

6.0 Parks

6.1 Introduction

The parks assessment includes the following topics:

- Classification, distribution, and provision of parks and natural areas
- Unscheduled recreation amenities (e.g., playgrounds, skateparks, splash pads, open space, waterfront, etc.)
- Safety and comfort amenities (seating, shade, lighting, washrooms etc.)
- Accessibility
- Cemeteries

The parks assessment does not discuss scheduled outdoor facilities (i.e., ball diamonds, sport fields, courts) or trails in depth. These topics are discussed at length in section 5.0 Facilities and in the 2023 Trails Master Plan Update, respectively.

Given the expansive size of Kawartha Lakes, and geographic barriers presented by the many water bodies, it was determined that it would be helpful to divide the municipality into sections for the assessment. The result is three urban areas and four rural areas, summarized in Table 6-1, and illustrated in Figure 6-1. The urban areas align with the Official Plan urban areas, and the rural areas were demarcated roughly along geographic features (specifically water bodies). Omemee is sometimes considered an urban area in planning documents, however as it is not expected to experience significant growth (unlike

Bobcaygeon, Fenelon Falls, and Lindsay), we have included it within a rural area. Different considerations need to be made for park provision in rural areas versus urban areas, so the assessment looks at these areas separately.



Table 6-1: Community segments used for the parks assessment

Area	Communities Included
Northwest	Argyle Bolsover Cameron Coboconk Dalrymple Kirkfield Norland Rosedale Sebright Woodville
Northeast	Burnt River Sturgeon Point Hickory Beach Kinmount
Southwest	Cambray Manilla Oakwood Little Britain Seagrave Sonya Washburn Island Valentia
Southeast	Dunsford Downeyville Emily Omemee (see below) Janetville Bethany Pontypool Reaboro
Lindsay (urban area)	-
Bobcaygeon (urban area)	-
Fenelon Falls (urban area)	-
Omemee (urban area)	note: while Omemee is considered an urban area in the Official Plan, for our analysis we have included it as part of the Southeast quadrant, as it is not anticipated to see significant growth during the term of the plan.

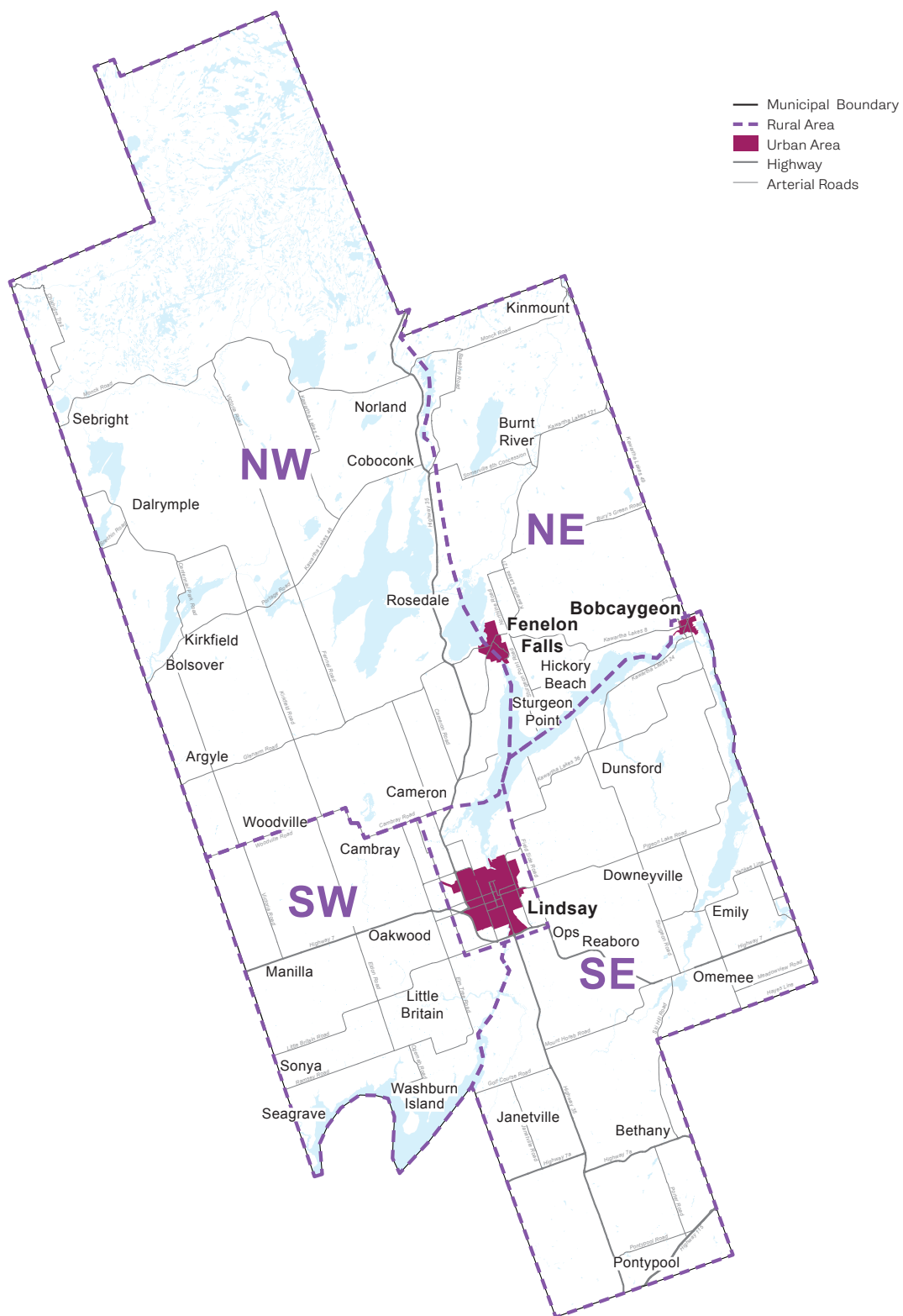


Figure 6-1: Map of Kawartha Lakes showing the three urban areas and four rural areas used for the parks assessment.

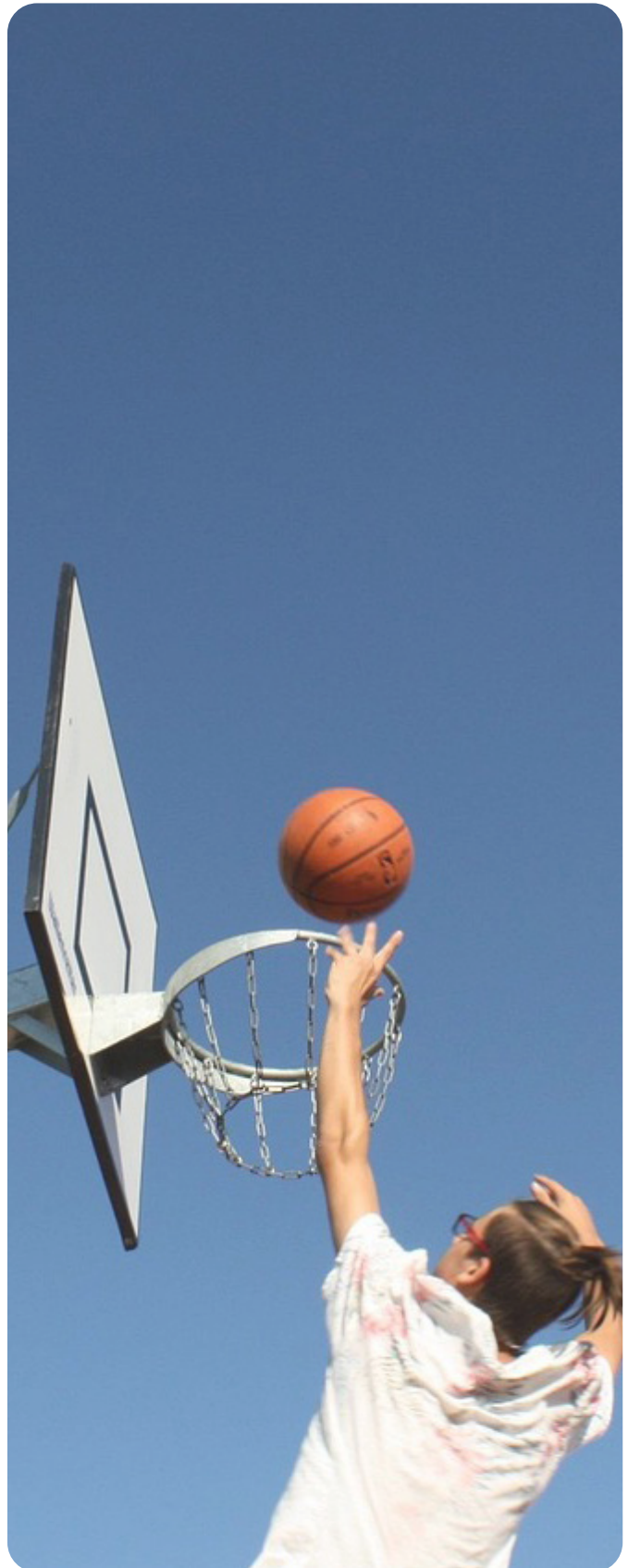
6.2 What We Heard

Feedback from consultation was provided in more detail in the Background and Community Consultation Report. The following highlights the main takeaways from consultation related to parks:

- The majority of telephone survey respondents (70% or 528 respondents) said they do not think improvements to Kawartha Lakes' parks and outdoor amenities are needed
- New neighbourhoods will likely require additional parks, but overall, the municipality has a very strong inventory of parks and open space
- A desire for more parks/amenities in rural areas and other areas outside of Lindsay
- A desire for improved amenities in well-used parks, such as washrooms, parking, more shaded areas and seating
- Online survey:
 - 47% (or 509 respondents) indicated they would like more options for adults and seniors in Kawartha Lakes' parks and facilities
 - 42% (or 456 respondents) indicated they would like more options for youth in Kawartha Lakes' parks and facilities
 - 37% (or 402 respondents) indicated they would like more shade and seating in the municipality's parks and facilities
 - 40% (or 437 respondents) indicated they would like improvements to be made to the municipality's waterfronts, beaches, and boat launches
- Three-quarters of respondents (752 respondents) indicated enhancements are needed to particular parks/areas in Kawartha Lakes, with the most frequently noted parks including:
 - Lindsay Memorial Park (50 mentions - approximately half of which related to requests for additional pickleball courts)
 - Old Mill Park (23 mentions)
 - Optimist Park/Wilson Fields (22 mentions - approximately half of which related to requests for additional pickleball courts)
 - Ops Park (20 mentions)
 - Garnet Graham Beach Park (20 mentions)
- General feedback across all consultation activities:
 - Washrooms, shade, seating, improved playgrounds, more options for tweens and seniors
 - Mixed feedback on maintenance - some praised maintenance, and others claimed improvements were needed to maintenance (specifically garbage and washrooms)
 - Staff face challenges maintaining parks due to the long distances between locations
 - Quality of amenities is great
 - A desire for more waterfront access and improvements/development of Scugog waterfront in Lindsay
 - Need to expand tree canopy
- From community group: Desire for a

new destination park to be developed in Fenelon Falls to serve individuals of all ages and abilities in the northwest portion of the municipality, which could support the development of youth services for the community through a partnership with the BGC (Kawarthas)

- Interest in including elements such as a skatepark, pump track, basketball courts, and/or indoor space for programs to serve the needs of youth



6.3 Key Considerations for Parks

Recalling the Strategy’s key considerations from section 3.0. Table 6-2 outlines how these considerations apply to parks planning.

Table 6-2: Summary of Strategy Key Considerations Impacting Parks in Kawartha Lakes

Strategy Key Considerations (outlined in section 3.1)	Impact to Parks
Expansive Geography and Dispersed Population/ Staffing Constraints	With a dispersed rural area, some residents do not have local access to an indoor recreation facility. There is also no public transit outside of Lindsay, further impacting the accessibility of recreation opportunities. Parks are more numerous and dispersed than indoor recreation facilities and therefore can be an important contributor to recreation access in more rural areas.
Aging Demographic	Accessibility is always a top priority as municipalities are continually updating public spaces. With a growing seniors population, accessibility is even more important to support healthy aging.
Abundant Outdoor Recreation Assets	Since the pandemic there has been a lasting increase in interest and participation in outdoor recreation in all seasons. This is beneficial for public health, as research has shown many positive impacts on mental and physical health when recreating outdoors. With its many natural areas and water bodies, Kawartha Lakes has many opportunities to support this. Outdoor recreation needs and interests were discussed further in the Programs section and Appendix C. The recommendations of this section support outdoor recreation programming by providing and improving parks and amenities. Given the reliance more rural areas have on outdoor spaces for nearby recreation, supporting outdoor activities year round is important.

In addition to those listed above, the assessment identifies a few additional considerations pertinent for parks:

- **Trails and Pathways:** Interest in trails remains high in the community, as indicated in consultations for this Plan. The municipality recently completed an in-depth Trail Master Plan Update (2023). The scope of the Trails Master Plan did not include parks, so there is no overlap between that plan and this plan to account for - with the exception of one recommendation for a pump track in Pontypool, which is considered in this assessment.
- **Tourism:** Kawartha Lakes is a considerable tourism destination with the main attraction being its natural spaces - trails, waterbodies, and parks. It would be remiss to not take into consideration visitor needs and interests along with residents', as well as the environmental impacts of tourism and how to protect the very assets visitors come to see. The 2020 tourism destination Plan outlines five Strategic Directions, with #1 being specifically park related: Establish Kawartha Lakes as a leader in outdoor experiences.
- **High Demand Amenities:** With the broad range of consultation activities and hundreds of comments received through various methods, the following park amenities/facilities were requested the most: all-ages play equipment; waterfront access; and comfort (e.g., shade, seating) and accessibility upgrades.

6.4 Assessment: Parkland Hierarchy, Supply, and Staffing

The parks assessment begins by looking at the park system as a whole:

- **Parkland Hierarchy:** this outlines different park types, their general characteristics, catchment, size, and provision; and,
- **Supply:** this looks at the amount of total parkland in the municipality, and compares this provision to similar municipalities

6.4.1 Parkland Hierarchy

The Official Plan provides a hierarchy of parkland, the general size of those parks, and relevant planning policy for each park class (Table 6-3). It is worth noting that the Official Plan specifies that this hierarchy is applicable only to parks within settlement areas (e.g., Lindsay, Bobcaygeon and Fenelon Falls).

Table 6-3 presents the hierarchy with suggested improvements and additions shown in bold. Further details concerning these additions are provided below.

- **Destination Parks and Waterfront Parks:** The additions reinforce the fact that these parks have key facilities/amenities/attractions that draw people from around the municipality as well as visitors. Given people will likely spend longer periods of time at these parks, and given the importance of tourism for the municipality, these visits should be encouraged and supported through the provision of parking, washrooms, shade, drinking water, etc.
- **Community Parks:** The additions offer

more description of this park type. It is similar to a city park, but with less amenities (i.e. only one keystone facility as opposed to multiple) and not typically a tourist attraction. We also recommend that the Official Plan wording around co-locating these parks with school sites be loosened so that it is not a requirement in case it does not fit the specific context of a new development.

- Pavilions, shade structures and/or tree plantings are added to Destination and Community Parks to help support potential outdoor programming, events, camps, and general use, as outlined in the Programs assessment (section 4.4.1)
- Neighbourhood Parks: Changed the general size range to 1.8 to 5.9 ha to close the gap between Neighbourhood Parks and Community Parks, which are typically 6.0 ha or greater.
- Parkettes: Additions aim to improve the quality and recreation value of these spaces, and reduce the instances of small, awkward, empty pieces of land, especially in isolated areas.
- Natural Areas: A new category is proposed that applies to natural areas (e.g., forests, meadows, waterways) that may or may not be maintained for conservation purposes, recreation, and harvesting of timber.
- Urban area service radius guidelines are provided for each park type. For rural areas, the goal is to focus resources on providing high-quality parks with a variety of amenities in rural areas and avoid many small parks spread across large distances. This is discussed further in section 6.4.2 Supply.



Table 6-3: Kawartha Lakes Official Plan Parkland Hierarchy with recommended alterations (in bold)

Park Type	Characteristics	Size and Provision
Destination Parks and Waterfront Parks	Where parks are located along the settlement area waterfronts, they should be managed for the enjoyment of a diverse population. Opportunities exist at these parks for both active and passive recreation, social and cultural activities. Additions: • Often tourism and/or event supportive (not in all cases) • Typically feature more than one keystone park feature such as splash pads or skate parks, large/feature playgrounds and/or significant natural heritage features • Sports facilities for league (and possibly tournament) play • Trail connections and connectivity within the park • Pavilion/shade structure(s) • Parking • Washrooms, change rooms, drinking water	For both urban and rural areas: General size and provision is variable depending on the site and landscape conditions.
Community Parks	Intended to accommodate the social, cultural, educational and physical activities of particular interest to several neighbourhoods. These parks should be coordinated with secondary school sites where possible and developed as focal points. Additions: • Sports facilities for league play • May contain one keystone park feature, such as a splash pad or skate park, large/feature playground • Pavilion/shade structure(s) • Parking • Washrooms, change rooms, and drinking water • Do not necessarily need to be adjacent to school sites if the community needs a park in another area. Suggest changing wording to “could be” rather than “should be” coordinated with school sites.	General size of 6.0 to 10.0 hectares For urban areas: Should occur in highly visible locations and within an optimal service radius of 1.6 km.

Table 6.3 continued: Kawartha Lakes Official Plan Parkland Hierarchy with recommended alterations (in bold)

Neighbourhood Parks	Anticipated to accommodate the recreational needs of local residents. Facilities should be tailored to residents and centrally located within a safe and convenient walking distance of the majority of residents. Should be of a sufficient size to accommodate a variety of recreational facilities such as sports fields, outdoor rinks, multipurpose courts, playground equipment, outdoor fitness equipment etc.	General size of 1.8 to 4.0 hectares Urban areas: Optimal service radius is 800m (or 10 minute walk) Additions: Update general size to 1.8 to 5.9 ha
Parkettes	An adequate supply shall be provided where appropriate. Additions: • Gardens, plantings • Seating • Shade • Small play or exercise equipment	General size varies depending on the neighbourhood, but typically smaller than a Neighbourhood Park (>1.8 ha). Additions: • Small parks with few/no amenities should be avoided in isolated areas. • Parkettes are suitable for dense urban areas where both land and parks are limited. • Traffic circles, road medians etc., should not be accepted as a Parkette
Addition: Natural/Undeveloped Areas	Parks that remain close to their natural state (e.g., forest, meadows, etc.), with recreation uses allowed within the limits of the land, and can include hiking, cycling, motorized uses, etc. This also includes sustainable, controlled harvesting of goods such as timber. This category includes small water access points not suitable for development as a park due to size, environment, or proximity to neighbours. Not all of these spaces need to be maintained for recreation, some may stay in their natural state.	No size or provision standards, dependent on the local environment.

6.4.2 Supply

An analysis was conducted of the amount of parkland (total) in Kawartha Lakes and in comparable communities: Norfolk County, Greater Sudbury Area, Chatham-Kent and Quinte West (see Appendix D for data). The comparators were chosen in discussion with staff and based on the following factors:

- single-tier municipality
- large land mass
- similar population/number of households
- some mix of growth pressure/waterfront resource/tourism

Based on Table 6-4, Kawartha Lakes is well supplied with parkland overall, compared to the other municipalities, in terms of number of parks and amount of hectares, with a park provision rate of 3.2 ha per 1,000 people. Beyond this comparative analysis, over 3.0 ha is considered a good park supply, with 4.0 ha per 1,000 often being a target amount. However, with policy changes reducing the amount of parkland that can be acquired through development, many municipalities would now struggle to meet 4.0 ha per 1,000 people.

This comparative analysis includes only municipally owned parkland, excluding the Centennial Trailer Park and the approximately 4,000 ha of municipal forests. Including the municipal forests, the parkland provision soars to 53 ha per 1,000 people. Considering this significant amount of additional green space, we are recommending that the municipality focus on maintaining the 3.2 ha per 1,000 people provision rate.



Table 6-4: Analysis of parkland provision in Kawartha Lakes and comparable municipalities

	Kawartha Lakes		Norfolk County		Greater Sudbury Area		Chatham-Kent		Quinte West	
Total Population (2021 Census)	81,200		67,490		166,004		103,988		46,560	
Population Density (people/km²)	26.1		42.2		52.1		42.4		94	
Land Area (Km²)	3,033.7		1,597.7		3,186.3		2,451.9		495.5	
Number of Parks	154		83		157		166		64	
Amount of Parkland¹ (Hectares, people per 1,000 ha)	262.0 ²	3.2:1,000	135.7	2:1,000	1,212.8	7.3:1,000	250	2.4:1,000	144.0	3.1:1,000

- 1 In collecting the data from the comparators, it was requested that only municipally-owned parkland be included; however, understanding that different municipalities categorize and track parkland differently, there may be some variation in the data.
- 2 This does not include the approximately 4,000 ha of municipal forests

Park Supply in Urban Areas

Parkland provision is not uniform across the municipality. Table 6-5 break down the provision by urban and rural areas:

- Bobcaygeon and Lindsay are well supplied, with park provision rates at or close to 4 ha per 1,000 (4.0:1,000)
- Fenelon Falls is under-supplied at 2.6:1,000

If the municipality wishes to reach/maintain a park provision rate of 3.2:1,000, parkland will need to be acquired with new developments (see Table 6-5 for additional parkland needed). However, it should be noted that non-municipal parkland (e.g. schools, conservation areas etc.) is not counted here. The proposed Parks Master Plan will examine this at

a detailed scale and refine the actual amounts of parkland needed in each community to maintain 3.2:1,000 ha, as well as in consideration of non-municipal parkland.

Table 6-5: Park provision rate in Kawartha Lakes urban areas

Urban Area	Ha of parkland	Population (2021)	Current Provision ratio (2021) (# ha: 1,000 residents)	Population (2040)	Provision ratio (2040), if no new parks added (# ha: 1,000 residents)	Additional Ha needed to maintain/reach 3.2 ha:1,000 ratio to 2040
Lindsay (land area 15.6 km ²)	89.5	22,367	4.0:1,000	47,220	1.9:1,000	61.6 (151.1 total)
Bobcaygeon (land area 5.2 km ²)	13.9	3,576	3.9:1,000	6,616	2.1:1,000	7.3 (21.2 total)
Fenelon Falls (land area 4.0 km ²)	6.3	2,464	2.6:1,000	5,213	1.2:1,000	10.4 (16.7 total)

Supply in Rural Areas

As noted earlier, the expansive geography of Kawartha Lakes and low population density requires a context-sensitive approach to provision standards for the municipality's rural areas. As there will be no significant development in the rural areas, additional parks will not be needed. Instead, the focus should be on improving parks to provide increased recreation opportunities to those in the rural areas. This is the topic of discussion in section 6.7 Recommendations for Rural Areas.

