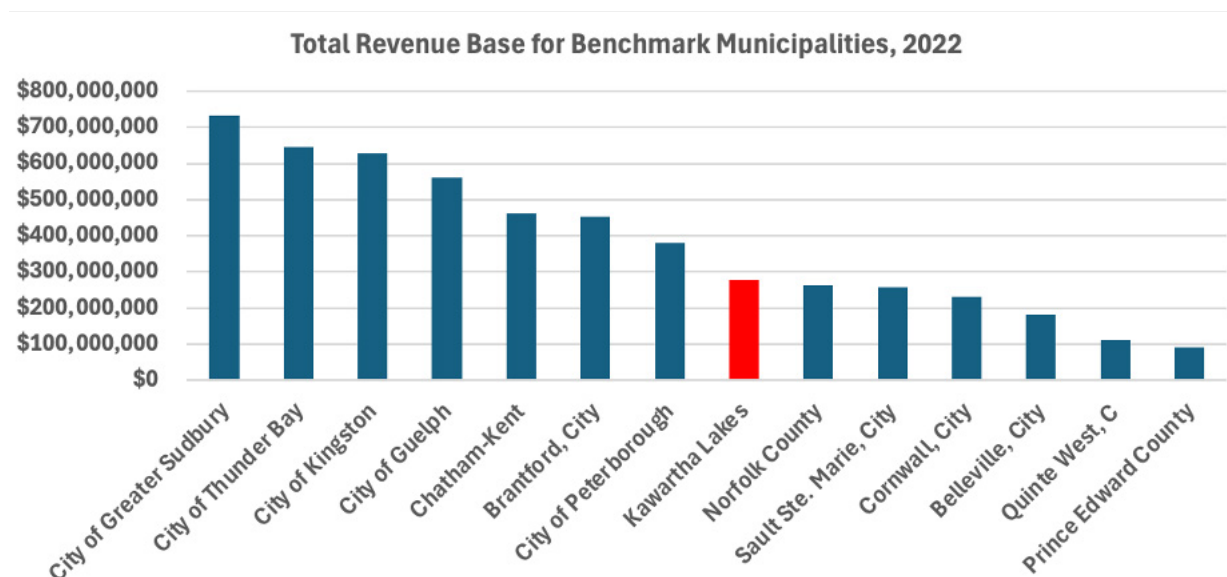


And, finally, in terms of seasonal staff, Kawartha Lakes actually compares quite well. Note however, that four municipalities reported having no seasonal staff, so that will pull down the average considerably. Also, the definition of ‘seasonal staff’ (in terms of the amount of time involved per staff member) varies considerably.