Park Disposal

There was an indication that some in the municipality feel there is a surplus of parks, in Lindsay in particular. Based on the analysis above, the municipality does not appear to be "over-supplied" with parks in Lindsay or elsewhere. However, from an efficiency perspective, as well as from a recreation value perspective, there may be parks that could be disposed of - for example, if they are isolated, rarely visited, and/or offer few opportunities for residents. Proceeds from sales could then be reinvested in improving other parks. Other options include leasing out the land, or converting unused parcels to Natural/Undeveloped Areas (a new park classification type). Disposal of land is governed by two By-Laws, which are discussed further, with recommendations, in section 6.9 Park Policy.

Acquiring New Parkland

The municipality is currently challenged in a) maintaining many parks spread across a great distance, and b) affording the cost required for maintenance and upgrades to park amenities and facilities. New

parkland acquired in urban areas should be consolidated as much as possible to provide fewer, larger parcels, rather than numerous smaller parcels to improve efficiency, as well as optimize recreation opportunities.

Based on parkland provision needs as discussed above, the municipality should:

- Prioritize parkland over cash-in-lieu for new developments in Fenelon Falls
- Prioritize parkland over cash-in-lieu for new developments where the area is outside an 800m radius of another municipal park in Lindsay and Bobcaygeon

In cases that fall outside of these parameters, the municipality should consider accepting cash-in-lieu. Dedicated parkland should be of sufficient size to act as a Neighbourhood Park (at minimum), or linear parcels should be given to accommodate pathways and trails. Where neither of these options is possible, smaller parcels from adjacent developments should be assembled together or placed adjacent to other community use space (e.g., schools, commercial areas, parks or recreation centres etc.).

RECOMMENDATIONS

- P 1. Adopt the updated/expanded Parkland Hierarchy system provided herein, and categorize parks accordingly.
- P 2. In urban areas, aim to reach or maintain a parkland provision ratio of 3.2 ha per 1,000 people and/or provide parks within an 800m catchment area to all households.
- P 3. In rural areas, focus on providing and improving Destination and Community Parks.
- P 4. Avoid accepting Parkettes as parkland dedication. Parks should be of sufficient size to act as a Neighbourhood Park (at minimum), or linear parcels should be given to accommodate pathways and trails. Where neither of these options is possible, smaller parcels from adjacent developments should be assembled together or adjacent to other community use space (e.g., schools, commercial areas, parks or recreation centres etc.).
- P 5. Any land given to the municipality should fit one of the classifications in the hierarchy, and be assigned a level of service to assist staff in determining what resources will be needed to maintain and/or develop the parcel.

6.4.3 Levels of Service

The municipality identifies four levels of service (LOS) for parks, from Level 1 to Level 4. These LOS currently only refer to turf maintenance, which does not fully encompass the maintenance tasks required for parks. We recommend expanding the definitions of the LOS to include more tasks to give greater clarity on maintenance requirements, as well as the staff time needed. As mentioned previously, new parks acquired by the municipality should be assigned a park classification and a LOS to determine how much staff time will be required to maintain the new park.¹ Table 6-6 outlines the four LOS, the frequency of turf maintenance (current practice), additional tasks to be added, and considerations for assigning a LOS to a given park. The LOS and their associated tasks should be formalized by including them, with detailed descriptions of the tasks and frequency of maintenance, in staff's internal Parks Manual.

¹ Note, the levels of service do not correlate exactly with the parkland hierarchy. Levels of service are determined primarily by the level of use and location of a park. For example, a Neighbourhood Park in a more rural residential area with low use will not require the same level of service as a Neighbourhood Park located next to a school or community centre with higher levels of use. For this reason, each park should be assigned a classification as well as a level of service.

Table 6-6: Recommended expanded descriptions of Parks Levels of Service (LOS)

Maintenance level	Frequency of turf maintenance (by staff or contractor)	Additional maintenance tasks to be added	Considerations for assigning LOS
Level 1	• 15-22 cuts per season • maximum 3.5 inches for turf • 7-10 day cutting cycle¹	• litter pick up: 1 - 3 time per week • garden/horticulture maintenance: weekly • tree maintenance: annual arborist inspection, post-storm inspections • sport facilities: weekly • play equipment and furnishing: annual certified inspection, regular visual inspection • water equipment (e.g., splash pads): pre-season start up inspection, daily visual check during operation • lighting: quarterly checks	• high use parks • parks with facilities used for league play and tournaments • Level 1 parks typically are Destination and Community Parks, urban parkettes
Level 2	• 8-10 cuts per season • maximum of 4 inches for turf • 7-10 day cutting cycle	• litter pick up: biweekly • garden/horticulture maintenance: biweekly • tree maintenance: annual arborist inspection, post-storm inspections • sport facilities: biweekly • play equipment and furnishing: annual certified inspection, regular visual inspection • water equipment (e.g., splash pads): pre-season start up inspection, daily during operation • lighting: quarterly checks	• high use parks • parks with facilities used for league play and tournaments • May include parks from all classifications
Level 3	• maximum of 3 cuts per season • 1st cut May 25-June 12, second July 6 -13, third September 15-22	• tree maintenance: annual arborist inspection, post-storm inspections • litter pick up: prior to cutting • garden/horticulture maintenance: N/A • facility and amenity inspections: N/A	• lower use parks • few/no amenities • Level 3 parks typically natural areas/undeveloped water access points • similar to level 4 areas, though these may require that additional maintenance due to infrastructure access, invasive species management, etc.
Level 4	• maximum of 2 cuts per season • first cut May 25-July 12, second when requested by City	• tree maintenance: annual arborist inspection, post-storm inspections • litter pick up: prior to cutting • garden/horticulture maintenance: N/A • facility and amenity inspections: N/A	• lower use parks • no amenities • Level 4 parks typically natural areas/undeveloped water access points

¹ cutting cycle is responsive to drought conditions for all levels of service

Of the 139 parks in Kawartha Lakes, the vast majority are currently classified as L1 and L2 (128 parks). As the municipality struggles to maintain a large portfolio of parks over a very large geographic area, the parks' currently assigned LOS should be reviewed to determine if there are any parks that can be reassigned to L3 or L4.

Section 7.0 Service Delivery builds on this to consider the amount of staff hours required per hectare of parkland, based on these LOS, and provides a calculation to determine staff needs.

RECOMMENDATIONS

- P 6. Update the descriptions of each level of service, and include them in the Parks Manual.
- P 7. Review to determine if currently applied LOS is appropriate to each park.

6.5 Assessment: Park Amenity Quantities

This section reviews the current supply of key park amenities and assesses the level of service and needs for the next 15 years as it relates to specific amenities. This is done by considering what other municipalities provide (comparative analysis), demand based on consultation data, population/demographic considerations, and broader trends or contextual considerations. This analysis was completed for the following amenities:

- Playgrounds
- Splash Pads
- Dog Parks
- Basketball Courts
- Skateparks and Pump Tracks
- Other amenities for consideration

6.5.1 Playgrounds

Community Demand: **Low to moderate**

- Small number of requests for improvements to existing playgrounds from the resident telephone and online surveys, and user group survey.
- Staff noted that exciting/high-quality playgrounds drive park usage.

Demographic Demand: **Low**

- Children make up a small percentage of the population, and their share is expected to decline slightly throughout the term of the Plan.

Comparable Provision: **Moderate**

- In comparison to other municipalities (Table 6-7), playground provision in Kawartha Lakes is at the median and very close to the average, based on the current population.
- Considering an estimated 2040 population of 112,265, the playground provision rate decreases to 1 playground per 1,675 people.

Trend/Contextual Considerations:

- Movement towards play structures that appeal to a wider age range, for example, challenging obstacle course-type equipment, group hammock swings and zip lines, etc.
- Staff typically replace 3 - 4 playgrounds per year as they reach their end of life, and upon replacement, new features that appeal to broader age ranges should be incorporated.
- As best practices, playgrounds should be paired with other amenities such as at sport fields, or with picnic pavilions.
- Playgrounds offer close-to-home recreation opportunities to many across Kawartha Lakes and are an important amenity for Neighbourhood, Community and Destination Parks.

Table 6-7: Playground Provision in Kawartha Lakes and Four Comparable Municipalities

Municipality and Population	Total # of Playgrounds	Number of Residents per Playground
Kawartha Lakes 81,200	67	1,212
Norfolk County 67,490	32	2,109
Greater Sudbury Area 166,004	181	917
Chatham-Kent 103,988	164	634
Quinte West 46,560	40	1,164
Average	96.8	1,207.2
Median	67	1,164

RECOMMENDATIONS

- P 8. Invest in upgrading existing playgrounds to include a greater variety of equipment, themed playgrounds specific to different locations, activities for broader age groups etc., as playgrounds reach the end of their life.
- P 9. Playgrounds should be paired with other facilities or amenities where possible.

6.5.2 Splash Pads

Community Demand: **Low**

- Minor interest reported from the community and staff for an additional splash pad. Community interest was focused on adding a splash pad to Omemee Beach Park.

Demographic Demand: **Low**

- As noted under playgrounds, the key demographic group for splash pads (preschoolers and children) makes up a small percentage of the population, and will decline slightly over the term of the Plan.

Comparable Provision: **Low to moderate**

- In comparison to other municipalities (Table 6-8), splash pad provision in Kawartha Lakes is at the median and less than average, based on the current population.
- Considering an estimated 2040 population of 112,265, the splash pad provision rate decreases to 1 splash pad per 28,066 people.

Trend/Contextual Considerations:

- Splash pads are generally a high-demand facility, and it is likely the low demand seen in consultations is due to the relatively low number of children in the municipality and the existence of four splash pads currently. Demand is likely to grow as more families move to the community.
- Splash pads are a costly facility to provide, however, they offer high recreation value for families, schools, summer camps, etc., where many users stay at parks with splash pads for longer than they would at a park with only a playground. In this

way, splash pads are considered an anchor amenity that could be used as a key attractor in a Community or Destination Park.

- There have been ongoing discussions on adding a splash pad to Omemee Beach Park. It should also be noted that in Kawartha Lakes, splash pads are only provided if the initial capital costs of construction are fundraised by the community.

Table 6-8: Splash Pad Provision in Kawartha Lakes and Four Comparable Municipalities

Municipality and population	Total # of Splash Pads	Number of Residents per Splash Pad
Kawartha Lakes 81,200	4	20,300
Norfolk County 67,490	2	33,745
Greater Sudbury Area 166,004	17	9,765
Chatham-Kent 103,988	10	10,399
Quinte West 46,560	2	23,280
Average	7	19,498
Median	4	20,300

RECOMMENDATIONS

- P 10. Consider adding two more splash pads to supply if, first, demand is sufficient and confirmed (i.e. through community consultation during the park design process), second, if the community is able to fundraise the cost of construction, and thirdly, if the municipality is seeking to develop a Community or Destination Park and needs an anchor facility.
- P 11. The preferred model is a location that has municipal infrastructure but other may options may be considered.

6.5.3 Dog Parks

Community Demand: **Very Low**

- Very minor interest reported from the community and Council for dog parks.

Demographic Demand: NA

Comparable Provision: **Low to moderate**

- Kawartha Lakes has one dog park at Pinewood Park in Pontypool, and another is planned to be added to Pioneer Park in 2029. All other comparator municipalities (Table 6-9) have at least two dog parks, with the majority providing three.

Trend/Contextual Considerations:

- Dog parks are typically in high demand in many municipalities over the past few years. The low demand in Kawartha Lakes is likely due to there being many parks and natural areas where people are running their dogs

off leash already, and/or that given the extensive rural area in the municipality, many people have enough private land to run their dog.

- Ken Reid Conservation Area (not municipally owned) also has a dog park.
- Dog parks are typically most successful in communities where they can be accessed by walking or a short drive.
- If demand grows for dog parks, it will likely be from residents in the urban areas, and it should be supplied in or near urban areas.

Table 6-9: Dog Park Provision in Kawartha Lakes and Four Comparable Municipalities

Municipality and Population	Total # of Dog Parks	Number of Residents per Dog Park
Kawartha Lakes 81,200	1 (plus 1 in 2029)	81,200
Norfolk County 67,490	3	22,497
Greater Sudbury Area 166,004	3	55,335
Chatham-Kent 103,988	3	34,663
Quinte West 46,560	2	23,280
Average	2.4	43,395
Median	3	34,663

RECOMMENDATION

- P 12. As part of the Parks Master Plan, assess need and potential future locations for dog parks in or near Lindsay, Bobcaygeon and Fenelon Falls.

6.5.4 Basketball Courts

Community Demand: **High**

- Basketball courts were mentioned quite frequently in consultations with residents, staff, Council, and community groups. It should be noted that some of the mentions were for indoor basketball courts as well.

Demographic Demand: **High**

- Basketball courts are used by all ages, and as such would serve many segments of the population as it grows.

Comparable Provision: **High**

- In comparison to other municipalities (Table 6-10), Kawartha Lakes is above average in the both the number of basketballs courts and the provision rate basketball courts.

Trend/Contextual Considerations:

- Basketball parks are a facility that offers significant rewards for relatively little input. They are relatively inexpensive to provide/maintain (e.g. compared to skateparks or splash pads), they serve all ages from kids to adults, and there is very little barrier to play - only a ball is required.

Table 6-10: Basketball Court Provision in Kawartha Lakes and Four Comparable Municipalities

Municipality and Population	Total # of Basketball Courts ¹	Number of Residents per Basketball Court
Kawartha Lakes 81,200	21	3,867
Norfolk County 67,490	8	8,436
Greater Sudbury Area 166,004	36	4,611
Chatham-Kent 103,988	No Data	
Quinte West 46,560	6	7,760
Average	17.8	6,186
Median	14.5	6,186

¹ the numbers represent a mix of full and half courts, but they have been counted equally for simplicity

RECOMMENDATION

- P 13. The municipality is relatively well supplied with basketball courts. However, given the high demand from residents, the municipality should consider adding basketball courts to parks undergoing revitalization or when seeking to add diversity to the types of amenities in parks.

6.5.5 Skateparks and Pump Tracks

Community Demand: **Moderate**

- While not extremely high, of all amenities discussed here (playgrounds, dog parks, splash pads, basketball), skateparks and pump tracks had the second strongest demand in consultations with mentions from residents, staff, Council, community groups, and recreation committees.
- Community feedback noted a need to improve (e.g., renew, make more extensive, higher quality) existing skatepark equipment.

Demographic Demand: **Moderate to high**

- Skateparks and pump tracks appeal to a wide age range from young children to adults. They can be built with varying levels of difficulty, and can be used with various pieces of equipment (roller blades, scooters, bikes, skateboards etc.), which further expands their appeal.

Comparable Provision: **Low to moderate**

- In comparison to other municipalities (Table 6-11), skatepark/pump track provision in Kawartha Lakes is at the

median and less than average, based on the current population. All four are skateparks; there are no pump tracks currently in Kawartha Lakes.

- Considering an estimated 2040 population of 112,265, the provision rate decreases to 1 skatepark/pump track per 28,066 people.

Trend/Contextual Considerations:

- Skateparks and pump tracks are typically a high demand facility that are growing in popularity, largely due to the wide age and activity range they serve, along with being flexible in size and design.
- Skateparks and pump tracks are also appealing to youth, an age group that is traditionally difficult to engage in recreation.
- Like splash pads, skateparks and pump tracks can serve as an anchor facility for a Community or Destination park.
- BGC developed a high-quality skatepark recently in Lindsay. The municipally-owned skateparks are relatively rudimentary.
- The municipality already has plans to add three pump tracks to supply in Pinewood Park, Pontypool Forest Tract, Sylvester Park. With these additions, the municipality will be well supplied.

Table 6-11: Skatepark and Pump Track Provision in Kawartha Lakes and Four Comparable Municipalities

Municipality and Population	Total # of Skate Parks and Pump Tracks	Number of Residents per Skate Park/ Pump Track
Kawartha Lakes 81,200	4 ¹	20,300
Norfolk County 67,490	2.5	26,996
Greater Sudbury Area 166,004	10	16,600
Chatham-Kent 103,988	10	10,399
Quinte West 46,560	3	15,520
Average	5.9	17,963
Median	4	16,600

RECOMMENDATIONS

- P 14.

Continue with plans to add three pump tracks to supply.
- P 15.

Update and improve existing skate parks in the municipality.

¹ all four locations are skateparks, does not include the additional three pump tracks planned.



6.5.6 Other Amenities for Consideration

Based on community consultation, the expected growth in the seniors demographic, and broader recreation trends, the following are park amenities the municipality should consider adding to supply or improving quantity and quality of existing supply:

- Mini putt: Should be located at a Destination or Community Park, and requires a club house (for staff and equipment) and washroom on site. Summer students can staff the rentals. The Town of Petawawa has a municipal mini-putt course, and the City of Sault Ste. Marie recently adopted a Parks and Recreation Master Plan that recommends adding a mini putt course.
- Outdoor exercise equipment: Outdoor exercise equipment is becoming a common feature of municipal parks and trails systems. Equipment is generally laid out along a trail or pathway to create a circuit, or set up as a station near a playground to facilitate adult exercise while supervising children.
- Table and seated games: this can include chess tables or table tennis for example.
- Obstacle courses: Obstacle courses are play equipment that feature various ropes courses, ramps, zip lines, etc. with varying difficulty levels to serve all ages.
- Beaches: With the vast number of water bodies in the municipality, many residents expressed the desire for more formalized public beaches for swimming.
- Winter activities: This can include

skating, snow shoeing, skiing, walking/hiking, fat biking, etc. See sidebar for discussion on lending libraries to support these activities.

- Comfort/support amenities: There were many requests for washrooms, shade, and drinking fountains/bottle fillers. Shade should be provided at all parks, at a minimum through the strategic planting of trees. However water and washrooms are more difficult to provide (i.e., in terms of cost, and limited by servicing). Effort should be made to provide washrooms and water at all Destination and Community Parks especially where there are athletic facilities.

The Kawartha Lakes Public Library offers equipment rentals for outdoor activities through their Library of Things. Their “Active Living Collection” includes badminton sets, bird watching kits, disc golf sets, kid’s adventure kits, pickleball sets, lawn games, soccer set, and spikeball. The Parks and Recreation Department has teamed with the Library this past summer to offer sport related equipment such as life jackets, and should continue to seek opportunities to work with the library to expand this service to more items and locations.

Community consultation indicated a need/interest in more opportunities for seniors and youth, two age groups that typically have diverging interests. Many of the facilities/amenities listed above have the benefit of appealing to all ages, and the municipality should consider prioritizing all-ages amenities (when the need for another specific amenity has not been identified).

RECOMMENDATION

- P 16. Where possible, prioritize new facilities/amenities that appeal to all ages/multiple age groups (e.g., table tennis, multi-sport courts, outdoor fitness equipment, trail activities etc.).

6.6 Assessment: Park Recommendations for Urban Hubs

Lindsay is functionally a small town within the larger Kawartha Lakes, and while Bobcaygeon and Fenelon Falls are much smaller, with their higher density relative to the rural areas, and the growth they are expecting, they too function as smaller 'urban' hubs within the greater Kawartha Lakes. Omemee is considered an urban area in the Official Plan, however for our analysis we have focused on urban areas expecting significant growth. Table 6-12 summarizes socio-demographic changes, planned development, what we heard, and existing parks for each community.

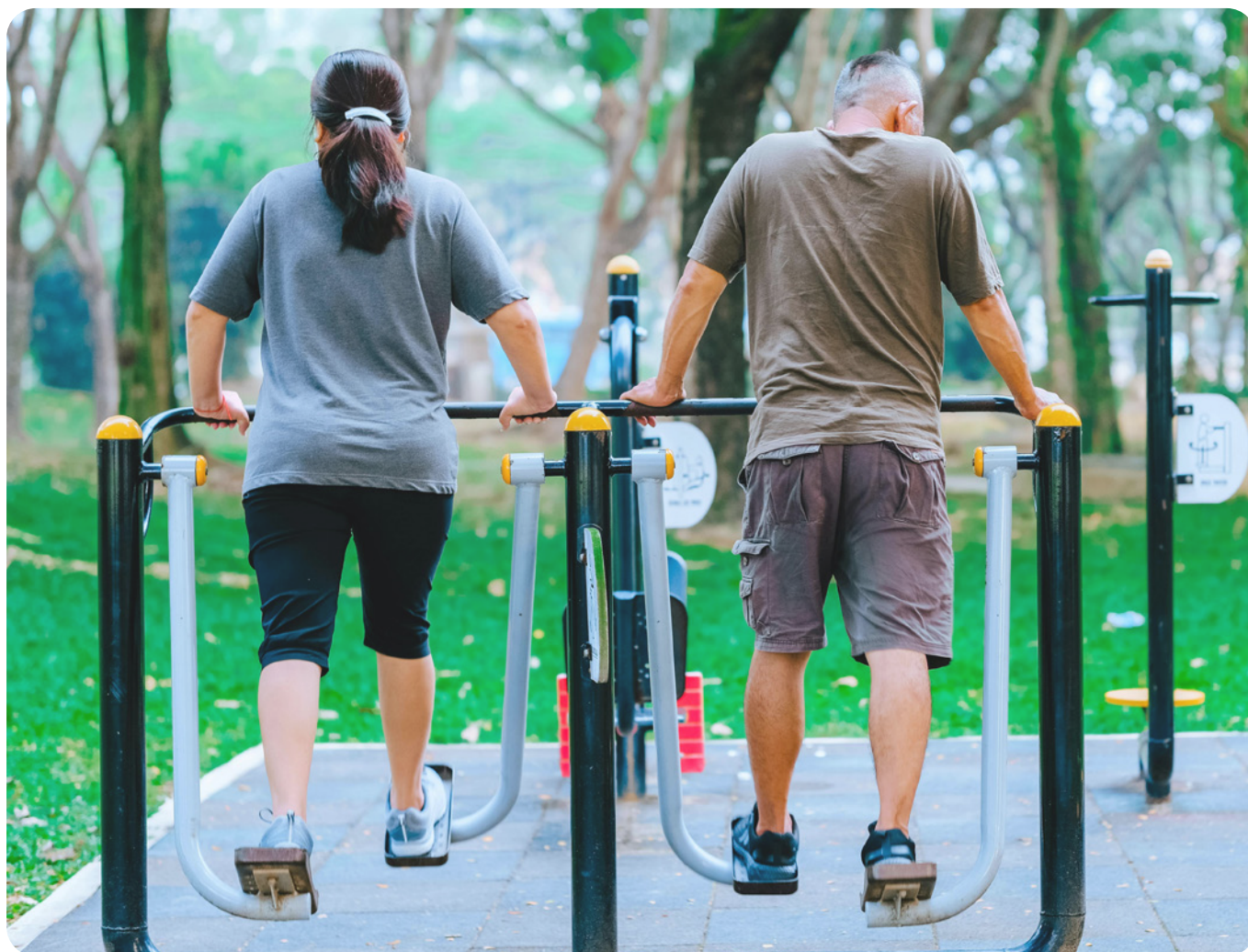


Table 6-12: Summary of key considerations for parks in Lindsay, Fenelon Falls, and Bobcaygeon

Area	Lindsay	Bobcaygeon	Fenelon Falls
Demographics	Population of 22,367 expected to more than double by 2040	Population of 3,576 expected to almost double by 2040	Population of 2,464 expected to more than double by 2040
Contextual Factors	Lindsay Secondary Plan (2017) and Trail Master plan (2023) both have directives to develop trails connectivity and waterfront	Key tourism destination Bobcaygeon Secondary Plan (2017) (under appeal) has directions for trail and waterfront development, and specific recommendations for Bobcaygeon Beach Park, Riverview Park, Tommy Anderson Park, and Henderson Park.	Key tourism destination Fenelon Falls Secondary Plan (2023) has directions to improve the shorelines of Cameron Lake, Sturgeon Lake, Fenelon River, and the Trent-Severn Waterway for recreational purposes.
Key Amenities Available	Basketball Beaches Boat launches Docks Outdoor rinks Playgrounds Skatepark Splash pads	Basketball Beaches Boat launches Docks Outdoor rink Playgrounds Skatepark Splash pad	Beach Volleyball Beaches Boat launch Playgrounds Splash Pad Adult Fitness equipment Playground
Key Consultation Requests/Comments	Upgrade/develop waterfront (high demand); Improvements to Lindsay Memorial Park (particularly pickleball courts) (moderate demand)	Henderson and Bobcaygeon Beach Parks well-liked by residents	Desire for development of a Destination or Community Park in Fenelon Falls (with basketball courts and skatepark or pump track); more programming/activity options (moderate-high demand)

The earlier Table 6-5 showed the amount of additional parkland that would be required in each urban hub to accommodate population growth, and Table 6-12 above provides further insight on considerations for each hub. However, in order to provide recommendations for specific parks, and/or for locations for specific amenities, a more detailed assessment is required. This should be the focus of a Parks Master Plan. All of the early phase 'leg-work' has been done while preparing this Parks and Recreation Strategic Plan (e.g., preliminary mapping, document review, consultation etc.), as well as establishing high level recommendations for the parks system as a whole. The Parks Master Plan will conduct a more granular analysis of parks, and will provide further mapping, consideration of new development plans and MZOs, and undertake a closer analysis of the three urban areas to develop detailed recommendations for specific parks.

RECOMMENDATION

P 17. Complete the Parks Master Plan

6.7 Assessment: Park Recommendations for Rural Areas

Kawartha Lakes is over 3,000 square kilometres, and for the purposes of this strategy is divided into sections that roughly follow geographic barriers (i.e. water bodies) to facilitate analysis of the distribution of parks and amenities. The parks assessment for rural areas considers the following:

- consultation data
- the park amenity quantity assessment (section 6.5)
- population density
- drive times to urban centres (where recreation facilities and amenities are concentrated)
- distribution of parks and amenities
- broader trends in recreation

The approach considered what is available and where in each rural area, then assessed the improvements or additions needed to parks and unstructured recreation amenities. While providing the same amenities spread across the municipality (i.e., particularly indoor facilities) is not financially feasible, local recreation needs can be partially met by providing high-quality, interesting park spaces, ideally with year-round opportunities.



6.7.1 Northwest Kawartha Lakes

Figure 6-2: Parks and amenities in Northwest Kawartha Lakes

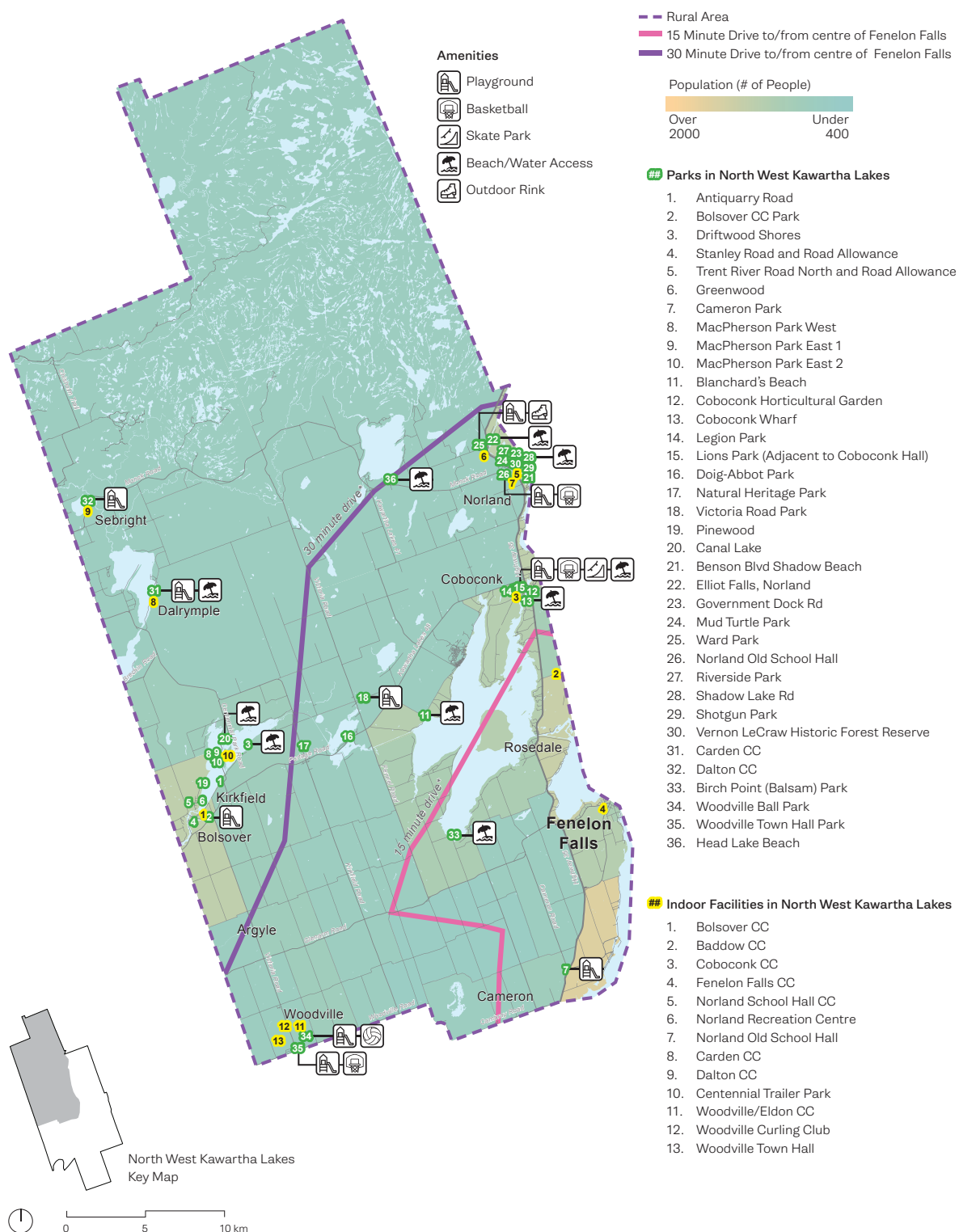


Table 6-13: Park Types in Northwest Kawartha Lakes

Park Type	Total Quantity and Hectares	Park Names and Location
Destination Parks	3 parks 47.9 ha	Coboconk Wharf, Coboconk Legion Park, Coboconk Lions Park, Coboconk
Community Parks	8 parks 19.1 ha	Bolsover Community Centre Park, Bolsover Victoria Road Park, Kirkfield Ward Park, Norland Old School Hall, Norland Carden Community Centre Park, Sebright Dalton Community Centre Park, Sebright Woodville Town Hall, Woodville Woodville Ball Park, Woodville
Neighbourhood Parks	2 parks 3.2 ha	Driftwood Shores, Bolsover Cameron Park, Cameron
Parkettes	8 parks 2.5 ha	Coboconk Horticultural Garden, Coboconk Mud Turtle Park, Norland Birch Point Park Mix small parcels and water access points (see inventory for full list)
Natural Areas	15 parcels 10.5 ha	Mix of road allowances and water access points (see inventory for list)

Observations:

- Population density is low throughout most of this area, with a higher population density in Kirkfield/Bolsover, Cobobonk, and around Balsam, Cameron, and Sturgeon Lakes.
- Sebright, Dalrymple, Kirkfield and Bolsover fall outside of the 30-minute drive time radii to Lindsay or Fenelon Falls. There are also fewer parks and fewer facilities in this area. This area would benefit from modest investments/additions to park amenities/facilities to improve the level of service for residents in this area of Kawartha Lakes.
- Coboconk and Norland areas are well served by Ward Park, Legion Park, and Lions Park.
- Cameron and Woodville have three parks with playgrounds and ball diamonds, and are within a 15 to 30 minute drive of Lindsay. This area would benefit from a greater variety of amenities, rather than the same amenities repeated at each park.
- If the site allows, Woodville Ball Park would be a suitable location for a second splash pad, and the City should consult with the Lions Club to gauge if they are interested in helping to fundraise for the project.
- There are several undeveloped parks, and small scattered parcels (i.e. Natural Areas and Parkettes as noted in Table 6-14), which are burdensome to maintain, while offering limited recreation value to the community. Some of these parcels provide water access, which current policy does not allow to be sold. We recommend some changes to this policy to be more flexible (see 6.9 Park Policy). If policy changes are approved, staff should identify parcels that can be sold, with the funds reinvested in improving

the recommended Community Parks. Where the sale is not approved, investigate other options such as naturalization or, approach neighbouring properties or community groups to gauge their interest in leasing the land.

- Swimming lessons are held at Birch Point Park. A picnic pavilion would support programming and casual use of the park.

RECOMMENDATIONS

- P 18. Enhance Dalton or Carden Community Centre Park by adding additional amenities (e.g., outdoor fitness equipment, basketball courts, etc.). Consult with the community to determine specific amenities and facilities of interest.
- P 19. Enhance Bolsover Community Centre Park by adding additional amenities (e.g., outdoor fitness equipment, basketball courts, etc.). Consult with the community to determine specific amenities and facilities of interest.
- P 20. Add a splash pad to Woodville Ball Park, and seek opportunities to work with the community to fundraise for the project.
- P 21. If policy allows, consider disposing of the following parcels (see inventory/GIS for exact locations):
 - Stanley Road Allowance
 - Three parcels on MacPherson Crescent
 - Trent River Road North Road Allowance
 - Natural Heritage Park
 - Pinewood Blvd., Bolsover
 - Doig-Abbot Park

6.7.2 Northeast Kawartha Lakes

Figure 6-3: Parks and amenities in Northeast Kawartha Lakes

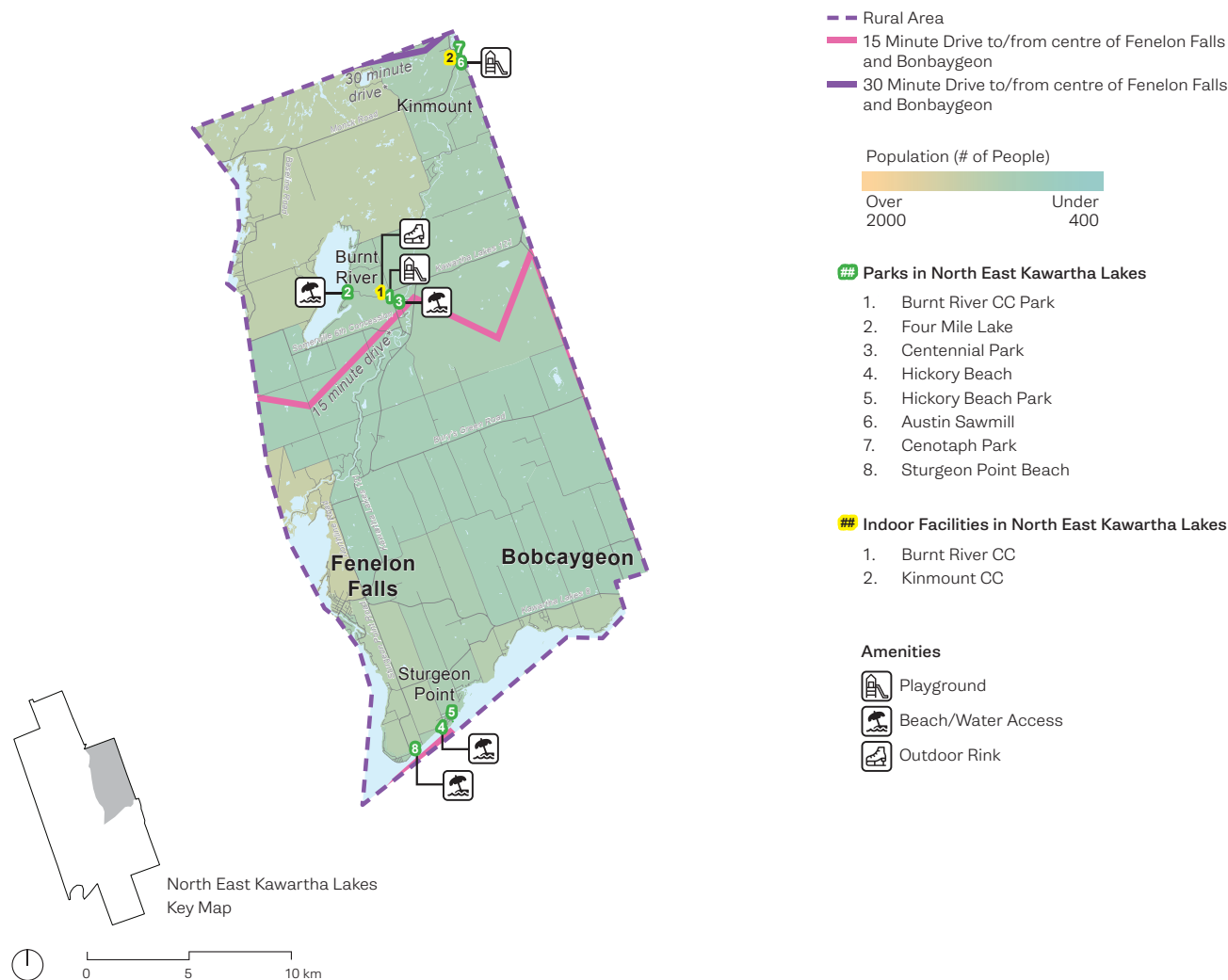


Table 6-14: Park Types in Northeast Kawartha Lakes

Park Type	Total Quantity and Hectares	Park Names and Location
Destination Parks	1 park 2.9 ha	Austin Sawmill Park, Kinmount
Community Parks	1 park 6.4 ha	Burnt River Community Centre Park
Neighbourhood Parks	2 parks 0.7 ha	Centennial Park, Burnt River Four Mile Lake, Burnt River
Parkettes	2 parks 0.008 ha	Cenotaph Park, Kinmount Sturgeon Point Beach, Sturgeon Point (open to public, but not municipally owned)
Natural Areas	2 parcels 1.9 ha	Hickory Beach, Hickory Beach Hickory Beach Park, Hickory Beach

Observations:

- There are no gaps in terms of the distribution of parks or amenities. The entire area is within a 15-minute drive to good quality Community and Destination Parks (i.e. Austin Sawmill, Burnt River Community Centre, and parks in Bobcaygeon, Coboconk, and Fenelon Falls).
- Burnt River Community Centre is a key recreation location for Northeast Kawartha Lakes that is well used and cared for by residents. This site should continue to act as a community focal point, and the municipality should work with residents to determine the types of improvements and additions that would best serve the community.
- There are a number of good swimming areas in Northeast Kawartha Lakes, but most lack amenities. Given the high demand for more swimming areas, the municipality should look for opportunities for improvements. Centennial Park (Burnt River) has a parking area, and is already popular for swimming and paddling (kayak and paddleboarders). The municipality should assess if it is feasible to expand the water access without causing too much erosion, and provide a picnic pavilion.
- In addition to the parks described above, Somerville Forest Tract is also in Northeast Kawartha Lakes, providing additional recreation opportunities.

RECOMMENDATIONS

- P 22. Consult with Burnt River Community to improve and enhance the park. Suggestions include improving the rink and providing support amenities (e.g., add a warming hut), or adding a new amenity (e.g., outdoor fitness equipment).
- P 23. Undertake a design process for Centennial Park (Burnt River) to identify options for improving/expanding water access, and adding amenities such as a picnic shelter.

6.7.3 Southwest Kawartha Lakes

Figure 6-4: Parks and amenities in southwest Kawartha Lakes

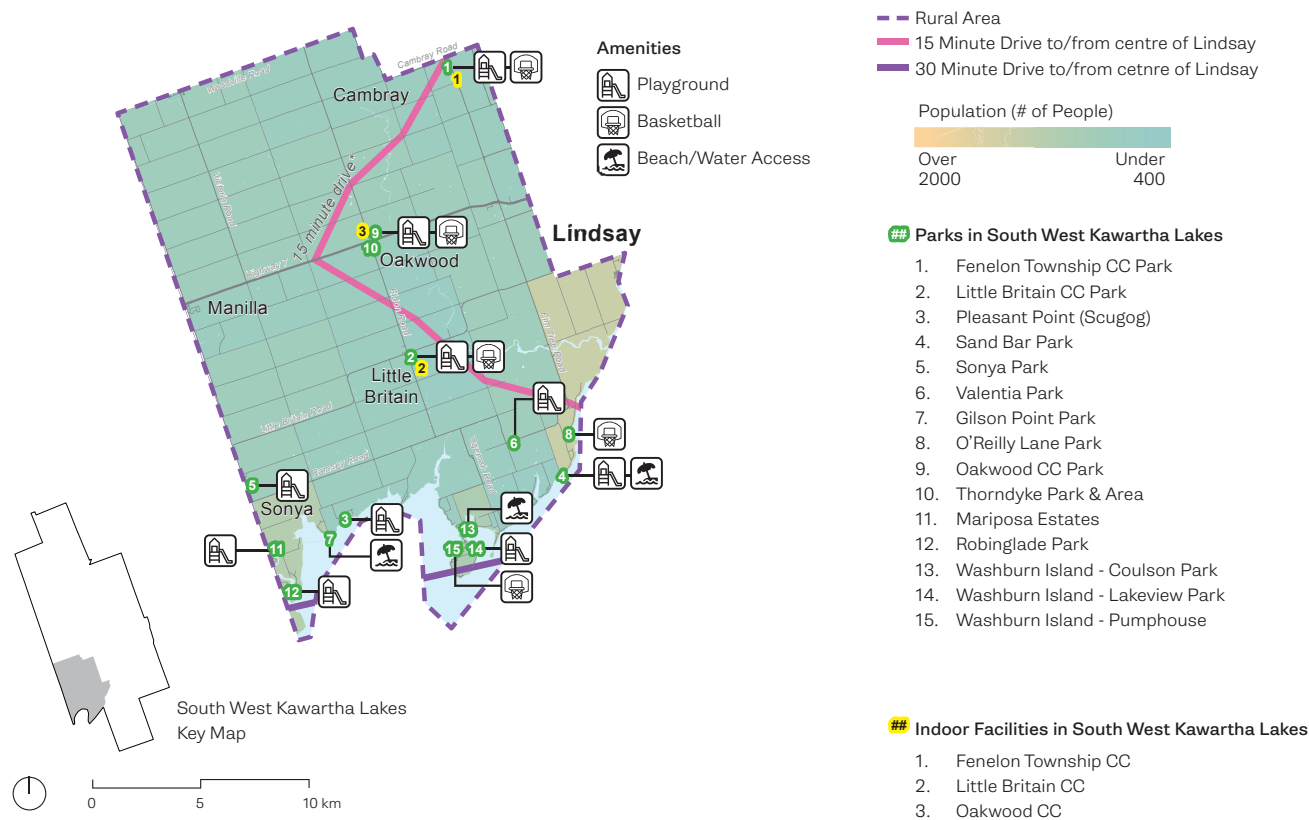


Table 6-15: Park Types in Southwest Kawartha Lakes

Park Type	Total Quantity and Hectares	Park Names and Location
Destination Parks	0	Not Applicable
Community Parks	5 parks 24.2 Ha	Fenelon Township CC Park, Cambray Little Britain CC Park, Little Britain Oakwood CC Park, Oakwood Sand Bar Park, Little Britain Valentia Park, Little Britain
Neighbourhood Parks	5 parks 7.3 Ha	Pleasant Point, Little Britain Sonya Park, Little Britain O'Reilly Lane Park, Little Britain Lakeview Park, Washburn Island Pumphouse Park, Washburn Island
Parkettes	5 parks 1.6 Ha	Gilson Point Park, Little Britain Thorndyke Park & Area, Oakwood Mariposa Estates, Seagrave Robinglade Park, Seagrave Coulson Park, Washburn Island
Natural Areas	1 park 0.1 ha	View Lake Beach, Janetville

Observations:

- Population density is quite low; higher around the edges of Lindsay and Little Britain. The northern part of the quadrant is also served by Woodville.
- Neighbourhood and Community Parks are well distributed around more populated areas
- Seagrave, Sonya, Gilson's Point area:
 - Fairly well supplied with Parkettes (Gilson Point Park, Mariposa Estates, and Robinglade Park) and Neighbourhood Parks (Sonya Park, Pleasant Point)
 - Improvements to parks in this area should focus on waterfront parks, particularly Pleasant Point and Mariposa Estates (for example, adding a picnic pavilion and improving the playgrounds). Pleasant Point Park may also have space for an additional amenity such as half court basketball, volleyball or table tennis.
- Little Britain, Valentia, Washburn Island area:
 - This area has two waterfront parks with great potential, within a 10-minute drive from each other: Sand Bar Park and Pumphouse Park.
 - Pumphouse Park is 1.5 ha in size and is surrounded by homes. As such it should undergo modest improvements including a small parking area (space for 3-5 cars), and a picnic structure. Given its proximity to other parks (such as Lakeview), connectivity could also be improved.
 - Sand Bar Park is 3.3 Ha, some of which is forested, with fewer homes surrounding it. As a popular swimming destination, it has the potential to be developed as a waterfront destination, potentially fulfilling the role of a Destination Park. Improvements can include the addition of trails through the forested area, mini putt course, an improved playground, volleyball courts, paddlecraft rental lockers, and a picnic shelter. Consideration should also be made for washrooms/portapotties and parking. Given the number of suggestions for Sand Bar Park, a design process with community consultation should be undertaken as a first step.
- Little Britain Community Centre Park is a small recreation hub with a Community Centre, playground, basketball court, pickleball courts, picnic shelter, ball diamonds, athletic field, and track, adjacent to a public school. This would be an ideal location for a skatepark and/or pump track (assuming a splash pad is developed at Woodville Ball Park). There is sufficient space for these proposed facilities and it would facilitate recreation for children and youth at the nearby school.
- Cambray and Oakwood area:
 - Fenelon Township Community Centre Park also functions as a small hub with a Community Centre paired with a park. The park picnic shelter, playground, and half-court basketball.