Relative Wealth of Municipalities in the Benchmark Set

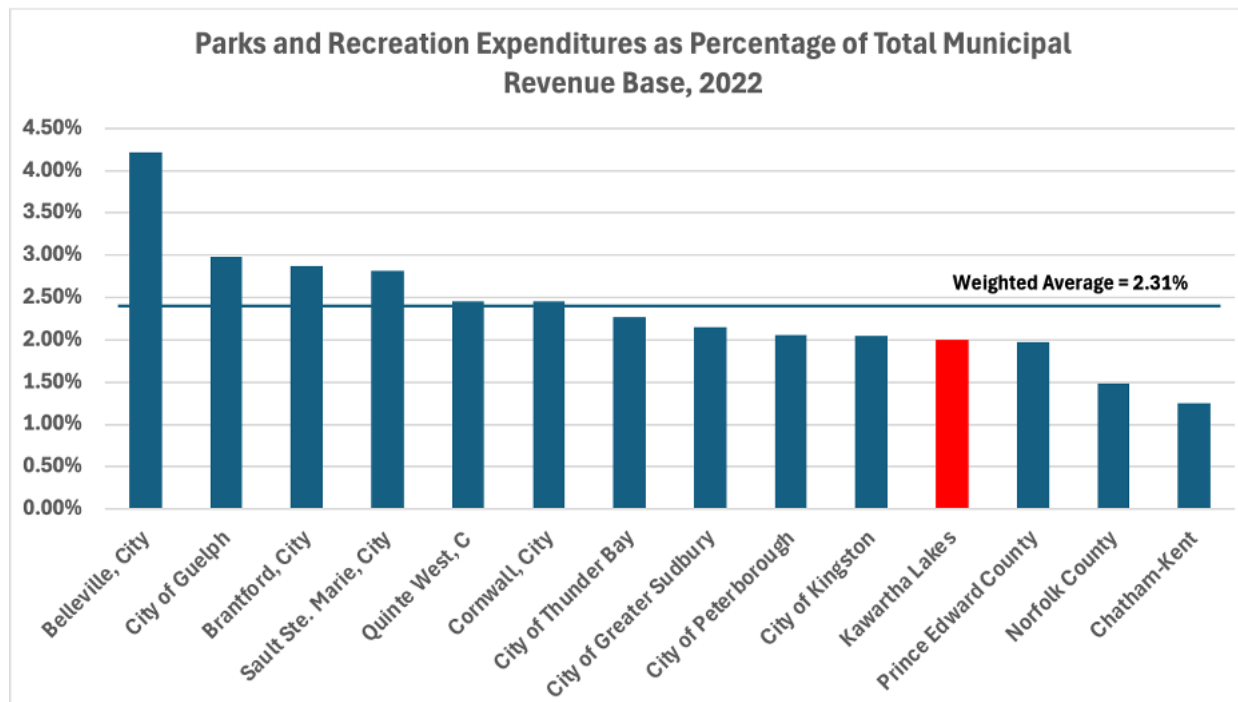
Another explanatory factor could be the fact that these benchmark municipalities have different revenue bases (from residential, commercial and industrial taxation; government transfers; sales of licences, fees and permits; etc.). In essence, some municipalities are 'richer' than others and thus may be able to afford a higher level of expenditure. The chart below shows that this indeed is the case, where the revenue bases for the various municipalities in the benchmark set range from a low of just under \$100 million for Prince Edward County, to a high of over \$700 million for the City of Greater Sudbury. Kawartha Lakes is in the lower half of this distribution, with a total revenue base of approximately \$277 million. So naturally it could be surmised that a higher revenue base would be associated with higher per capita levels of parks and recreation expenditure.



However, if we examine parks and recreation expenditures as a percentage of the total revenue base, the data appear to tell a similar story as to what was seen previously. The chart below shows these figures for the benchmark set. The weighted average for all municipalities is 2.31%: that is, municipalities spent on average 2.31% of their revenue base on parks and recreation services. For Kawartha Lakes, the level of expenditure was just 2.0%. By the same logic as was employed previously, if Kawartha Lakes spent 2.31% of its revenue base upon parks and recreation its budget would be approximately \$900,000 higher than it actually is.¹ Again, this metric shows that, all things being equal, Kawartha Lakes does not support its parks and recreation activities to the same relative extent as similar benchmark municipalities.

¹ i.e., if Kawartha Lakes spent the benchmark average of 2.31% of its revenue base upon parks and recreation services and programs, its budget for such services in 2022 would have been approximately \$6.4 million. Its actual budget for these services in that year was approximately \$5.5 million, implying a 'shortfall' of nearly \$900,000.

C



Conclusion

This analysis has shown that, on several measures, Kawartha Lakes underfunds its parks and recreation services relative to similar single-tier municipalities within the population range of 20,000 to 150,000. Depending upon the measure used, the amount of this underfunding ranges from just under \$1 million to \$3.5 million. (The higher end of this range considers the fact that there is a considerable influx of seasonal residents into the municipality.) In any event, this analysis appears to support some budget increase for parks and recreation services. This will be an important consideration in the parks and recreation plan developed here.

Appendix K: Framework for Assessing Marketing Practices

Marketing and promotion of municipal parks and recreation facilities in Ontario should be strategic, inclusive, community-driven, and digital-forward. Municipalities are increasingly expected to demonstrate the value of recreation, drive engagement, and ensure equity in access. The following is a checklist of best practices in the marketing of parks and recreation services in Ontario municipalities:

1. Develop a Strategic Marketing Plan

- Align with the municipality's strategic and recreation master plans.
- Identify key goals: awareness, participation, community engagement, revenue, etc.
- Include target audiences, messaging strategies, channels, budget, and performance metrics.
- Use seasonal or thematic campaigns (e.g., "Get Outside This Winter!" or "Summer in the Park").