RECOMMENDATIONS

- P 24. Undertake a design process with community consultation to improve Pleasant Point Park. Suggestions include adding a picnic pavilion, improving the playground, and adding a half-court basketball and/or volleyball court and/or a table tennis table.
- P 25. Undertake a design process with community consultation to improve Mariposa Estates Park. Suggestions include adding a picnic pavilion and improving the playground.
- P 26. Improve Pumphouse Park through the addition of a picnic structure, improved connectivity to other parks, and parking spaces for 3-5 cars.
- P 27. Undertake a design process with community consultation to redesign Sand Bar Park as a Destination Park. Some improvements to consider include trails through the forested area, mini putt course, improved playground, volleyball courts, picnic shelter, paddlecraft rental lockers, washrooms and parking.
- P 28. Undertake a design process with community consultation to confirm demand, and if apparent, add a pump track or skatepark to Little Britain Community Centre Park.



6.7.4 Southeast Kawartha Lakes

Figure 6-5: Parks and amenities in southeast Kawartha Lakes

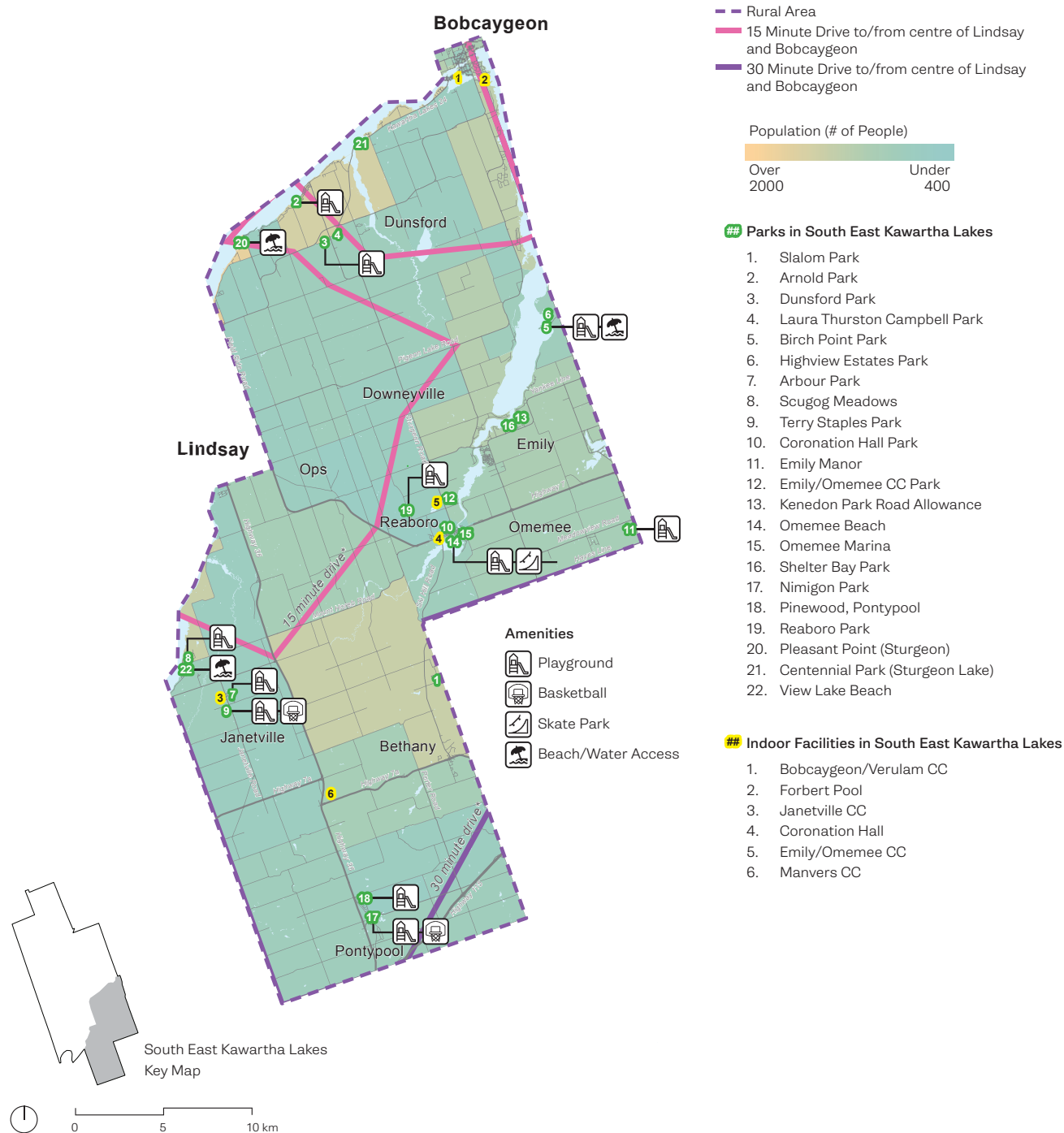


Table 6-16: Park Types in Southeast Kawartha Lakes

Park Type	Total Quantity and Hectares	Park Names and Location
Destination Parks	1 park 2.0 ha	Omemee Beach Park
Community Parks	4 parks 10.3 ha	Nimigon Park, Pontypool Emily/Omemee CC Park, Omemee Terry Staples Park, Janetville Pinewood Park, Pontypool
Neighbourhood Parks	7 parks 22.3 ha	Reaboro Park, Reaboro Dunsford Park, Dunsford Arnold Park, Dunsford Emily Manor, Omemee Pleasant Point Park (Sturgeon), Thurstonia Scugog Meadows, Janetville Arbour Park, Janetville
Parkettes	6 parks 4.2 ha	Shelter Bay Park, Omemee Coronation Hall Park, Omemee Omeme Marina, Omemee Laura Thurston Campbell Park, Dunsford Highview Estates Park, Ennismore (border property) Birch Point (Pigeon) Park, Ennismore (border property)
Natural Areas	2 parcels 1.8 ha	Kenedon Park Road Allowance, Omemee Slalom Park, Bethany

Observations:

- This area has a large number of very small Neighbourhood Parks each of which serve a very small population. These parks typically consist of a green space with a play structure.
 - While inefficient (i.e., significant work to maintain for relatively small benefit due to a small number of users), given the isolated nature of these small subdivisions, the parks are probably valuable to those living there, as this is the only local public space for gathering and socializing.
 - It should be confirmed whether these parks are used by the community, and if the play equipment is suitable.
 - If the community is not using these parks, consider selling these parcels to adjacent property owners.
- Pontypool, Bethany, Omemee and Emily are well supplied with good quality Community Parks (e.g., Nimigon and Pinewood Parks) and one Destination Park (Omemee Beach Park).
 - The primary park in Bethany is not municipally owned, but the municipality provides support and funding, and should continue to do so.
 - There are active community groups contributing to park fundraising and park maintenance and programming in these communities.
 - The municipality has consulted with the community and is undertaking a redevelopment of Omemee Beach Park, that may include a splash pad.
- The Trails Master Plan (2023) recommends a natural surface pump track in the Pontypool Forest Tract, which is planned to be developed, and will provide another recreation amenity in the area.
- Janetville has three parks, each providing the same amenities/facilities - green space, playground, and a ball diamond. One of these parks, Arbour Court, is currently planned to be redeveloped.
 - While reasonably close to Bethany or Lindsay, as the local Community Park, Terry Staples Park should be improved to provide more variety locally.
- Downeyville/Reaboro/Emily are not as well supplied, with Reaboro Park being the main park, which only has a small playground and trailhead for the Trans Canada Trail. It should also be noted that, given the geography of the area, being surrounded by lakes, access to other parks typically requires a drive of more than half an hour.
 - An additional amenity should be added to Emily/Omemee CC park so that it can better fulfill the role of a Community Park in this area
- Dunsford has a higher population density and is better supplied with four small Neighbourhood Parks. However, the parks in Dunsford are all very similar: small in size, with a standard playground.
 - Improvements should be made to at least one of these parks: Arnold, Dunsford, or Laura Thurston Campbell
 - However, each of these is very small and surrounded by homes, so improvements should be modest and sensitive to the proximity of houses (e.g., avoid pickleball and

dog parks). The municipality should consult with the local community in selecting which park to improve and the design.

- In addition to the parks described above, Emily and Pontypool Forest Tracts are also in Southeast Kawartha Lakes, providing additional recreation opportunities.

RECOMMENDATIONS

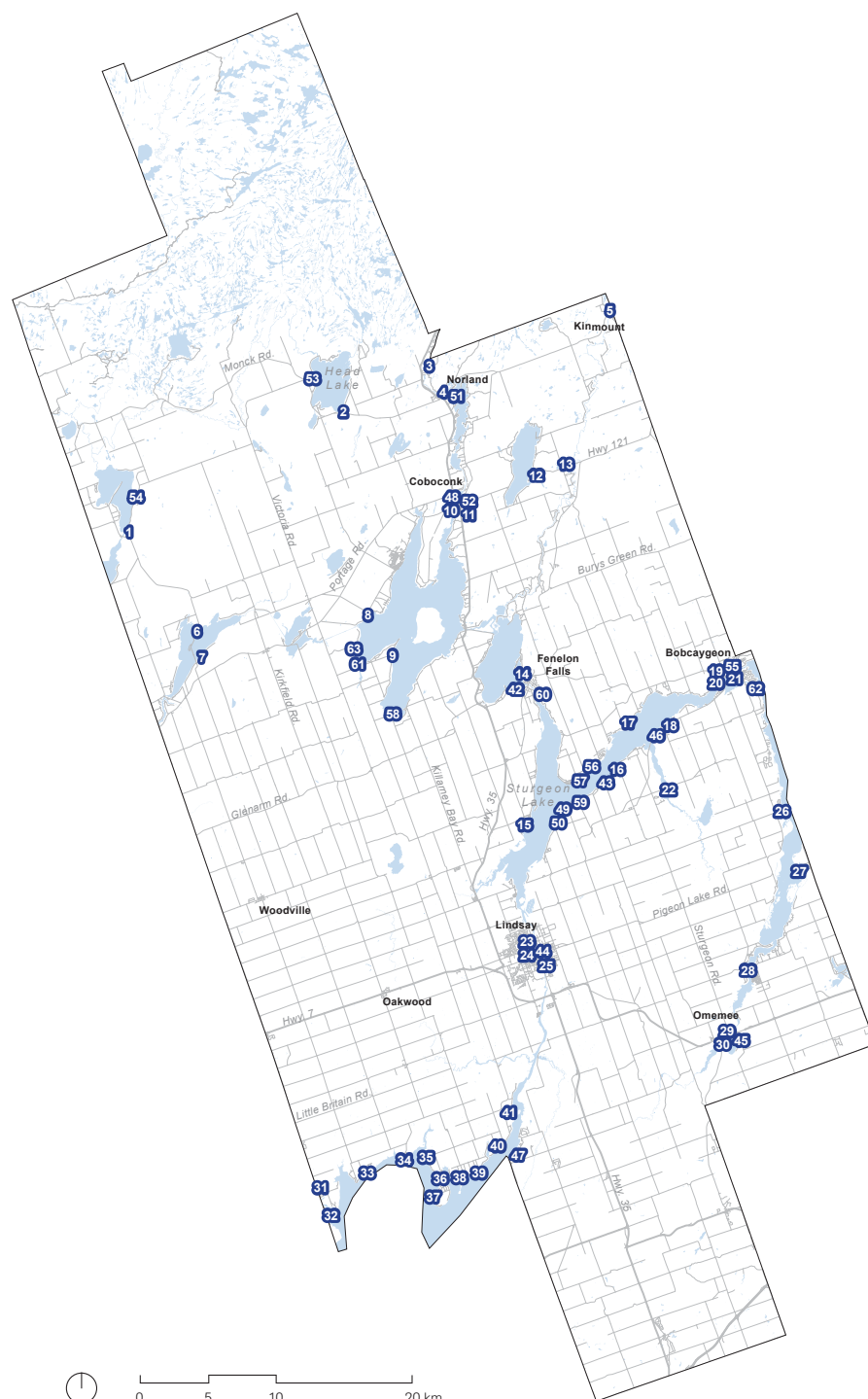
- P 29. Conduct research to confirm if any of the small parks in southeast Kawartha Lakes are not being used and are suitable for disposal.
- P 30. Continue to collaborate with and support volunteer groups operating at Nimigon Park.
- P 31. Develop the approved Omemee Beach Park Concept.
- P 32. Undertake a design process with community consultation to coordinate improvements to Terry Staples Park and Arbour Court Park to increase the variety of amenities available locally.
- P 33. Undertake a design process with community consultation to improve Emily/Omemee CC Park so it better fulfills the role of a Community Park. Some suggestions include adding a larger, more age-inclusive play structure when the current playground has reached its end of life, and a basketball or multi-sport court.
- P 34. Conduct consultation with residents in the Dunsford area to improve the variety of park amenities in the area by making additions/changes at to one of these parks:
 - Arnold Park
 - Dunsford Park
 - Laura Thurston Campbell Park

6.8 Assessment: Waterfronts

Water access was a prominent request in consultations. For example, 40% (or 437 respondents) to the online survey indicated they would like improvements to be made to the municipality's waterfronts, beaches, and boat launches. In open-ended questions, there were 27 mentions regarding adding/improving beach areas, water access, and boat launches. Municipal docks, beaches and boat launches are shown in Figure 6-6.



Figure 6-6: Map of Municipal Docks, Beaches, and Boat Launches in Kawartha Lakes



Boat Launches, Beaches/Swimming Areas and Municipal Docks

1. Osprey Lane Boat Launch
2. Head Lake Boat Launch
3. Elliot Falls Boat Launch
4. Shadow Lake Government Dock
5. Kinmount Dock
6. Canal Lake Boat Launch
7. Centennial Trailer Park Boat Launch and Beach
8. Blanchard's Beach
9. Maple-Otter Rd. Boat Launch
10. Coboconk Wharf
11. Summerside Rd. Boat Launch
12. Four Mile Lake Boat Launch
13. Centennial Park (Burnt River) Boat Launch
14. Garnet Graham Park-Water St. Boat Launch
15. Southview Estates Boat Launch
16. Thurstonia Government Dock and Boat Launch
17. MacAlpine Park and Boat Launch
18. Scotch Line Rd. Boat Launch
19. Front St. W. and West St. Boat Launch
20. Bobcaygeon Beach Park and Boat Launch
21. Front St. E Boat Launch
22. Emily Creek Boat Launch
23. Rivera Park and Boat Launch
24. Wellington Street Dock & McDonnell Park Dock
25. Nayoro Park and Boat Launch
26. Kings Wharf Boat Launch
27. Marilyn Cr. Boat Launch
28. Cowan's Bay Boat Launch
29. Omemee Marina Park and Boat Launch
30. Sturgeon Rd. S. Boat Launch
31. Mariposa Estates Boat Launch
32. Robyn Glade Boat Launch
33. Pleasant Point Park & Boat Launch (Lake Scugog)
34. Port Hover Boat Launch
35. Cottage Rd. Boat Launch
36. Coulson Park and Boat Launch
37. Bowen Rd. Boat Launch
38. Okadene Boat Launch
39. Swain Plain Boat Launch
40. Sandbar Beach Park and Boat Launch
41. O'Reilly Lane Boat Launch
42. Secret Beach-Orlie Rd. Park
43. Sam's Dock
44. Old Mill Park and Docking
45. Omemee Beach Park
46. Centennial Park (Sturgeon Lake)
47. View Lake Boat Launch
48. Coboconk Lions Park
49. Pleasant Point Boat Launch and Beach (Sturgeon Lake)
50. Irene Pechin Park
51. Shadow Lake Beach Park-Norland Bathing Area
52. Gull River Docking
53. Suter Drive Boat Launch
54. Lake Dalrymple Community Center Dock
55. Bobcaygeon Government Dock
56. Hickory Beach
57. Sturgeon Point
58. Birch Point Park
59. Kennedy Bay Boat Launch
60. Francis Street East Boat Launch
61. Homewood Park Rd. Boat Launch
62. Riverview Park
63. Treewood Lane Boat Launch

6.8.1 Swimming Areas

With numerous water bodies in Kawartha Lakes, it is impossible to know all of the locations where people like to swim. Therefore, this discussion focuses only on the municipally-owned shore-line parcels where people are known to swim.

Of these areas, Four Mile Lake, Birch Point (Balsam) Park, Sand Bar Park, Omemee Beach Park, Bobcaygeon Beach Park, Garnet Graham Beach Park, Centennial Park (KL24), McAlpine Park, Shadow Lake Rd Park, and Hickory Beach are the primary “beach” swimming locations. Four Mile Lake and Birch Point are also used for swimming lessons. For a municipality of 3,000 km² and many water bodies, there would ideally be more beach parks of the Destination or Community Park calibre. However, many of the waterfront parcels the municipality owns are very small Neighbourhood/Parkette/Natural area Parks, and would not be suitable for development as a Destination or Community Park. Section 6.7 identifies a number of waterfront parks for improvements, and two of which would function as Destination parks (Omemee Beach and Sand Bar), and the rest are minor improvements suitable for a Neighbourhood Park or Parkette:

- Centennial Park Burnt River (NE)
- Pleasant Point, Little Britain (SW)
- Hickory Beach (NE)
- Mariposa Estates (SW)
- Pumphouse Park (SW)
- Sand Bar Park (SW)
- Omemee Beach (SE)

If improvements are made to Sand Bar Beach and Omemee Beach, and they are developed as Destination Parks, that would bring the total of Destination Waterfront Parks up to four (Sand Bar, Omemee, Garnet Graham, and Bobcaygeon Beach Park), with broad geographic distribution as well. Northwest Kawartha Lakes is without a Destination Waterfront Park, however, Balsam Lake Provincial Park and Coboconk Wharf also provide swimming opportunities.

Improvements to the waterfront in Lindsay were the most numerous requests received. As noted earlier, it is recommended that Lindsay be looked at more closely through a Parks Master Plan. Waterfronts throughout the whole municipality should either be included as a component in the Parks Master Plan RFP, or tendered as a separate project, as waterfront studies often are. If done separately, the Waterfront Master Plan should follow the Parks Master Plan, so that it can incorporate recommendations from that Plan.



6.8.2 Boat Launches and Docks

The municipality allocates annual funding for boat launch and dock improvements and has been steadily making improvements to different locations each year. Based on the map of boat launches and docks (Figure 6-7), the boat launches and docks are well distributed throughout the municipality.



“...The current boat launch in [Fenelon Falls] causes significant frictions [with regard to] access, neighbour frictions, problems with docked overnight boats (cars racing), limited parking, etc. The boat launch could be moved to the existing Bass Street vacant City property. This area would offer a better approach/launch for boaters, more space for parking, alleviating long [lines of] vehicles in the downtown. The biggest opportunity would be to pedestrianize Water Street from May St. to the Train Bridge - a wonderful new waterfront promenade and potential event space (buskers, markets, art fairs etc), enjoyable park space etc. in the summertime. Likewise, it could serve as a snow-corridor to invite snowmobilers directly into our downtown.

Given the planned new docking and pedestrian crossing in the lower gorge, there is significant potential for new public space in that area also. Currently there is an adjacent residential property for sale as well as adjacent vacant land. Owning the existing residential property currently listed would be a significant boon for that project - offering to expand Clifton Park, additional space for access to the waterway, providing power and water provisions for the area, potential for washrooms and shore facilities and perhaps parking. This could also offer a key public-private-partnership in that the facility could be leased to a private company to operate for the summer months. Perhaps a cantina, canoe, kayak & bike rentals, ... etc.”

- resident email

6.8.3 General Water Access

Many water access points are not officially developed or maintained as swimming areas or boat launches, but may be used as such informally. The recommendations in section 6.7 identify some of these parcels and provide recommendations for improvements. There are also recommendations to consider disposing of waterfront parcels where there is little recreation value to the community.

Another key consideration is that the municipality does not have a complete inventory of all public water access points - the result of being a geographically massive municipality with extensive water bodies, with gaps in institutional knowledge post-amalgamation. Given the number of known water access points and the work required to create a confirmed, detailed inventory, the municipality should undertake a Water Access Strategy. The aims of this study would be to at a minimum:

- confirm the inventory, including identifying swimming areas: this will allow the municipality to create an updated, detailed mapping system for swimming areas, boat launches, and docking locations
- identify potential locations for new or improved swimming areas: to identify opportunities to improve water quality in swimming areas
- review and confirm the waterfront recommendations contained in this Plan
- confirm the need and identify location(s) for additional boat launch and dock areas

- identify boat launch and/or dock areas for improvement/expansion (especially regarding parking and circulation, as was identified as a pressing need in consultations)
- assess options for launching, docking, and parking fees (can be part of this project, or part of the recommended user fee study)

RECOMMENDATIONS

- P 35. Develop a Waterfront Master Plan either as part of the Parks Master Plan, or as a subsequent project.
- P 36. As part of the Parks Master Plan:
 - confirm the inventory, including identifying swimming areas
 - identify potential locations for new or improved swimming areas
 - identify opportunities to improve water quality in swimming areas
 - review and confirm the waterfront recommendations contained in this Plan
 - confirm the need and identify location(s) for additional boat launch and dock areas
 - identify boat launch and/or dock areas for improvement/expansion (especially regarding parking and circulation, as was identified as a pressing need in consultations).
 - assess options for launching, docking, and parking fees (can be part of this project, or part of the recommended user fee study)

6.9 Assessment: Parks Policy

This section discusses existing and proposed parks policies. The Mandate of the Kawartha Lakes Parks Advisory Committee is to advise on significant park and trail developments, which includes the development of park policy. As such, development of any policies recommended in this Plan should be developed in consultation with this Committee.

6.9.1 Existing Policies

Public Art Policy (CP2021-035)

This policy was reviewed and found to be comprehensive with no suggested improvements identified.

By-Law to Protect and Enhance the Healthy Tree Canopy (By-Law 2024-201)

The policy is new (2024), and includes measures (e.g., fees) to prevent and dissuade tree removal. This policy could be improved by adding sections on tree planting and improving biodiversity, that cover for example:

- targets for tree planting by the municipality
- incentives for residents who wish to plant trees
- list of preferred species

The 2018 CKL Healthy Environment Plan recommended implementing a tree planting incentive program with rebates for native and/or climate-resilient trees

and shrubs, and solidifying that through this policy would help with continued implementation.

Street, Municipal Facility, and Park Naming Policy (CP2022-001)

The naming policy hinges on a Master Name List, and offers many provisions for individuals who may be named on this list:

- Former elected Members of Council (including from pre-amalgamation municipalities);
- Historic or Indigenous uses or persons;
- Veterans, as defined by the Royal Canadian Legion ;
- Federal or Provincial Politicians;
- Prominent Citizens; and,
- Sports Figures.