2. Know Your Audience

- Segment audiences: families, youth, older adults, newcomers, Indigenous communities, etc.
- Use demographic and psychographic data from:
 - Census
 - Parks usage surveys
 - Registration data

- Tailor messages and programs to reflect community needs and cultural diversity.

3. Embrace Digital and Social Media

- Prioritize social media platforms: Facebook, Instagram, Twitter/X, YouTube, TikTok (for youth).
- Use engaging content: short videos, behind-the-scenes footage, user testimonials, "how-to" reels.
- Promote upcoming events and programs with targeted ads.
- Ensure the municipal website is mobile-friendly, up to date, and easy to navigate.

4. Community Engagement and Co-Promotion

- Partner with local schools, sports leagues, community centres, and Indigenous groups.
- Use word-of-mouth marketing: empower ambassadors and volunteers to promote programs.
- Host pop-up booths at festivals, farmers markets, and school events to spread awareness.
- Cross-promote with public libraries, transit, tourism offices, and health units.

5. Equity, Diversity & Inclusion (EDI) in Messaging

- Use inclusive imagery and language.
- Translate materials into common local languages (especially for newcomers).
- Spotlight programs for underrepresented groups: e.g., adaptive recreation, seniors, low-income families.
- Align with the AODA (Accessibility for Ontarians with Disabilities Act).

6. Youth and Family Engagement

- Run school program promotions with flyers or PE instructor partnerships.
- Launch family-friendly challenges or contests on social media (e.g., scavenger hunts in parks).
- Create activity guides or passports for kids to collect stamps for visiting multiple parks.

7. Program Guides and Seasonal Calendars

- Produce print and digital recreation guides, delivered quarterly or seasonally.
- Highlight registration dates, featured programs, and facility updates.
- Offer a searchable online activity catalog with filters by age, interest, or location.

8. Collect and Use Feedback

- Use post-program surveys, social media polls, and quick QR code feedback kiosks at facilities.

- Track satisfaction, unmet needs, and suggestions for improvement.
- Incorporate feedback into future programming and communications.

9. Promote Subsidies and Access Programs

- Publicize fee assistance programs (e.g., Jumpstart, Leisure Access Pass, municipal subsidy programs).
- Make eligibility info easy to find and digest.
- Remove stigma by positioning subsidies as “for everyone who needs a little help.”

10. Monitor and Measure Success

- Track KPIs:
 - Website visits
 - Registration numbers
 - Social media engagement
 - Facility usage
 - Event attendance
- Use tools like Google Analytics, Meta Insights, and program registration software.

Appendix L: Funding Sources

Provincial Funding Sources

1. Community Partnership and Development Fund: Administered by the City of Kawartha Lakes, this fund provides financial assistance for beautification projects, cultural initiatives, and special events within the municipality. Eligible applicants include registered charities, not-for-profit organizations, and municipal volunteer management boards. The application deadline is October 31 annually for projects and events scheduled for the following calendar year.

2. Community Sport and Recreation Infrastructure Fund (CSRIF): Launched by the Ontario government in 2024, CSRIF is a \$200 million initiative aimed at helping communities revitalize existing sport and recreation facilities and build new ones. The fund has two streams:

- **Repair and Rehabilitation Stream:** Offers grants between \$150,000 and \$1 million for upgrading existing facilities. Projects must be completed within 24 months. The application deadline was October 29, 2024.
- **New Build Stream:** Provides up to \$10 million for constructing new facilities or replacing those at the end of their lifespan. Applications are accepted on an ongoing basis until funding is fully allocated, with projects required to be completed by March 31, 2027.

3. Ontario Trillium Foundation's Community Building Fund: This fund supports non-profits and Indigenous communities in the arts, culture, heritage, tourism, sport, and recreation

sectors. It offers two streams:

- **Operating Stream:** Provides operating relief to help organizations remain viable.
- **Capital Stream:** Supports the repair, renovation, or retrofitting of existing sport and recreation facilities. At the time of writing (April 2025) the grant application periods for both streams are closed.

4. Ontario Inclusive Community Grants Program: This program offers funding to municipalities and local organizations for projects that contribute to building inclusive and accessible communities. The application period for the 2024-2025 cycle opened on April 9, 2024.