It is suggested to revise the policy to prohibit naming after individuals. This is part of a broader trend of moving away from naming public assets/spaces after people, to avoid conflicts, and having to re-name them later on. Naming after individuals is mentioned throughout the policy, so many sections would need to be revised. The Master Names list does include other options which are more suitable for public spaces, and would reduce the chances of re-naming down the line:

- Geographic significance including local landmarks;
- Service Clubs or Organizations;
- Indigenous uses;

- Sponsorships or Dedications (if not by an individual)

Section 3.03 discusses the naming of elements within a park:

“Elements of parks (trails, fountains, squares, gardens, structures) and components of building[s] (rooms, pools, ice pads, galleries, gazebos, shelters, playing fields) should also be named in accordance with this policy.”

Caution should be taken when naming elements within a park, as this often causes confusion in the inventory and within the community, as some will refer to the element by the name of the Park it is in, rather than the specific name given to it. Often it ends up having different names on the municipal website, schedules, inventory, and online Maps.

Understanding that this is a potential source of revenue for the municipality, this can remain an option, however, care should be taken to reduce confusion wherever possible. For example, in naming a ball diamond within a park, it should be named “EXAMPLE Ball Diamond”, not “EXAMPLE Ball Park”.

RECOMMENDATIONS

- P 37. Expand the By-Law to Protect and Enhance the Healthy Tree Canopy (By-Law 2024-201) by adding targets for tree planting by the municipality, incentives (e.g., planting support, rebates etc.) for residents who wish to plant trees; and the list of preferred species.
- P 38. Revise the Street, Municipal Facility, and Park Naming Policy (CP2022-001) to preclude naming public spaces and assets after individuals.
- P 39. Revise the Street, Municipal Facility, and Park Naming Policy (CP2022-001) to clarify that when naming elements within a park, the element name should not also include the word “park”.

Regulate Public Parks and Facilities By-Law 2006 - 147

In reviewing this policy a number of updates are suggested for consideration:

Section 5.02 Liquor: No person shall bring, keep or consume upon any park or facility any liquor, unless that use is in accordance with the Liquor License Act, and all other Municipal, Provincial and Federal laws and regulations, and is part of an event authorized by a rental agreement.

Some municipalities across Canada (E.g., Toronto and Vancouver) have been revising their by-laws to permit alcohol in some or all public parks. Given the popularity of Kawartha Lakes parks and beaches as a tourist destination in summer, permitting alcohol in certain parks could further increase

the attractiveness for visitors as well as residents.

Section 5.14 Camping and Lodging: No person shall dwell, camp or lodge in a park or facility, except for designated campgrounds as set out in Schedule “A”, and those who occupy such lands designated as campgrounds shall be subject to the regulations set out and agreed to as a condition of the rental agreement for any such campground.

Section 5.15 Tents and Structures: Unless authorized by rental agreement, no person shall place, install or erect any temporary or permanent tent or structure in any park.

Since the beginning of the COVID-19 pandemic, communities across Canada have seen an increase in the number of individuals experiencing homelessness and forming encampments in response. These encampments present unique challenges for Parks and Recreation Departments, as they strive to balance the rights and needs of encampment residents with those of their staff and the broader community. In response, the municipality has recently developed an Encampment Policy to define their approach to this issue.

5.20 Cycling and Skating: No person shall cycle, inline skate, roller skate, skateboard or use any other wheeled device propelled by human power or gravity in any park or facility, except in those areas of a park or facility designated for such activities, nor shall they:

a) engage in reckless skating/cycling;

b) cycle/skate or act in such a manner as to interfere with, endanger or disrupt any other person.

This provision is very restrictive, especially given how many people like to recreate by cycling, skating, and skateboarding, and the reasoning is not clear. It would be preferable to allow these activities in all places except in specific places where some danger or excessive nuisance has been identified. In other words, revising the wording to allow these activities except where prohibited (with signs posted).

RECOMMENDATIONS

- P 40. Consider updating Regulate Public Parks and Facilities By-Law 2006 - 147 section 5.02 to permit alcohol in some public parks.
- P 41. Consider the need for updates to Regulate Public Parks and Facilities By-Law 2006 - 147 sections 5.14 and 5.15 to reflect the new Encampment Policy
- P 42. Consider updating Regulate Public Parks and Facilities By-Law 2006 - 147 section 5.20 to be less restrictive to self-propelled devices, and include mention of scooters.

By-Law 2018-020 (A By-Law to Regulate the Disposition of Municipal Real Property in and for The Corporation of the City of Kawartha Lakes) and Disposal of Real Property Policy and Land Management Policy CP2021-033

In 2001, Council passed a motion stating it will not approve the sale of any parcel of land that has water access. This was formalized in section 8.0 of the By-Law 2018-020 (A By-Law to Regulate the Disposition of Municipal Real Property in and for The Corporation of the City of Kawartha Lakes). The policy CP2021-033 adds provisions for protecting land that can be used for affordable housing. It does not provide guidance specifically for park and recreation land.

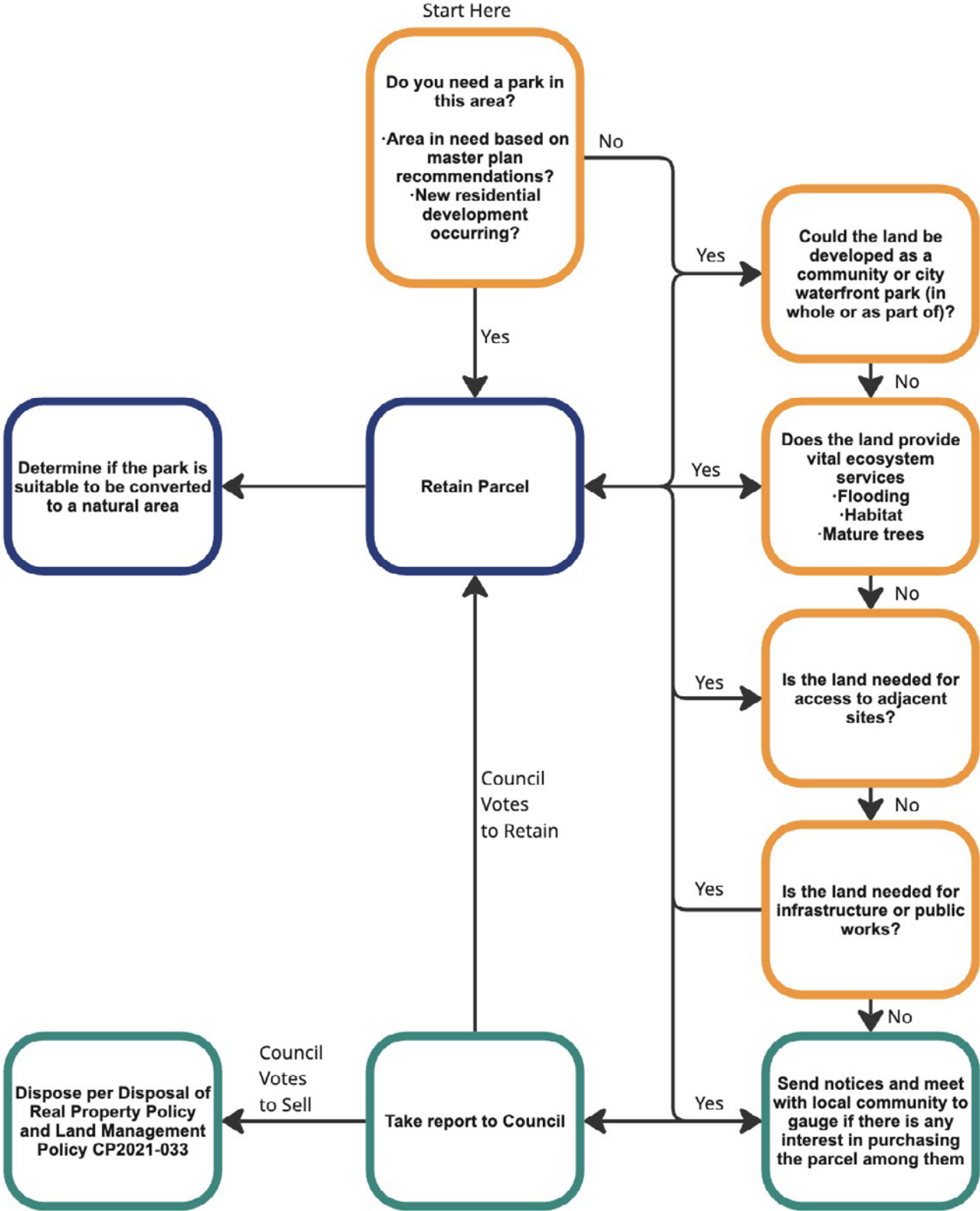
The Council resolution and By-Law 2018-020 speak specifically to road allowances with water access, but in practice, they have been interpreted as applying to any municipal land with water access. Also of note, the original motion stated that the municipality would consider “requests for occupation of such properties (short of purchase) by way of lease, licence or encroachment agreement”, although no mention of this is made in the By-Law. Leasing or other agreements may not provide proceeds from a sale, however, savings would be realized through easing the maintenance burden of staff.

As discussed throughout this assessment, not all water access parcels provide value to the municipality or the community for recreation benefits or otherwise. For example, many are quite small and located between two residential properties, making them unsuitable/not ideal for public use. In some cases, there are multiple such parcels near each other.

Of note, By-Law 2018-020 section 8.01 states “Exceptions may be considered where alternate access to water in the immediate vicinity can be provided.” It is recommended this section of the policy be repealed and replaced with a Park Disposal Decision tree to help determine if parkland should be retained. This approach is more responsive and allows for contextual considerations rather than the currently applied blanket approach.

Figure 6-7 provides a template of a parkland disposal decision tree that the municipality can use and adjust as needed. Before making the decision to dispose, lease, or naturalize parkland, there should be a process in place to ensure valuable parkland is not lost. Given that many (if not all) parcels that the Department can consider selling are very small and surrounded by houses, the most likely scenario for their sale would be to approach adjacent neighbours and ask if they are interested in purchasing or leasing the parcel from the municipality, thus expanding their property. If neighbours are not interested, the municipality should then ask any local community groups who may be interested. The decision tree builds in this step before going to Council and publicly posting the sale as a courtesy and act of goodwill to the neighbours adjacent to the parcel. It also builds in the option to determine if a retained parcel can be converted to a natural area.

Figure 6-7: Map of Municipal Docks, Beaches, and Boat Launches in Kawartha Lakes



RECOMMENDATION

- P 43. Repeal section 8.0 Unopened Road Allowances Leading to Water of By-Law 2018-020, and replace it with a park disposal decision tree to aid in decisions related to park disposal. Staff should use the park disposal decision tree before taking the steps outlined in the Disposal of Real Property Policy and Land Management Policy CP2021-033.

6.9.2 New Policies

Parkland Dedication By-Law and Cash-in-lieu Policy

The Planning Act (1990) is the provincial legislation outlining land use planning and control in Ontario. Section 42¹ and various other sections of the Act allow municipalities to acquire physical parkland or cash-in-lieu of parkland from new developments, ensuring that residents in growing communities will continue to have access to parks and greenspace. Parkland dedication is typically acquired through development approvals such as Draft Plans of Subdivision or Condominium, Site Plan Control and/or Consents. In Kawartha Lakes, the vast majority of development is occurring in the three urban areas, and it is from these developments that the municipality will receive parkland dedication or cash-in-lieu.

In 2022, the provincial government passed Bill 23, the “More Homes Built Faster Act,” to increase the supply of Ontario’s market housing over the next ten years. The legislation revised ten provincial Acts including but not limited to the Conservation Authorities Act, Development Charges Act, and Planning Act, which resulted in significant implications for Ontario’s land use planning regime (summarized in Table 6-17). Specifically, parkland dedication caps have been altered under Bill 23 such that the maximum alternative rate is now 1 hectare per 600 net residential units (Section 42(4) of the Act); and the cash-in-lieu parkland rate for medium- and high-density developments is 1 hectare per 1,000 net residential units. Sites of five hectares or larger are now capped at 15% parkland dedication, while sites under five hectares are capped at 10% parkland dedication. Municipalities must accept encumbered lands (e.g., land with below-grade infrastructure) or privately-owned publicly accessible open spaces (POPS) as parkland conveyance. Collectively, these changes mean that the amount of parkland and cash-in-lieu municipalities can receive from developments has been cut in half.

¹ Section 42(1) of the Planning Act states that municipalities may pass a by-law as a condition of (re)development of land that requires a proportion of land be conveyed as parkland/other public recreational purposes. Section 42(1) of the Act allows for municipalities to acquire physical parkland at the prescribed rate and Section 42(6) of the Act allows municipalities to require a payment in lieu, based on a percentage of the value of the land otherwise require to be conveyed as parkland.

Figure 6-8: Summary of key changes to parkland dedication from Bill 23

	Pre-Bill 23	Post-Bill 23
Basic Parkland Dedication Provision	Up to 2% of the land proposed for commercial or industrial (re) development	Sites of five hectares or larger are now capped at 15% parkland dedication, while sites less than five hectares are capped at 10% parkland dedication.
	Up to 5% for any other type of (re) development (e.g., residential uses), or cash equivalent.	
Alternative Parkland Dedication Rate:	Up to 1 hectare of parkland for every 300 dwelling units	1 hectare per 600 net residential units
Alternative Cash-in-Lieu Rate:	1 hectare of parkland for every 500 dwelling units (based on the value of land)	1 hectare per 1,000 net residential units (for medium and high density)(based on the value of land)
Other Considerations		Municipalities must accept encumbered lands (e.g., land with below-grade infrastructure) or privately-owned publicly accessible open spaces (POPS) as parkland conveyance.
		Municipality must spend or allocate at least 60% of the monies that are in the special parkland dedication account at the beginning of each year.

In order to fully understand the implications of these changes in Kawartha Lakes, the municipality should undertake an exercise whereby each planned development in the urban areas is assessed to determine:

- based on the park provision in the area, should parkland or cash-in-lieu be accepted for this development?
- what is the maximum amount of parkland that could be acquired?
- what is the maximum amount of cash that could be accepted?

The resulting matrix will identify what will be available for the municipality in the coming years, and in turn clarify the shortfalls that the municipality must make up (both in terms of cash and parkland) if any, to implement the recommendations of this Strategic Plan and others (i.e., the Trails Master Plan and the proposed Urban Parks Master Plan and Waterfront Access Strategy). Given that developments are occurring in the urban areas, this matrix exercise could be added to the scope of work for the Parks Master Plan.

Further, another important change introduced through Bill 23 was the inclusion of Section 42(16.1) which requires a municipality to spend or allocate at least 60% of the monies that are in the special parkland dedication account at the beginning of each year. This inclusion will have an impact on the spending of funds collected through cash-in-lieu of parkland and will not allow a municipality to save those fees for larger projects, unless the funds are allocated. Long term planning documents such as this Parks and Recreation

Strategic Plan provide the municipality with a long-term road map that will facilitate allocating funds for future uses.

The legislative changes under Bill 23 require a parks plan prior to the passing of any future parkland dedication by-law. Specifically, Policy 42 (4.1) of the Planning Act states, “Before passing a by-law under this section, the local municipality shall prepare and make available to the public a parks plan that examines the need for parkland in the municipality.” For all intents and purposes, this Plan is considered a municipal parks plan for the City of Kawartha Lakes under section 42 of the Planning Act, and can facilitate the future development of a Parkland Dedication By-law, along with applicable Official Plan policies for parkland dedication.

The City of Kawartha Lakes does not currently have a formal Parkland Dedication By-law or corresponding Cash-in-Lieu of Parkland Policy. However, the Municipality’s Official Plan (2012) does include key policies relevant to the acquisition of land and land conveyance. The Official Plan does not include policies related to the use of alternative rates as set up in the Planning Act and introduced through Bill 23. In order for the Municipality to appropriately plan for the future development of parks, the Municipality should create a consolidated Parkland Dedication By-law that aligns with objectives outlined in the Municipality’s Official Plan and other relevant policy documents. The by-law should include:

- Details for conveyance rates;
- Language to allow for cash-in-lieu of land dedication, accompanied by

allocation of funds;

- Parkland conveyance conditions; and
- Dedication or payment timing.

The by-law should also contain the directions provided in this strategic plan and the recent trails master plan regarding when to accept cash-in-lieu, and stipulations for parkland accepted. Recalling the recommendations from section 6.1:

- P2 In urban areas, aim to reach or maintain a parkland provision ratio of 3.3 ha per 1,000 people and/or provide parks within an 800m catchment area to all households.
 - In an urban area not meeting this provision rate, parkland should be prioritized over cash-in-lieu.
- P3 In rural areas, focus on providing and improving City and Community Parks
 - In rural areas, cash-in-lieu should be prioritized
- P4 Avoid accepting Parkettes as parkland dedication. Parks should be of sufficient size to act as a Neighbourhood Park (at minimum), or linear parcels should be given to accommodate pathways and trails. Where neither of these options is possible, smaller parcels from adjacent developments should be assembled together or adjacent to other community use space (e.g., schools, commercial areas, parks or recreation centres etc.)
 - The stipulation for linear parcels is in line with expanding the trails network
- P5 Any land given to the municipality

should fit one of the classifications in the hierarchy, and be assigned a level of service to assist staff in determining what resources will be needed to maintain and/or develop the parcel.

It would be recommended that parkland dedication conveyance rates be included in the Municipality's Fees and Charges By-law so that fees can be updated periodically with inflation or market rates. The benefit of this would allow for only the fee to be updated rather than the entire parkland dedication by-law. Details on the timing of payment should also be addressed, as some Municipalities opt to require payment through a draft condition of approval vs. at the time of building permit issuance.

A Cash-in-Lieu of Parkland Policy should be prepared at the same time as the Parkland Dedication By-law to outline an alternate rate for parkland conveyance. Cash-in-Lieu of Parkland rates should consider the various types of lands within the Municipality and the abundance of shoreline in the Municipality. Waterfront lots/development typically come at a premium versus a rural or infill consent and as such would have a higher parkland dedication rate. Strategically utilizing the cash-in-lieu policy can support critical park enhancements like those recommended in this Plan.

RECOMMENDATIONS

- P 44. Develop a Parkland Dedication By-law and a Cash-in-Lieu of Parkland Policy as discussed herein.
- P 45. Parkland dedication conveyance rates should be included in the municipality's Fees and Charges By-law so that fees can be updated periodically with inflation or market rates.
- P 46. In order to comply with recent changes to the Planning Act, use the recommendations in this Strategic Plan to spend or allocate at least 60% of the monies that are in the special parkland dedication account at the beginning of each year.
- P 47. Prepare a matrix of all planned developments to clarify how much parkland and cash-in-lieu will be received in order to understand where there may be shortfalls. This can be done in-house, or can be added to the scope of the Urban Parks Master Plan.
- P 48. In urban areas not meeting the recommended provision rate (3.3 ha per 1,000 people and/or no park within an 800 m catchment area to all households), parkland should be prioritized over cash-in-lieu.
- P 49. In rural areas, cash-in-lieu should be prioritized to support the strategy of investing in key City and Community Parks in rural areas.

Community Garden Policy

Municipalities across Ontario follow a variety of models in providing community gardens based on where the gardens are situated (municipal lands, schools, or other institutional lands), the role of community partners, and the municipal department's capacity to provide oversight or facilitate the delivery of programs. Community food gardens should be led by interested community members or organizations to ensure their success. In most cases, community gardens are provided through a partnership between the municipality and community organizations, whereby the municipality provides land (including but not limited to parkland) free of charge along with planter frames, soil, fencing around the site, and a shed with basic supplies. The community group in turn takes on the administration and operation of the site. Maintenance can be shared between the two partners, typically with the municipality providing grass cutting and taking care of larger repairs.

Before community garden projects are initiated between the City and an interested community group, a policy should be developed outlining, at minimum, site selection criteria, approved species (for fruit trees, etc.) and roles and responsibilities pertaining to supplies, construction, operations, maintenance and programming. The policy may include a contract to be signed by relevant parties to ensure that gardens are properly cared for.

RECOMMENDATION

- P 50. Develop a community garden policy to clarify goals/objectives, roles and responsibilities etc. of the City and community group(s).



6.10 Assessment: Accessibility, Safety, and Equity

The topics of accessibility, safety, and equity are strongly linked, and when applied to parks planning, include additional consideration of:

- accessible parks and amenities
- health and safety (e.g., emergency phones, water safety, sharps disposal, lighting)
- free and affordable access to recreation

6.10.1 Accessible Parks and Amenities

The Accessibility for Ontarians with Disabilities Act (AODA) mandates minimum standards that apply to spaces, including accessible pathways, ramps, and washrooms. The municipality has taken accessibility further by implementing its own Facility Accessibility Design Standards (FADS). The FADS covers primarily indoor facilities (e.g., prescribing one universal washroom per floor), but provides less direction on outdoor spaces, or more specifically for parks (e.g. does not include anything related to play equipment or trails). A third document, a staff Parks Manual (draft), states that only accessible picnic tables will be used going forward, but otherwise does not provide any goals or guidelines for accessibility in parks and trails. Rather than adding yet another document to refer to for accessibility, recommendations contained here are suggested to be reflected in the Parks Manual so staff have all the information in one place.

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.”¹

¹ City for All Women Initiative. (2015). Advancing Equity and Inclusion. A Guide for Municipalities. Ottawa. p. 17.

Additional accessibility considerations to be included in the Parks Manual include:

- Playground surface: include discussion of accessibility upgrades such as engineered wood fibre, poured in place rubber or rubber tile safety/fall surface and cast-in-place flush concrete curb with ramp around perimeter of playground to retain safety surface and allow for barrier-free access
- Additional playground features: for example, communication boards for children who are non-verbal or have difficulty communicating, a roller slide which eliminates static electricity which can be dangerous for children with cochlear implants, wheelchair accessible gliding swing, raised sand/water table.

- Pathways and trails: again, much is covered by AODA and FADS, however the parks manual could discuss increasing accessibility at certain trails by adding 'tapping boards' along trails for those who are vision impaired.¹

Accessibility upgrades should be planned in conjunction with scheduled playground replacements and park revitalization. In general, it is recommended that parks in the 'Destination Park' category (see Table 6-2) should be first priority for accessibility upgrades as these parks are most frequented by residents and visitors, followed by 'Community Parks'.



¹ New trail in Qualicum improves accessibility for the visually impaired
<https://www.cbc.ca/player/play/video/9.6651424>

6.10.2 Health and Safety

Accessibility is often discussed as a standalone issue, however, the general improvements discussed here have multiple, overlapping benefits that not only address accessibility but also serve to support public health and make spaces safer, more inclusive, more comfortable, and more usable. The following are key considerations for health and safety that are not currently reflected in policy or in the Department's internal Parks Manual (draft):

- water safety: at all municipal locations where people are known to swim, safety rings, a sign with a location identifier/number (to be provided to 911 in case of emergency) and swim ladders (if needed) should be provided. In areas of the municipality where cell phone service is intermittent, an emergency phone should also be provided.
- lighting: certain parks and amenities should be lit to facilitate use in winter and shoulder seasons when days are short. Examples include pathways used for jogging, sport facilities, and skate parks and pump tracks.
- shade: adequate shade needs to be provided in each park, either through tree canopy or a built structure. This is particularly important in playgrounds where caregivers with young children often spend considerable time exposed to the sun, and at facilities that seniors often frequent. Given the importance of providing shade in parks, shade structures and/or additional tree planting should be incorporated into all parks.

6.10.3 Free and Affordable Access to Recreation

Accessibility also means financially accessible, and parks are a key way the municipality supports free and affordable recreation. All park spaces and amenities for unstructured use, such as beaches, trails/paths, playgrounds, skateparks/pump tracks, basketball courts and outdoor fitness equipment, provide opportunities for all residents at no up-front cost. When investing in these types of amenities (improvements or new), consideration should be given to this contribution to accessibility, as well as to the relative benefit to the surrounding population (e.g., prioritize these projects in areas with high instances of low-income families, youth, and seniors).

RECOMMENDATIONS

- P 51. Update the staff operational Parks Manual to include further details on park accessibility, such as playground surfacing, play equipment and signs, and pathway trail features.
- P 52. Update the Parks Manual to include information/guidance on water safety, safety lighting, and shade as discussed herein.
- P 53. Prioritize accessibility upgrades at Destination Parks, followed by Community Parks.
- P 54. When prioritizing and funding park and amenity upgrades, consider local demographics to maximize the impact/contribution of free/affordable access to recreation.

6.11 Assessment: Climate Conscious Approach to Parks

6.11.1 Tree Canopy

A healthy, diverse, and resilient tree canopy is a significant public asset with lasting environmental, economic, and social impacts. Tree and forest canopy (TFC) coverage impacts several facets of ecological systems, including water quality, erosion protection, air quality, reduced UV exposure, and the health and prevalence of flora and fauna. While many areas in Kawartha Lakes have mature trees and adequate TFC coverage, others lack shade where it is needed most, such as around playgrounds. Recognizing the importance of tree canopy, many municipalities have established tree planting targets, however, no such target exists in Kawartha Lakes yet.

To develop a thoughtful target for Kawartha Lakes, it is recommended that the municipality retain the services of a consulting arborist to complete an inventory of trees on selected parcels of municipal-owned land, and then develop a Tree Canopy Strategy. The inventory will provide the baseline data to inform a management strategy. Given the extent of municipally owned land, this work should be limited to key areas, for example, select streets/right-of-ways within urban settlement areas, and/or at City and Community Parks across the municipality. All trees within the scope of the inventory should be geolocated. Data collected for each tree should include diameter at breast height (DBH), canopy width, species name, tree health, and hazard potential. The cost of this service will

depend greatly on the scope, such as the number of trees included, the minimum size of the trees included, and whether woodlot areas or edges are included. The municipality should work with the consultant to ensure that the scope is strategic and well-defined. It should be noted that certain types of urban forest analysis are more effectively conducted as a desktop exercise using recent aerial imagery.

Following completion of the tree inventory, the Tree Canopy Strategy should be developed to guide the management of trees on municipally-owned land. The Plan should set targets related to the percentage of canopy cover, desired species composition, new tree planting, and ash tree removal to help manage and mitigate the effects of the Emerald Ash Borer. The strategy should include urban design standards and policy recommendations for the successful care and integration of trees in urban conditions such as along streets, parking lots, and stormwater ponds. The strategy should also have considerations for forest fire mitigations, such as maintenance of forest litter, barbeque policy, setbacks and fire breaks, and avoiding overflow parking on grassed areas. The main goal of the plan should be to expand and preserve tree canopy cover in Kawartha Lakes, with a focus on tree cover in parks and along trails and on select streets.

RECOMMENDATIONS

P 55. Hire the services of a consulting arborist to complete a tree inventory of planted trees on a scoped portion of municipal land (e.g., parks and municipal rights-of-way in urban settlement areas, and/or limited to City and Community Parks across the municipality), and to thereafter develop a Tree Canopy Strategy to guide the management of these trees and define tree-planting targets.

P 56. Contribute funding to the Tree Canopy Reserve for the implementation of projects identified in the future Tree Canopy Strategy. At a minimum, budget will be required for tree planting, tree care maintenance, and hazard tree removal. The budget will depend on the outcomes of the proposed management plan and should be adjusted accordingly.

1. Some residents perceive naturalized landscapes as unkempt, prompting removal requests and/or or illegal clearing/encroachment.
2. Early maintenance demands can exceed those of mowed lawns due to specialized needs. Although maintenance will decrease after the first couple years once established.

Actions that can help address the first challenge by enhancing the intentional appearance of naturalized spaces include:

- Bold patterns/clean lines: While naturalized areas will change over time, the initial plantings should be laid out and confined to clear patterns or lines. This will help slowly introduce the idea to residents who request neat gardens.
- Bird feeders and pollinator gardens: Bird feeders and plants for pollinators communicate the intention of the place and reinforce that it is not abandoned or neglected.
- Borders: Borders have the quick ability to make any collection of plants look neater and can be made by fences, plantings, shrubs, or by mowing around the edges.
- Signage: Educational signage describing the plants and/or process in the naturalized area may help increase community understanding and, therefore, acceptance. Signage should also encourage visitors to stay out of the area to avoid trampling plants and exposure to ticks.

6.11.2 Naturalization and Re-wilding

Naturalization is a key strategy that can enhance the ecological functions of green spaces, reduce maintenance requirements and costs, and help mitigate the effects of climate change. It involves managing natural plant growth, typically by limiting non-native and invasive species and planting/encouraging the establishment of desired native species, resulting in improved ecosystem health and resilience.

Despite its benefits, naturalization faces two main challenges:

Community engagement is crucial when selecting and designing sites for naturalization. Consultations help educate residents and align designs with preferences. The Kawartha Lakes Healthy Environment Plan contains detailed directions for implementing naturalization projects and working with partners in these efforts, such as Kawartha Conservation.

Two other considerations that must be taken into account for naturalization projects:

- Even mature naturalized areas will require some maintenance (L4 - annually or semiannually) to remove invasive species.
- Care should be taken when naturalizing shorelines to not interfere with swimming area access.

RECOMMENDATIONS

- P 57. Implement managed naturalization practices as directed in the Kawartha Lakes Healthy Environment Plan, consulting with the community before embarking on projects.
- P 58. Incorporate best practices for naturalized areas as described herein.
- P 59. Plan to maintain naturalized areas at least twice a year to remove invasive species.



6.11.3 Movement

Park staff spend considerable time in vehicles driving to all corners of the municipality. Moving to hybrid vehicles is a current corporate-wide initiative that will reduce emissions related to park and recreation duties.

6.11.4 Extreme Heat

Extreme heat events are becoming more frequent, and in general, summers are getting hotter. For safety and comfort, there is a need for more shade, and if possible, water sources, in parks. The parkland hierarchy in section 6.4 identifies the need for shade and water in all City and Community Parks, and park-specific recommendations in section 6.7 identify additional parks (including some Neighbourhood Parks and Parkettes) that would benefit from the addition of shade pavilions.

6.11.5 Flooding & Water Quality

With climate change driving heavier and more frequent rain events, both natural and engineered stormwater systems are under increasing stress. Intense storms can rapidly overwhelm sewers, storm drains, wetlands, and vegetated swales, reducing their effectiveness and leading to localized flooding, property damage, and erosion. At the same time, stormwater carries sediments, chemicals, and excess nutrients from urban surfaces like roadways, rooftops, and parking lots into lakes and watercourses, degrading water quality and harming aquatic ecosystems. Contaminants such as heavy metals, de-icing salts, fertilizers, and bacteria—including those introduced by large populations of geese—contribute

to algal blooms, oxygen depletion, and habitat disruption. In places like Kawartha Lakes, the presence of geese and their impact on swimming areas remains a particular concern.

As rainfall patterns continue to shift, communities should invest in resilient stormwater management solutions to mitigate these growing risks. Low Impact Design (LID) emphasizes sustainable, nature-based approaches to managing stormwater by mimicking natural hydrological processes. Strategies such as permeable pavements, rain gardens, green roofs, and bioswales help capture, filter, and slow the movement of runoff, reducing pressure on traditional stormwater infrastructure. Additionally, preserving and restoring wetlands, vegetated buffers, and riparian edges enhances flood resilience while improving water quality.

RECOMMENDATION

P 60. Implement Low Impact Design (LID) practices in parks as part of regularly scheduled updates and/or park redevelopments. Prioritize parks that experience flooding and/or poor water quality.

6.11.6 Community and Pollinator Gardens

The municipality has several active horticultural clubs that plant baskets, planters, ornamental and pollinator gardens in various communities and contribute greatly to beautification and sense of place. These groups are supported by the municipality through the Community Partnership and Development Fund Beautification program.

The municipality also contributes to pollinator-friendly landscaping by implementing naturalization areas. Bee City Kawartha Lakes and the Kawartha Lakes Environmental Action Committee (KLEAC) run the annual Bee a Hero Garden Challenge, where they encourage residents to submit pictures of their personal pollinator/native gardens for a chance at a prize.¹

In terms of community gardens for growing food, currently United Way provides a number of community garden plots for use by residents, and Kawartha Lakes Food Source has open-access gardens run by volunteers.² There are also apple and pear trees at Orchard Park, which were planted in 2018 through a collaboration that included the Kawartha Lakes Food Coalition Food Security Working Group, the City's Parks, Recreation and Culture division and others with funding through the Healthy Communities Fund grant.³

Community gardens provide opportunities for education and programming, which is increased when gardens are located near schools

and facilities with kitchens. Program participants can

learn gardening skills and grow food during the summer. As produce is ready for harvesting, it can be used for cooking and preserving classes. Such a program would require a partnership with community groups or volunteers to maintain the gardens and instruct the lessons. Community gardens are also an excellent opportunity for intergenerational programming, which strengthens the bonds in the community by forging relationships between people of varying ages (children, teens, adults, seniors).

Any community garden should be supported by the development of a community garden policy as discussed under section 6.9 Park Policy, New Policies. Community groups could be further encouraged to plant bird and bee-friendly plants through grants for approved species, and other incentives that can be built into the Community Partnership and Development Fund.

RECOMMENDATIONS

- P 61. Update the Community Partnership Development Fund to include grants and incentives to encourage the planting of pollinator gardens on municipal lands.
- P 62. If approached by an interested community group to develop a community food garden, ensure the policy is in place first to guide the process and agreement.

¹ <https://www.kawarthalakes.ca/en/news/bee-a-hero-garden-challenge-now-open-for-2024.aspx>

² <https://ckl-unitedway.ca/category/community-gardens/>

³ <https://www.kawarthalakes.ca/en/news/kawartha-lakes-community-coming-together-to-create-access-to-fresh-fruit.aspx#:~:text=Kawartha%20Lakes%20%E2%80%93%20A%20new%20cooperative,at%20Orchard%20Park%20in%20Lindsay.>

6.12 Assessment: Cemeteries

The municipality has 17 active and 30 inactive cemeteries. Of these, 13 have grass cut by contractors, and the remainder are maintained by staff.

6.12.1 Cemetery Trends/Considerations

Columbaria and Scattering Grounds

Columbaria offer a range of benefits (e.g., sheltered areas for visitations, affordability, etc.) for those seeking a unique and dignified way to memorialize their loved ones. Columbaria are also space-efficient, making efficient use of land resources.

To enhance future columbaria, the municipality should focus on implementing a sheltered/outdoor style in their designs. This approach combines the benefits of being sheltered and protected while maintaining a connection to the outdoors, providing visitors with a comforting and contemplative space. It is also essential to include comfortable seating, allowing visitors a peaceful and restful space for reflection. The option for fixtures at each niche to leave flowers, photos, or other mementos creates a personal touch, allowing families to celebrate the lives of their dearly departed in a tangible and meaningful manner. In designing future columbaria and burial areas, the municipality should provide a variety of columbarium types, seating types, seating arrangements and pathways, to add uniqueness to different resting areas, and offer a variety of choices.

Scattering gardens can be incorporated around the cemetery where residents are invited to lay their loved ones' cremated remains to rest. These gardens should be designed with consideration of providing private seating areas. Scattering gardens have higher maintenance needs, and if the City does expand them, it may be advisable to adjust the rates (which are currently very low at \$30 per scattering), to help cover the costs of providing this service.

Green/Natural Burials

Green or natural burials are another popular alternative to traditional burials and cremation. In a natural burial, the body is placed in a wood or wicker casket, or wrapped in a shroud, and buried in a natural setting like a forest or meadow. The Green Burial Society of Canada outlines the five principles of green burial:

1. No Embalming
2. Direct Earth Burial
3. Ecological Restoration & Conservation
4. Simple Memorialization
5. Optimized Land Use ¹

Green/natural burials are better for the environment, have lower maintenance needs, and are typically more affordable than traditional burials. The municipality should consider assigning an undeveloped area of a cemetery as a green burial area and certifying it through the Green Burial Society of Canada. Staff will need to research and determine the best methods of opening the grave, and ensuring detailed record keeping as there are no grave markers.

¹ <https://greenburialcanada.ca/the-five-principles/>

Diverse Practices

While the current population in Kawartha Lakes is overwhelmingly of European descent, with population growth, there is the possibility of increased diversity, and with that, demands to accommodate a broader range of burial and cremation methods. The top countries of origin of immigrants to Canada in 2024 were India, China, the Philippines, Nigeria, Cameroon, Afghanistan, Eritrea, Pakistan and France. These countries represent a vast array of cultures and religions, and burial practices. A cursory review of common burial practices in these countries indicates that burial and cremation are the preferred methods, with some specifications (e.g., some have restrictions on embalming and use of alternative coffins). The municipality should continue to provide columbaria and burial plots, but should also consider expanding scattering grounds and green burial grounds to accommodate diverse populations, but also to recognize the growth in popularity of these choices generally.

Visiting the Cemetery

In other municipalities, historic and mature cemeteries have contributed to the green space systems. For example, both Meadowvale Cemetery in Brampton and Streetsville Memorial in Mississauga include walking paths and nature-observation areas, together with more formal gardens, encouraging people to visit and spend time on the grounds.

Picturesque cemeteries have increasingly been used for wedding photos, and even wedding ceremonies. The Williamsburg

Cemetery in Kitchener, for example, also includes a chapel that can be rented for weddings. The City planned the development of the cemetery with this goal in mind and markets the rentals on a variety of wedding sites:

“We’re trying to encourage people to see this area as more than just a place where we bury our dead,” [the Cemeteries Manager] said. “I see this cemetery as multi-use. It’s here for the community to enjoy... Kitchener doesn’t have an abundance of land,... The city planned very carefully to make the site inviting, with ponds, extensive landscaping, a long bridge snaking across the water, a wooden pergola and gazebo.”²

RECOMMENDATIONS

- P 63. Expand scattering gardens and columbaria options.
- P 64. Introduce green burial grounds.

² https://www.cambridgetimes.ca/news/till-death-do-us-part-kitchener-cemetery-a-hot-spot-for-weddings/article_99d9ffa7-2f70-5b88-b3bd-f7a52c232e69.html

7.0 Service Delivery

7.1 Review of Organizational Structure

7.1.1 Overview of Kawartha Lakes Delivery Model for Parks and Recreation Services

Municipalities in Ontario are not explicitly mandated by law to provide parks and recreation services; they are discretionary services. Under the Municipal Act, 2001, municipalities have the authority (given to them by the province) to establish and operate parks and recreation programs if they choose to do so. Most do provide some level of service, while other very small municipalities, unorganized communities, or northern locations, do not have the resources or inclination to do so. However, under the Planning Act municipalities are required to plan for public spaces, including parks, and may require developers to contribute land or funds for parkland through the parkland dedication process.

There are several fundamental models of how municipalities choose to deliver parks and recreation services, including direct service delivery, commission/board, non-profit/community-based, public private partnership, regional/shared, contracted and hybrid. These models are profiled, along with the advantages and disadvantages of each, in Appendix H.

The City of Kawartha Lakes employs a hybrid model for its Parks and Recreation Division; specifically, a mix of direct provision, non-profit or community based, and contracted services. In this structure, the municipality directly manages and delivers parks and recreation services through its Parks and Recreation Division. This Division is responsible for maintaining parks, trails, forest tracts, arenas, recreation facilities, community halls, and cemeteries. The Division also offers a variety of recreation, fitness, and aquatics programs for all ages, organizes special events, and oversees various grants and funding programs. At the same time, Volunteer Management Committees play a large role in managing and operating a number of facilities, some of which also provide their own programs and events.

Non-profits like BGC Kawarthas play an important role in the municipality as well, in providing summer camps for children. In terms of parks and cemeteries, some grass cutting, particularly in rural areas is contracted out to private contractors.

The Division also engages with the community through advisory committees, such as the Kawartha Lakes Parks Advisory Committee, which provides input on park developments and policies.

Current Structure and Operations

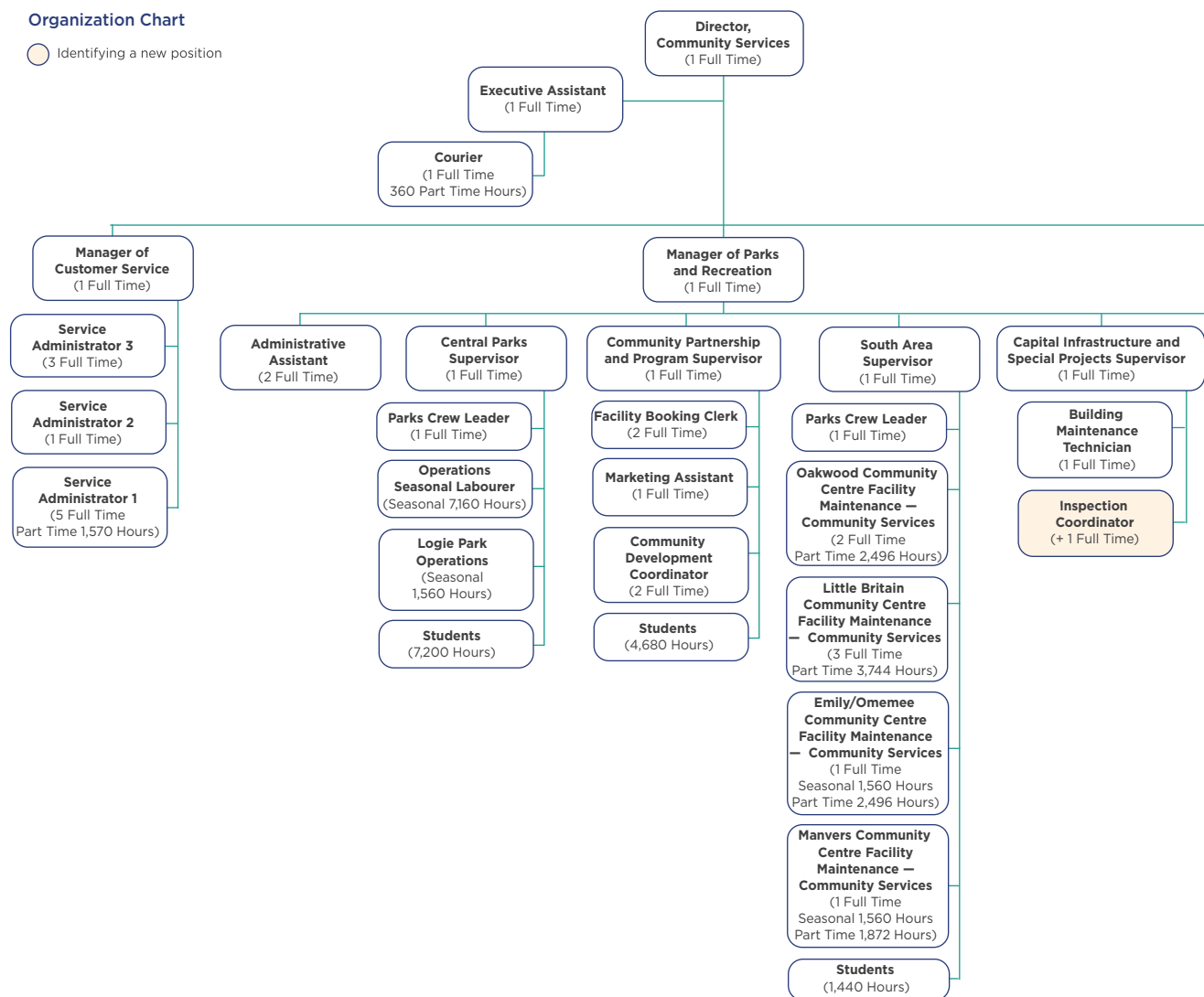


The structure of the Community Services Department, and the Parks and Recreation Division within it, is shown below (Figure 7-1):

Structure

Organization Chart

○ Identifying a new position



Personnel Breakdown



Full Time Staff

2023: 72
2024: 77



Additional Hours

2023: 80,768
2024: 83,888

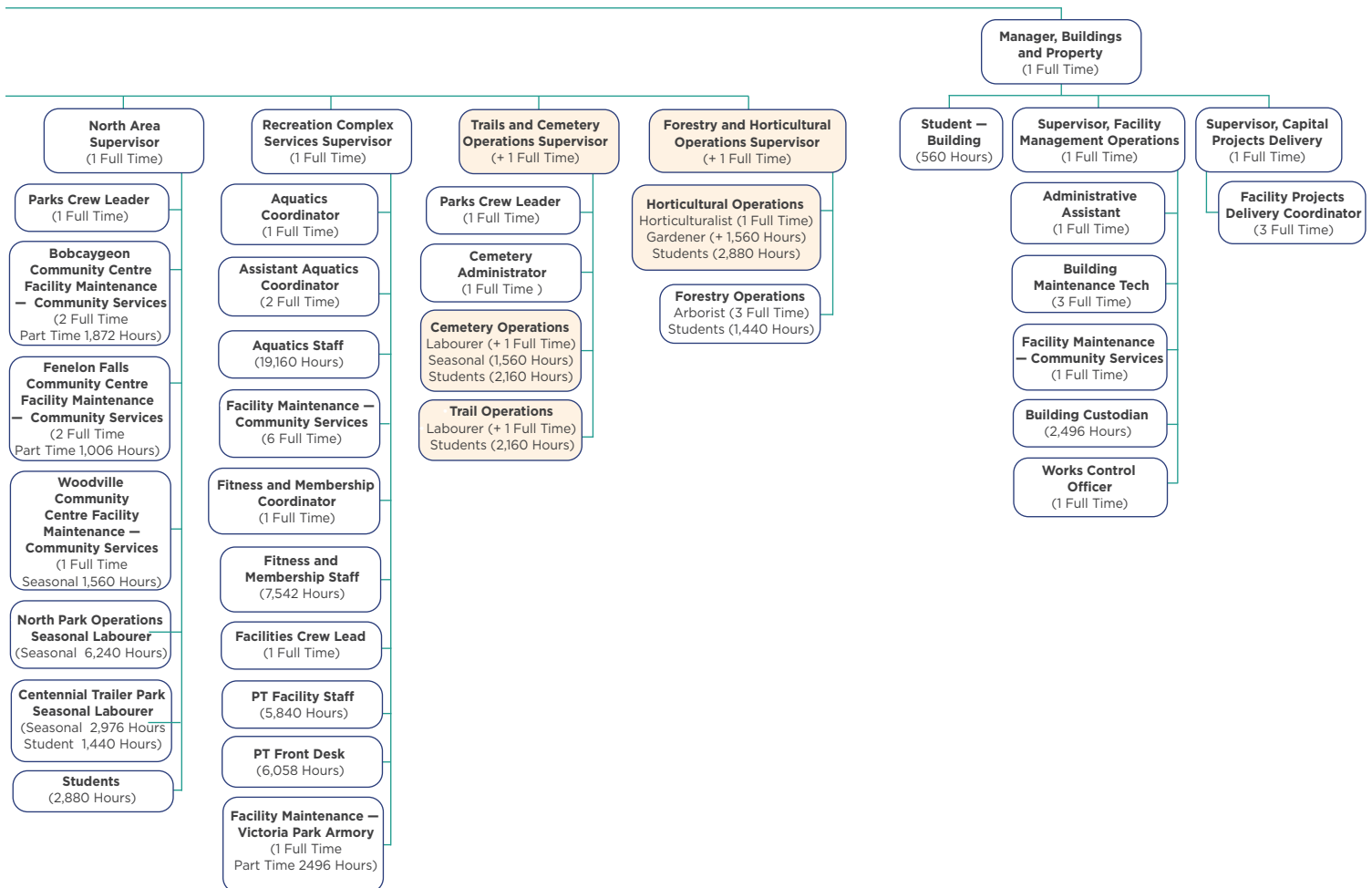


Student Hours

2023: 26,840
2024: 26,840

Figure 7-1: Kawartha Lakes Community Services Department Organizational Structure

Source: Kawartha Lakes 2024 Budget and Business Plan



The Parks and Recreation Division operates under the Community Services Department. At the top, the Director of Community Services oversees Parks and Recreation along with other Community Service Divisions. The Parks and Recreation Division is led by a Manager of Parks and Recreation, who is responsible for all day-to-day operations, staffing, and budgeting within the Division. This Manager reports directly to the Community Services Director, linking the Division's activities to the broader municipal administration and Council's oversight.