5. Ministry of Tourism, Culture and Gaming: This ministry supports tourism and cultural experiences, and champions participation in sport and recreation activities across Ontario. They offer various grants to assist organizations in these sectors.

Private Foundations

Several foundations in Ontario support municipal parks and recreation programs and services. Notable examples include:

1. KidSport Ontario: This organization provides grants to help remove financial barriers that prevent children from participating in organized sports. Municipalities and community organizations can collaborate with KidSport to support local youth sports initiatives.

2. Weston Family Foundation: Formerly

known as The W. Garfield Weston Foundation, this foundation focuses on initiatives related to healthy ecosystems and healthy aging. They have funded projects aimed at conserving natural spaces and enhancing community well-being, which can include support for parks and recreational areas.

- 3. Ontario Arts Foundation:** Established in 1991, this non-governmental, not-for-profit organization encourages and facilitates private giving to the arts in Ontario. They oversee numerous endowments supporting a wide range of arts initiatives.
- 4. Laidlaw Foundation:** Based in Toronto, the Laidlaw Foundation focuses on supporting initiatives that address social inequities, with an emphasis on youth engagement, Indigenous communities, and the arts.

Appendix M: Best Practices in Municipal Asset Management for Parks and Recreation Facilities

Municipal asset management for parks and recreation facilities in Ontario should follow both provincial guidelines and industry best practices to ensure effective, sustainable, and cost-efficient operations. Here are the key best practices, tailored to Ontario's legislative and funding landscape:

1. Align with Ontario's Asset Management Planning Regulation (O. Reg. 588/17): Under the **Infrastructure for Jobs and Prosperity Act**, municipalities are required to:

- Develop and maintain asset management plans (AMPs) for all municipal infrastructure, including parks and recreation facilities.
- Include levels of service, lifecycle strategies, and financial strategies in their AMPs.
- Meet staged deadlines (e.g., full implementation for all asset classes by 2025).

2. Inventory and Data Collection:

Maintain a complete and accurate inventory of assets including:

- Playgrounds, sports fields, trails, courts, community centres, washrooms, splash pads, etc.
- Record location, age, condition, usage levels, and maintenance history.
- Use tools like GIS mapping, condition assessments, and mobile data collection apps.

3. Condition Assessment and Risk Management

- Perform regular condition assessments (visual inspections, structural analysis).
- Use risk matrices to prioritize assets based on likelihood of failure and impact.
- Apply standardized rating scales (e.g., FCM's or NAMS' condition grades).

4. Lifecycle Costing and Long-Term Planning

- Identify full lifecycle costs: acquisition, operation, maintenance, renewal, and disposal.
- Develop capital forecasting tools (e.g., 10-20 year forecasts).
- Use software like CityWide, PSD Citywide, or Assetic for financial modeling.

5. Define Levels of Service (LOS)

- Define technical LOS (e.g., turf height, lighting standards, facility hours).
- Collect community input on community LOS expectations.
- Use surveys, consultations, or platforms like JumpIn Kawartha Lakes to gather feedback.

6. Preventative Maintenance Programs

- Implement scheduled maintenance plans to reduce emergency repairs and extend asset life.
- Track maintenance with CMMS (Computerized Maintenance Management Systems).

7. Climate Change and Sustainability Considerations

- Assess climate-related risks (e.g., flooding of sports fields, heat stress on turf).
- Integrate green infrastructure (e.g., permeable trails, shade trees, native plantings).
- Align with Ontario's Climate Change Strategy and FCM's Climate Lens.

8. Community Engagement and Equity

- Ensure inclusive access for diverse populations, including accessibility under AODA.
- Engage the public in decision-making—especially for service level setting and prioritization.
- Balance high-use urban parks with smaller rural or underserved areas.

9. Performance Monitoring and Continuous Improvement

- Track KPIs like user satisfaction, downtime, cost per use, etc.
- Use benchmarking tools (e.g., Ontario Recreation Facilities Association (ORFA) or Recreation Facilities Association of Ontario (RFAO) data).

- Update AMPs every 5 years as required.

10. Integration Across Departments

- Coordinate with planning, public works, finance, and recreation departments.
- Link AMP to the municipal budget, strategic plan, and development charges background studies.