Key functional areas within the Parks and Recreation organizational structure are:

- **Facilities/Parks Operations:**

This section maintains recreation facilities and parks, trails, forest tracts, cemeteries and open spaces across Kawartha Lakes. Maintenance crews are organized regionally, each overseen by an Area Supervisor (for example, a Central Parks Supervisor covers Lindsay). These supervisors manage park maintenance staff, schedules, and upkeep of green spaces and amenities. Horticulture is divided among staff and community groups: the Horticultural Operations team from the Parks and Recreation Division work in mainly in Lindsay (with some services provided to outlying communities); and volunteer groups maintain gardens and baskets in their respective downtown areas. Also part of the 2024 restructuring, a Supervisor of Forestry and Horticulture position was also added. Forestry services are handled separately. The Centennial Trailer Park is staffed by two seasonal workers dedicated to this property, along with two FT staff and some student hours. As part of the 2024 restructuring, a dedicated Supervisor of Trails and Cemetery Operations was introduced. This new role focuses on Kawartha Lakes' extensive trail network and the municipality's 17

active (and 30 inactive) municipal cemeteries, ensuring these assets receive focused maintenance and improvements. The creation of the trails/cemetery supervisor position reflects the municipality's effort to enhance park and trail operations through specialized oversight.

- **Community Development and Recreational Programming:** This section manages the arenas, recreation complexes, swimming pools, and community halls. It delivers a wide array of recreation programming, either directly or through other agencies and volunteer organizations. Key roles here include Supervisors (who manage facilities year-round and parks on a seasonal basis) and Program Coordinators. For example, the Lindsay Recreation Complex (a major hub for aquatics and fitness) is managed by a Recreation Complex Supervisor, who oversees program staff (lifeguards, fitness instructors, etc.), schedules programs (swimming lessons, public skates, fitness classes), and maintains the facility. Similarly, supervisors or coordinators manage other facilities like the Forbert Memorial Pool in Bobcaygeon and various community halls. Program staff within this section plan and run leisure programs, aquatics, summer camps, sports leagues, fitness classes, and special youth/adult programs. They also organize special events such as the annual Concerts in the Park series and the Lindsay Milk Run community race. These event responsibilities are often handled by a Community Development or Programs Coordinator team within the division (accessible via the "community development" contact person) to ensure events and activities align with community interests. The Supervisor of Community Partnerships and Programs and staff in this section are responsible for facilitating and supporting program provision by non-municipal agencies and the volunteer sector.

- **Capital Infrastructure:** The division includes staff dedicated to capital improvements and long-term planning of parks and facilities. A Supervisor of Capital and Special Projects leads this area, managing major park development projects, facility upgrades, and grant or funding programs. This role coordinates projects like new park constructions (e.g. the Bobcaygeon Beach Park redevelopment) or infrastructure upgrades to arenas and playgrounds. Staff in this section work closely with other City departments (engineering, finance) to deliver projects and also administer sponsorships and the memorial dedication program for park amenities. By having a dedicated capital projects supervisor, Parks and Recreation can focus on strategic improvements and ensure projects are completed efficiently and meet community needs.

Recent Changes (2022-2026 Restructuring):

Kawartha Lakes has been implementing a multi-year organizational review of the Parks and Recreation Division over the period of 2022-2026. This review was initiated to address significant gaps in staffing and resources and to ensure that service levels align with community expectations and the City's growing portfolio of parks, facilities, and open spaces. The final phase of this reorganization has been included in the 2026 operating budget request.

As part of the implementation plan, two new supervisory positions were established in 2024: the Forestry and Horticulture Operations Supervisor and the Trails and Cemetery Operations Supervisor. These specialized roles were created to provide dedicated oversight in

key operational areas that require focused expertise and consistent maintenance standards. Supporting staff positions were also added in both areas to ensure that the Division has the operational capacity to deliver effective, high-quality services.

The overall restructuring of the Division was designed to strengthen leadership, clarify reporting relationships, and modernize operations. The leadership transition that took place during this period—where the long-time Manager of Parks and Recreation moved into the role of Director of Community Services and a new Manager of Parks and Recreation was appointed—further reinforced this evolution, providing renewed direction and accountability across all service areas.

Through this phased reorganization, the Parks and Recreation Division has built a stronger, more specialized structure capable of managing a broad mandate—from horticulture, forestry, and trails management to parkland care, facility operations, and community programming. The enhanced organizational model supports efficient service delivery, targeted resource allocation, and improved responsiveness to the needs of residents and visitors alike.

Table 7-1 provides a high-level depiction of the Parks and Recreation Division's hierarchy and key roles.

Table 7-1: Summary of the Parks and Recreation Division Roles

Role / Unit	Description	Reports To:
Director of Community Services	Oversees all Community Services divisions, including Parks and Recreation. Sets strategic direction and ensures alignment with corporate goals.	Chief Administrative Officer (CAO) and City Council
Manager of Parks and Recreation	Leads the Parks and Recreation Division. Manages budgets, staff, and operations across all Parks and Rec services (parks, facilities, programs, etc). Implements policies and reports on division performance.	Director of Community Services
Parks Operations Section Parks Area Supervisors Supervisor, Trails and Cemetery Operations Supervisor, Forestry and Horticulture	Maintains parks, trails, forests, and cemeteries city-wide. Handles landscaping, turf maintenance, snow removal in parks, trail grooming, cemetery upkeep.	Manager of Parks and Recreation
	(North and South Parks and Facilities) Supervise crews in their geographic area. Schedule maintenance, ensure safety and service standards in parks, arenas and community halls	Manager of Parks and Recreation
	(New in 2024) Oversees trail system maintenance and all municipal cemetery operations. Coordinates trail inspections, repairs, and cemetery burials and grounds care.	Manager of Parks and Recreation
Recreation Facilities and Programs Section Recreation Complex Supervisor Program Coordinators/Instructors	Operates arenas, recreation centers, pools, and community halls. Delivers recreation and aquatic programs for all ages (sports, fitness, camps, swims). Coordinates facility rentals and community events.	Manager of Parks and Recreation
	Oversee daily operations of major facilities (e.g. Lindsay Recreation Complex). Manage front-line staff (lifeguards, instructors), program scheduling, and customer service at their facility.	Manager of Parks and Recreation
	Plan and run specific programs (e.g. children's summer camps, fitness classes, aquatics. Gather community feedback on program needs and adjust offerings.	Recreation Supervisors / Manager
Special Events and Community Partnerships Community Partnership and Programs Supervisor	Plans city-led events (concerts, runs) and works with volunteer groups and sports associations (and partnerships). Manages the Sponsorship and Dedication program for memorial benches, tree plantings etc. Engages the public and promotes recreation opportunities. Responsible for programming and facility rentals.	Manager of Parks and Recreation
Capital Projects and Planning Capital Infrastructure and Special Projects Supervisor	Manages park development projects and facility upgrades. Prepares long-term plans (informed by master plans and community input) for new or improved recreation amenities. Pursues grants and capital funding opportunities.	Manager of Parks and Recreation
	Leads implementation of major projects and strategic initiatives. Examples: new park constructions, arena revitalizations, trail expansions. Ensures projects meet scope, budget, and community expectations.	Manager of Parks and Recreation
Administrative Support	Handles division-wide administration: marketing, facility bookings, customer inquiries, budgeting assistance, and clerical support. Often centralized at the Parks and Recreation office (50 Wolfe St.) for recreation.	Manager of Parks and Recreation

Potential Areas for Improvement

The Parks and Recreation Division is implementing an organizational review and restructuring plan spanning 2022–2026. Upon full implementation, the model is intended to provide a robust and comprehensive structure that effectively supports all major functions of the Division. The planned framework strengthens leadership capacity, aligns staffing and resources with service expectations, and ensures efficient delivery across diverse operational areas. While the updated structure establishes a solid foundation for sustainable service delivery, continued attention to enhancing efficiency, role clarity, alignment with community needs, and grant-readiness will further optimize organizational performance.

- **Enhance Operational Efficiency:**

Continue to seek ways to streamline operations and eliminate any duplication of efforts between sections. For example, better integration of seasonal work could improve efficiency – parks maintenance staff could be further cross-trained to support arena or winter programs in the off-season, and vice versa, ensuring full utilization of the workforce year-round. Introducing modern maintenance management software for scheduling park and trail work, and coordinating it with recreation event schedules, can optimize resource use. Small operational tweaks, such as centralizing procurement of supplies for all facilities and parks (to leverage bulk purchasing and avoid each facility ordering separately), could reduce costs and administrative overhead.

- **Ongoing Assessment of Organization Structure:** Periodically, the City should evaluate the organizational structure's performance – perhaps through an internal audit or a review in a few years – to determine if the 2022-2026 restructuring achieved its goals in efficiency and service quality. Metrics

such as facility use rates, program participation, park condition scores, and response times to maintenance issues can highlight where the structure is working well or where adjustments are needed. For example, if maintenance response is lagging, perhaps an additional parks supervisor or crew is justified; if certain program areas are exploding in popularity, maybe a new coordinator role should be added. By monitoring outcomes and remaining adaptable, the Parks and Recreation Division can ensure its organizational model remains effective and future-ready.

- **Improve Role Clarity and Communication:**

To capitalize on the restructured model, the Department should clearly define and communicate the responsibilities of each role to both staff and the public. Internally, updated job descriptions and an up-to-date organizational chart should be shared so that every team member understands “who does what.” This will prevent overlap or gaps. For instance, if a community hall needs repairs, staff should know exactly who to call. Regular inter-departmental meetings or briefings can help clarify any gray areas, especially where duties intersect. This would need further assessment to determine where the product(s) needed are stored and how they are distributed in order to determine whether there really is a cost savings over suppliers simply delivering to each location. (e.g. when a special event in a park involves both the Parks Operations team for setup and the Programs team for event coordination). Externally, providing residents with a clear contact list for various services (as the municipality partially does via the 705-324-9411 ext.1301 main line) can improve service delivery, such that residents know who to contact for a given issue. The Department could publish a simple organizational chart or directory on the municipal website and in community guides, showing the

hierarchy and key contacts for parks, facilities, programs, and cemeteries. This transparency ensures that community members and partner organizations can easily reach the appropriate staff, thereby improving responsiveness. Overall, sharpening role clarity will foster better teamwork and public satisfaction, as each employee knows their mandate and stakeholders know where to turn for help.

- **Attracting and Retaining Staff:** Like many municipalities, particularly those in rural areas, Kawartha Lakes is challenged to recruit and retain staff. This trend worsened during and after the pandemic. As a response, the municipality completed a market assessment of wages, and implemented a significant increase, with the second half of the market adjustment to occur in 2025. In addition, the municipality has adapted some hiring requirements and introduced more flexible and work-from-home arrangements where possible to further retain and attract staff. These changes have resulted in a greater volume of applications. Another option being explored by other municipalities for Kawartha Lakes to consider is to transition roles from casual or contract to permanent part and full-time.
- **Volunteer Management Committees:** The Volunteer Management Committees, working within Terms of Reference, operate and program rural halls and associated properties on behalf of the municipality. Further integrating the activities of the City and the Committees in providing a comprehensive community-wide parks and recreation system is in keeping with the service delivery improvements suggested here. Recommendations on approaches to this objective are provided in the facilities discussion.
- **Strengthen Parks Staffing:** It was widely agreed that parks operations

are understaffed, and that it has been a challenge to retain staff. It has also been a challenge to maintain parks in the rural areas due to staff levels, but also due to the wide distribution of parks. Currently park operations staff are responsible for certain zones, which are geographically quite large. As the recommendations from this Plan are implemented, and facilities and amenities are added at key locations, the municipality should consider adjusting these operations, for example, aligning operations teams with the four rural areas used in the parks assessment, plus urban teams for Fenelon Falls, Bobcaygeon, and Lindsay. The parks assessment (section 6.0) also recommends disposing of a number of underused parcels, which would further lighten operations' load. Overall, the amount of staffing should be in proportion to the amount of parkland. Appendix G provides a detailed analysis of how to calculate staff needs based on parkland, with the findings summarized in Table 7-2. These ratios should be used to help determine staffing needs as parkland is acquired.

- **Horticulture:** While the volunteer model has worked well for Kawartha Lakes, with the aging volunteer base and broader trend of declining volunteerism, the municipality should be prepared for the potential to take on more horticulture care over the term of this Plan if needed. As a first step, staff should work closely with volunteer groups currently providing horticulture care, to monitor need, and to improve response time. Ideally the municipality should continue to support these groups so they may continue providing this valuable service. However, if they are unable to continue to maintain a high level of service (especially in downtown and tourist areas), the municipality should provide assistance by way of staffing. Depending on needs, this could mean moving horticulture staff based in Lindsay to different locations

Table 7-2: Amount of park hectares maintained per FTE, by maintenance level.

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

¹ At a ratio of 2,080 hours per FTE. So, for example, one FTE (2,080 hours per year) could cover approximately 6 hectares of parkland maintained at an L1 standard (2,080 divided by the 360 hours required to maintain one hectare of parkland).

or adding additional horticulture staff to be focused in other areas, for example, split time between Bobcaygeon, Omemee, and Fenelon Falls (in the downtown areas of these communities).

- **Centennial Trailer Park:** As noted above, the two full time staff leave the Trailer Park in August to begin getting the rinks ready. However, the Trailer Park is open until Thanksgiving, leaving the area attended by only three staff (one of whom is a student) for the last two months of the season. The Trailer Park is a challenging area considering the number of tasks, breadth of knowledge required, and potential for conflict with and between residents, and as such it should be staffed sufficiently, and with mature, knowledgeable staff. This can be achieved by either hiring dedicated staff for the season, and/or by adjusting staff schedules so seasonal roles do not overlap.
- **Strengthen Alignment with Community Needs:** Ensuring the organizational model stays aligned with what the community needs is an ongoing process. The municipality is already taking a major step in this direction through this Parks and

Recreation Strategic Plan (2024–2040), which is focused on defining community needs and how services should adapt to meet them. To support this work, the department should establish regular feedback loops with the community. This could include annual surveys, suggestion forums, or town hall meetings (perhaps an extension of the current Parks Advisory Committee’s role) to gauge satisfaction and emerging needs in parks and recreation. The organizational structure should remain somewhat flexible to respond to this input – for example, if the public indicates growing interest in trail use or in new types of recreation programs (such as esports or outdoor fitness equipment), the Manager can assign staff leads or form working groups to address these, rather than adhering strictly to traditional roles. Another improvement could be the creation of a Community Development Coordinator position within the division, as one does not formally exist. This person (or team) would liaise with sports clubs, volunteer recreation groups, and park users, ensuring their needs are heard and integrated into planning. By having a role focused on facilitating the efforts of non-municipal service providers, the Department

can better adapt its services – for instance, coordinating with local trail associations or service clubs willing to sponsor park improvements. In terms of facility use, aligning with community needs might mean adjusting hours or programming based on use data (e.g. opening a recreation centre earlier if there is demand for morning fitness classes, or repurposing under-used space for popular activities). The Strategic Plan’s outcomes should guide any realignment of staff or budget priorities – for example, as the Plan identifies a need for more recreation programming in rural areas, the Department might assign a program coordinator to travel and run satellite programs in those communities. In summary, continuous community consultation and a willingness to tweak the organizational setup (such as creating new roles or teams for high-priority initiatives) will keep Parks and Recreation in tune with residents’ needs. Section 7.3 provides additional detail on service planning and evaluation which, in turn, will inform needed staff resources and the organizational approach to delivering them.

- **Leverage Ongoing Training and Evaluation:** The department should also invest in professional development to ensure staff at all levels can operate effectively within the Division. Training for supervisors in leadership and project management will help them run their teams more efficiently and clarify their decision-making authority. Front-line staff (parks crews, facility attendants) can benefit from customer service and cross-functional training (so a parks worker can inform citizens about recreation programs, and a facility attendant can handle basic park inquiries).
- **Improved Grant Capacity:** There are a number of provincial grant possibilities for which Kawartha Lakes

may be eligible for in the future. These are listed in Appendix L. Having a full-time development officer (or having fundraising and development responsibilities being part of a full-time staff responsibility) would ensure that the municipality is aware of changing grant requirements, application deadlines, private foundation possibilities, etc. Note that this is an area that could be part of a larger municipal function, beyond just the Parks and Recreation Division.

By implementing the actions described above, the Parks and Recreation Division will be well-positioned to enhance service delivery and organizational effectiveness. The resulting model will support a responsive, coordinated, and accountable approach that operates efficiently while fulfilling the Division’s mission to provide high-quality recreation opportunities, well-maintained parks, and welcoming community facilities that enrich residents’ quality of life. As the new structure becomes fully established, periodic review and refinement will ensure continued alignment with service demands, operational priorities, and community expectations. This approach will equip the Division to adapt to future growth, sustain service excellence, and successfully advance identified goals.

RECOMMENDATIONS

- SD 1. Introduce maintenance management software for scheduling park and trail work, and coordinate it with recreation event schedules.
- SD 2. Regularly review the workloads of staff since the 2022-2026 restructuring to ensure balance and efficiency.
- SD 3. Continue to monitor market rates for wages, adapting to remain competitive, and offering other incentives (e.g., flexible hours/arrangements, full-time positions, etc.) to attract and retain candidates.
- SD 4. Consider reducing the size of parks operations' geographic zones and increasing staff to cover new zones (e.g., aligning operations teams with the four rural areas used in the parks assessment, plus urban teams for Fenelon Falls, Bobcaygeon, and Lindsay).
- SD 5. Use the parkland maintenance/staff hour ratios and outlined in Table 7-2 and Appendix G, and use it to gauge the operating cost implications of new park development or acquisition in future.
- SD 6. Work closely with volunteer groups providing horticulture care, and provide assistance as needed to support their ongoing service. If needed, mobilize existing municipal horticulture staff beyond Lindsay, and/or add horticulture positions to be focused in other areas (e.g., split time between Omemee, Bobcaygeon and Fenelon Falls).
- SD 7. Hire mature, experienced staff for Centennial Trailer Park, and if using full-time staff, adjust schedules so that seasonal roles do not overlap, leaving Park understaffed.
- SD 8. Explore centralizing procurement for facility and parks supplies to achieve efficiencies.
- SD 9. Improve role clarity and communication internally and externally (i.e., circulate new job descriptions and organizational chart to all staff, update website and contact information etc.).
- SD 10. Establish ongoing consultation to gauge satisfaction and emerging needs in parks and recreation.
- SD 11. Consider creating a Community Engagement/Outreach/Partnerships Coordinator position within the division to be responsible for soliciting regular community consultation, and liaising with sports clubs, volunteer groups, and park users, ensuring their needs are heard and integrated into service delivery. This position can be part time to start, and eventually grow to full time.
- SD 12. Invest in professional development to ensure staff at all levels can operate effectively within the organizational model (e.g., training for supervisors in leadership and project management; customer service and cross-functional training for frontline staff).
- SD 13. Use metrics such as facility use rates, program participation, park condition scores, and response times to maintenance requests to identify where additional training and/or staffing may be needed.

7.2 Review of Parks and Recreation Policies and Procedures

7.2.1 Review of Current Policies

The Kawartha Lakes Parks and Recreation Division adheres to several policies and guidelines to ensure the effective management and safety of its facilities and programs. These policies are designed to promote safety, responsibility, and enjoyment for all participants and staff involved in the providing the municipality's programs and facilities. The policies that most directly pertain to parks and recreation facilities and programs are listed below.

- 1. Alcohol Management on Municipal Premises Policy (CP2019-006):** This policy governs the consumption and possession of alcohol on municipal properties, ensuring compliance with provincial regulations and promoting responsible use.
- 2. Code of Conduct - Employees (CP2016-018):** Establishes standards of behavior and ethical conduct expected from employees within the Parks and Recreation Division.
- 3. Occupational Health and Safety Policy (CP2016-010):** Outlines the commitment to maintaining a safe and healthy work environment for all staff and patrons.
- 4. Refunds, Cancellations, and Service Interruptions Policy:** Details the procedures for program cancellations, refund eligibility, and handling service interruptions. For example, refunds for programs canceled due to insufficient registration are issued in full, while other refund requests may incur an administration fee.
- 5. Centennial Trailer Park Code of Conduct Rules and Regulations:** Specifies guidelines for behavior, noise curfews, alcohol consumption, and other regulations to ensure a safe and enjoyable environment within the trailer park.
- 6. Strategic Asset Management Policy (CP2019-389):** The City of Kawartha Lakes is committed to both responsible fiscal resource management efficient infrastructure and asset management. Expanding on this commitment, this policy provides for the City's compliance with Section 3 of Ontario Regulation 588/17 (Asset Management for Municipal Infrastructure) under the Infrastructure for Jobs and Prosperity Act. As a result, this policy embeds asset management planning into the corporate planning framework in a manner aligned with the Corporate Strategic Plan.
- 7. Community Partnerships and Development Fund Program Policy (CP2021-009):** The Community Grants Program consists of four separate elements – Beautification Fund, Culture Fund, Special Events Fund, and the Municipal Tax Rebate Fund. The program is administered by the Community Services Department in conjunction with Council. This policy addresses the process for the request and distribution of operating and/or minor capital funds to be used in partnership with local community organizations to provide financial support for such organizations that provide a valuable resource and service to the municipality and its residents.
- 8. 50/50 Community Project Capital Funding Initiative (CP2021-010):** The 50/50 Community Project Capital Funding Initiative policy addresses the process for the request and distribution of capital funds to be used

in partnership with local community organizations to provide for the betterment of the City's facilities and parks.

9. Public Art Policy (CP2021-035): The Corporation of the City of Kawartha Lakes (the City) recognizes that Public Art is a valuable cultural asset that improves the aesthetic of streetscapes and public space and expresses our cultural identity and heritage. This policy establishes the framework and procedures for the procurement of Public Art that is City owned and installed on City owned public space, and expressed intent of the City to work with the broader public, development and business community to encourage public art. The goals of this policy are:

a) To facilitate the municipal acquisition of Public Art with artistic merit and establish a standardized and transparent process for the selection, acquisition, maintenance and de-accessioning of Public Art;

b) To provide Public Art guidelines that will guide involvement in creative place-making processes in order to encourage civic pride and celebrate the unique cultural identity of the City's diverse communities;

c) To increase understanding and enjoyment of Public Art and awareness and appreciation of diverse artistic environment;

d) To encourage contributions by business and private investors that will contribute to Public Art in our communities;

e) To enable artists to contribute to the design and development of the public domain through collaborations

with planners, architects, landscape architects and urban designers in City capital works projects; and

f) To nurture the City as a creative environment in which opportunities for artists and their role in the community can flourish and expand.

10. Council, Committee, Board and Task Force Policy (CP2021-031): The City appoints citizens from the municipality to Council Committees, Boards and Task Forces to review and recommend actions to Council to advance various issues relating to the municipality. It is recognized that Committees, Boards and Task Forces are vital to informing and supporting City Council in accomplishing the City's strategic goals and priorities. It is further recognized that appointed volunteer members of these Committees, Boards and Task Forces bring valuable community knowledge, experience and information, and are committed community stakeholders and ambassadors. This policy establishes the process for appointments, defines the volunteer appointee's roles and responsibilities, and establishes how they conduct business for the betterment of the municipality. This policy applies to all Council Committees, Boards and Task Forces created and approved by Council and their working groups.

11. Street, Municipal Facility and Park Naming Policy (CP2022-001): This policy provides for a consistent process for the City of Kawartha Lakes to recognize heritage, events of significance, people, Indigenous names, geographic features and overall community identity through the naming of streets, parks and municipal facilities. This policy applies to all streets, parks and municipal facilities within the geographical area of the City of Kawartha Lakes.

We have reviewed these policies and determined that overall, they are comprehensive and up-to-date. Section 6.0 on Parks contains recommendations for improvements and additions to parks-related policies.

While not strictly a “policy”, the department is also responsible for the Municipal Event Application (MEA). The MEA outlines the procedures and requirements for organizing events on municipal property, including necessary approvals, accessibility considerations, and emergency planning. Event organizers are advised to submit applications well in advance, which allows various departments to coordinate services if needed, and allows organizers enough time to ensure compliance with all municipal regulations.

7.2.2 Potential Additional Policies

Comparing Kawartha Lakes Parks and Recreation policies to those maintained by other municipalities in Ontario has revealed some additional areas where policies could be developed to enhance awareness, accessibility, inclusivity and sustainability, and revenue generation (Examples of municipalities that have implemented such policies are provided in Appendix I). These policy areas, and the rationale supporting each, are summarized in Table 7-3. It should be noted that these policy areas would affect not only the municipal provision of parks and recreation services, but also potentially other areas of municipal service provision.



Table 7-3: Additional Policies for Consideration

Policy Type	Rationale
1) Community Engagement Policy	This policy would create a framework for actively involving community members in planning and decision-making processes related to parks and recreation services, fostering a sense of ownership and responsiveness to public needs.
2) Digital Accessibility Policy	This blanket policy would ensure that all online resources, including program registrations and information portals, are accessible to individuals with disabilities, aligning with the Accessibility for Ontarians with Disabilities Act (AODA) standards.
3) Volunteer Recruitment and Management Policy	This policy would establish clear guidelines for the recruitment, training, and recognition of volunteers to ensure a positive and productive experience for both volunteers and the community overall. (While several facilities have their own Volunteer Management Boards, an over-arching policy would ensure consistency.)
4) Environmental Sustainability Policy	This policy would focus on minimizing environmental impact through sustainable practices, such as waste reduction, energy efficiency, and conservation initiatives within parks and recreational facilities. As well, it would apply to all other areas of municipal operations.

Implementing these policies could further promote sustainability, inclusivity, and community involvement within the Kawartha Lakes Parks and Recreation Department. Also the need for insurance for all bookings should be considered (currently the only mandatory requirement is \$2M for events with alcohol) in an increasingly litigious environment.

RECOMMENDATIONS

- SD 14. Develop a Community Engagement Policy
- SD 15. Develop a Digital Accessibility Policy
- SD 16. Develop a Volunteer Recruitment and Management Policy
- SD 17. Develop a Environmental Sustainability Policy
- SD 18. Update the Naming Rights and Sponsorship Policy to specifically enable naming rights for facilities, as well as sponsorships.

7.3 Service Planning and Evaluation

The motivation for formal planning, monitoring and evaluation processes is to direct investment in parks and recreation services based on ‘needs’ vs. ‘wants’ and to ensure investment in needs is judicious and generates intended returns. Further, there is a requirement to both anticipate future needs and manage existing assets. The following section summarizes the key components of information collection and use in needs-based services planning to:

- verify community service needs
- monitor and evaluate the success of the service response
- incorporate results in subsequent planning activities

Each component of the above tasks is outlined in Table 7-4.¹

¹ Although the table deals with both facilities and programs/ services under the same headings, it is noted that facility (infrastructure) planning is typically a longer-term endeavor than program planning, which is annual or even seasonal. It also includes tasks that may already be conducted by the Township to show where they fit in relation to other activities.

Table 7-4: Services Planning Information Requirements and Application

Verify Community Service Needs		
	Facilities	Programs/Services
Maintain a Single, Comprehensive Inventory	Document and regularly update an inventory of all facilities and relevant information by type. Ideally, all facilities now or potentially available for community use in the municipality should be included in a single, integrated data base.	Document and regularly update an inventory of all programs and relevant information by type. Ideally, all programs/services available either directly or indirectly through collaborations with the municipality should be included.
Document Data on Use Related to Capacity	Track actual hours of facility use in relation to capacity within total prime and non-prime time hours, where applicable. ¹ Institute periodic, rotating checks on unscheduled facilities to document use at different times and/or apply available technologies for this purpose.	Track program/service fill rates in instances with a capacity limit or simple counts of participants/users/attendees when no limit on capacity.
Develop Indicators of Unmet Demand	Document information on unmet demand for facilities, programs and services from organized users, community interests via Jump In Kawartha Lakes, resident inquiries/requests to the municipality, and through formal market research (e.g., periodic random surveys, focus groups).	
Monitor and evaluate to determine success of response		
Measure Service Performance Against Targets	Using tools noted above to gather feedback, evaluate success of individual facilities and programs/services on an ongoing basis with organized and casual users, program participants and instructors, in relation to pre-determined performance targets.	
Incorporate results in subsequent planning activities		
Adjust Service Plans According to Evaluation Findings	As a cyclical activity covering both short- and long-term service provision, the findings on evaluation can be used to maintain alignment between the supply /delivery of services and community needs.	

¹ Actual use is the same as scheduled use if all scheduled use occurs.

Parks and Recreation Ontario's Manual entitled "Measuring Customer Value and Satisfaction for Parks and Recreation" is a practical guide to supporting service evaluation work. As noted in the Manual, it is "intended to enable providers of parks and recreation to easily and consistently assess customer value and related issues. [It] includes a common set of core questions and an enhanced set of questions that can be used by providers to evaluate the effectiveness of their programs and services, as well as advice on approaches to administering surveys" (p.1).

Definitions and applications of prime time are key to determining the point at the municipality should consider additions to facility supply, especially where cost is a major factor. In terms of use, prime time can comprise a very small proportion of total time available and the need to balance the cost of provision - if capacity use of limited prime time is considered the 'tipping point' - needs to be considered against adding more to unused facility time.

Recreation management software enables information collection on service use and trends in performance to inform the planning and evaluation process. The municipality has software it uses for recreation services management functions. In expanding its planning and evaluation capacity, staff can develop a comprehensive menu of information requirements - based on needed indicators in all service areas.

7.3.1 Incorporating Data in Service Planning

The results of this work will reveal patterns of use/participation over time, available facility/program capacity that is not being used, and measures of outstanding demand. The municipality can then determine if:

- Response to unmet demand will mean adding more facilities/programs to supply or improving the performance of existing services
- Response to underused services will mean offering fewer times or locations for the same program, rescheduling to more convenient times, or discontinuing the service; consolidating, relocating or removing facilities from supply

7.3.2 Annual and Long-term Planning to Updating the Master Plan

The results of monitoring and evaluation will also inform annual planning and budgeting. It will contribute to setting annual objectives in the budget cycle, and tracking their progress.

Monitoring and evaluating can also be used to project into the future and

assist in anticipating longer-term facility requirements by verifying changing levels of participation and use. The outcomes of decisions based on these activities can be used to keep the Plan current through regular updates in relation to a changing context.

A comprehensive review and update of the Plan should occur in five years. The review will be facilitated by the annual work noted above in tracking the progress on implementing recommendations and documenting contextual changes that have impacted/influenced this work. Ideally, this will provide a current information base on which to proceed directly to the update.

7.3.3 Engaging Other Service Providers

The importance of collaborations and partnerships should be supported by regular, joint services planning by all key providers in the community with a view to integrating the efforts of all in developing facilities, programs and services. The municipality can take a leadership role in facilitating joint planning activities. This will help ensure a comprehensive, whole community approach to service planning and provision, especially as Kawartha Lakes grows and services expand. A process that works for the municipality and relevant other parties in terms of the number and scheduling of planning sessions, their structure, etc. should be developed and implemented in the short-term and grow over time, as needed.

RECOMMENDATIONS

- SD 19. Further develop and implement service planning, monitoring and evaluation capacity to align service provision with verified community needs.
- SD 20. Use the results of monitoring and evaluation to detail year by year steps to implementing initiatives within each term of the Plan, by setting annual objectives in the budget cycle, and tracking their progress.
- SD 21. Conduct a five-year review and update of the Plan.
- SD 22. Engage all relevant parties to collaborations and partnerships in regular joint service planning sessions to create a coordinated, whole community approach to provision.

7.4 Marketing and Promotion

7.4.1 Framework for Assessing Marketing Practices

The approach taken here to assessing the marketing and promotion aspect of Kawartha Lakes' parks and recreation services is to first develop a framework that identifies the elements of a successful marketing strategy for parks and recreation services, and then assess the performance of Kawartha Lakes on the basis of that framework. The Framework is outlined in detail in Appendix K. It describes 10 marketing best practices for parks and recreation services:

- Develop a Strategic Marketing Plan
- Know Your Audience
- Embrace Digital and Social Media
- Community Engagement and Co-Promotion
- Equity, Diversity and Inclusion (EDI) in Messaging
- Youth and Family Engagement
- Program Guides and Seasonal Calendars
- Collect and Use Feedback
- Promote Subsidies and Access Programs
- Monitor and Measure Success

7.4.2 Assessment of Marketing Considerations for Parks and Recreation Services in Kawartha Lakes

Using the framework developed above, a number of considerations for the marketing of parks and recreation facilities and services for Kawartha Lakes are offered below. The overall context in which these marketing considerations are developed is a recognition that Kawartha Lakes is a large, predominantly rural municipality with over 250 lakes and rivers, a mix of small towns, villages, and agricultural communities, and a strong seasonal resident and tourism sector. The municipality is also characterized by:

- An aging population (average age above provincial average)
- A growing number of newcomers and seasonal residents
- High community pride in local heritage, trails, and outdoor spaces
- Ongoing development of the Parks and Recreation Strategic Plan 2040
- A need to promote equity of access across urban and rural areas

Key considerations for marketing of recreation services

The municipality should develop a strategic marketing plan that encompasses the following best practices and key considerations:

- 1. Enhance collaboration internally:**
There are both corporate-wide and Parks and Recreation Division communications functions. The consultation process identified that

there are opportunities to better collaborate between these two. While parks and recreation should retain its own channel in this regard (as it is closely aligned with the needs and expectations of parks and recreation consumers across the spread of the municipality and can better respond to their specific communications needs), the corporate function has a broader platform to get the word out regarding new programs and services to all residents. Communications initiatives across these two delivery channels should be coordinated and harmonized. Note that depending on the actions contained within such a marketing effort may involve additional staff time and resources - and possibly additional cost.

2. Understand and Segment Audiences:

A key element in the marketing campaign will be to structure the audience into meaningful segments and identify the core messages aligned with each. For example:

Segment	Sample Messaging and Programs
Seniors	"Stay Active, Stay Connected – programs for 55+"
Families with Kids	"Free splash pads and family swim nights"
Seasonal Residents	"Make the most of your cottage time – top 5 parks to explore or 'can't miss' events" A summer-long campaign with: Weekly spotlight on a different park or trailw User-submitted photos (with prizes) Featured free or low-cost programs Printable or digital scavenger hunt sheet
Rural Residents	"Your park might be just down the country road"

A key analytical element would be to use postal code-based registration data to determine usage patterns by geography.

3. Actively Utilize Digital and Social Media Presence:

Having a digital and social media presence is an absolute must for community engagement. Critical initiatives include:

- Focus on Facebook and Instagram, which have high local engagement.
- Post short-form videos of seasonal activities (e.g., kayaking, ice skating trails, community clean-up days).
- Try Instagram Reels or TikToks for showcasing trails, behind-the-scenes staff features, or "park of the month" videos.
- Consider targeted Meta ads for underused rural facilities or upcoming seasonal programs.
- Use hashtags like #ExploreKawartha, #KLRecreation, #ThisIsMyKL in digital promotion.

4. Strengthen Community Partnerships:

Partnerships with local and regional organizations can not only act effectively to 'spread the word' to a larger audience, but also can lead to exciting new programs and services being developed. Points to consider include:

- Collaborate with:
 - School boards and individual schools for after-school programs and promotion
 - Local service clubs (e.g., Lions, Rotary) for co-hosted events
 - Tourism and Economic Development on event promotion

- Libraries for co-promoted literacy + recreation programs
 - Partner with First Nations and Indigenous organizations on inclusive program design and land acknowledgment signage.
 - Partnerships with developers and development initiatives (such as the Wilson Estates or Tribute developments in Lindsay) could result in additional parks and recreation facilities.
- 5. Focus on Inclusion and Accessibility:** Also very important will be to ensure that accessibility and inclusion are seen to be key values underlying the provision of parks and recreation activities, and that the actual provision follows through on this promise. Initiatives would include:
- Promote accessibility features: paved trails, adaptive equipment, sensory-friendly programming.
 - Translate promotional materials into common languages for newcomers.
 - Advertise subsidy programs like “Recreation Fee Assistance” prominently. (e.g., partnership programs such as ‘Jumpstart’)
 - A key message is that recreation is “for all residents – full-time or seasonal, young or old, new or rooted.”
- 6. Emphasize Fun for Youth and Families:** Clearly this represents a key target market. Suggestions for initiatives include:
- Launch a Parks Passport Challenge: kids get stickers or badges for visiting 10+ parks.
 - Host pop-up rec events in rural hamlets with inflatables, games, or arts.
 - Use student ambassadors at local high schools to promote programs on social media.
- 7. Optimize Print and Digital Program Guides: Suggestions include:**
- Include QR codes on posters/signs to quickly access schedules or register.
 - Distribute guides at:
 - Grocery stores and LCBO
 - Pharmacies
 - Libraries
 - Farmers markets
- 8. Collect and Act on Feedback:** Any marketing campaign needs to solicit feedback from existing and potential customers and users, and ‘evolve’ the campaign over time. Effective mechanisms for soliciting feedback that should be considered include:
- Use of QR code kiosks at recreation centres for instant feedback.
 - Send follow-up emails after registered programs with short surveys.
 - Host a yearly Recreation Town Hall (virtual or in-person) to get community input on what is working/not working.
 - Google Analytics to see which pages/programs are most visited.
 - Social media insights to refine messaging.

- Registration and usage data by program and location.

As well, the Department should track progress and regularly report key insights to Council and the community to show value and build support. Key data should also be posted on the municipal website to demonstrate progress to the community.

RECOMMENDATION

SD 23. Create a Strategic Marketing Plan including the best practices and key considerations provided herein.



8.0 Resources and Asset Management

8.1 Current Deficit in Parks and Recreation Budget

To gauge the implication of this shortfall on the current budget, the calculation can be made based upon the budget data for the current and previous fiscal year (for the Parks and Recreation Division within the Community Service Department) (Table 8.1).

Table 8-1: Calculation of Percent of Operating Budget Allocated to Staffing

	2024 Budget	2025 Budget
Full-Time (FT) Staff	53	55
FT Hours (@ 2,080 hours per year)	110,240	114,400
Additional Hours (Contract)	79,462	82,582
Student Hours	26,280	26,280
Total Hours	215,982	223,262
FTE Equivalent (Rounded)	104	107
Salaries and Wages Budget	\$6,509,767	\$7,213,817
Equals Average FTE Salary	\$62,594	\$67,419
Total Parks and Recreation Division Budget (Expenses)	\$12,636,539	\$13,372,332
Percentage of Operating Budget Allocated to Staffing	51.5%	53.9%

Source: 2025 Mayor’s Budget: Parks and Recreation Division

The budget data shows that the number of full-time (FT) staff in 2024 and 2025 was (or is expected to be in the case of 2025), 53 and 55 respectively. Assuming a workload of 2,080 hours per year per FT staff person (i.e., 40 hours a week for 52 weeks) implies 110,240 FT staff hours in 2024 and 114,400 in 2025. To this is added the number of additional hours (part-time and contract) and student hours paid in 2024 and anticipated in 2025, to yield a total number of hours paid for by the community services department (which includes salaries, wages and benefits). In turn, dividing into this the number of hours spent per full-time employee equivalent (i.e., 2,080) provides an estimate of the average full-time equivalent paid by the Department. This equates to approximately \$62,600 in 2024 and just under \$67,400 in 2025.

Appendix B shows that according to the benchmarking analysis of parks and recreation expenditures in comparable communities, Kawartha Lakes is underfunded relative to the average of comparable communities by somewhere in the order of \$1 million to \$2.5 million,

depending upon the measure used (see the Appendix B). Taking the lower figure as a conservative estimate of the amount of underfunding, if it is assumed that 54% of this amount (as per the staffing ratio for 2025 calculated above, rounded) would be allocated to staffing, this would imply approximately \$540,000 being allocated to wages, salaries and benefits (with the other 46% being allocated to other operational costs). At the current average FTE staffing cost of approximately \$67,000 as shown above (the 2025 average of salaries, wages and benefits per position), this would translate to approximately 8.1 full-time equivalents. This can be matched against the human resource requirements of the Parks and Recreation Strategic Plan to obtain some sense of 'reasonableness' of the plan.

Another way to look at this would be to pro-rate the \$1 million of underfunding according to the 2025 budget allocations, which would imply additional expenditure in the areas outlines in Table 8-2.

Table 8-2: Estimated Distribution of Additional Funding to Close \$1M Gap of Underfunding

Cost Area	Allocation 2025	% Breakdown of Total Expenses	Implied Allocation for \$1 Million
Salaries, Wages and Benefits	\$7,213,817	53.9%	\$539,458
Materials, Training, Services	\$2,446,400	18.3%	\$182,945
Contracted Services	\$1,919,970	14.4%	\$143,578
Rents and Insurance	\$3,000	0.0%	\$224
Debt, Lease and Financial	\$79,550	0.6%	\$5,949
Transfer to External Clients	\$249,500	1.9%	\$18,658
Inter-functional Adjustments	\$1,460,095	10.9%	\$109,188
Total	\$13,372,332	100%	\$1,000,000

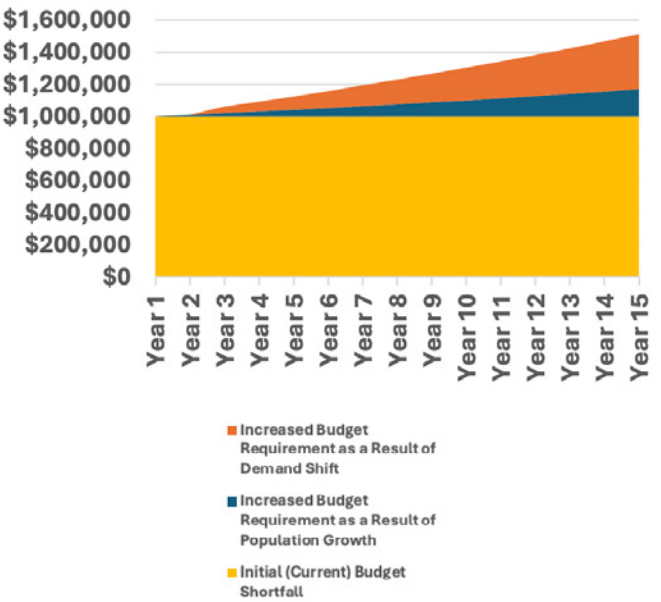
Future Growth in Parks and Recreation Funding

It should be borne in mind that this is the estimated shortfall at the present time, and that this deficit will only grow in future. A first level approach to estimating the additional budget requirement over the coming decade (which would be seen to the time-period of this plan) would be to simply grow the budget by the amount of permanent population growth anticipated for Kawartha Lakes over the coming decade (a simple projection of the growth rate seen in the last census suggests about 1% per year). A more feasible and likely accurate approach would be to recognize that, in addition to population growth alone, there are other societal and cultural factors that will contribute to the growing demand for parks and recreation services. These include an aging population, an increasing awareness and emphasis upon the importance of health and wellness, growing concern on the part of parents regarding the amount of ‘screen time’ spent by their children, and (still) a rebound factor from the pandemic. One estimate from Reportlinker suggests that growth in market demand for parks and recreation facilities and services is expected to grow by nearly 6% per year .

Given that this reflects demand for all services (public and private) it is reasonable to assume that only some portion of this demand growth would represent growth in demand for publicly-provided parks and recreation services. Accordingly, an estimate of 2% annual growth in demand is felt to be a reasonable ballpark growth trajectory.

Adding this to the demand anticipated as a result of population growth, yields an estimate of the growth in the projected deficit to something like \$1.3 million in 10 years’ time. Figure 8-1 shows the components of this deficit.

Figure 8-1: Components of Estimated Budget Shortfall



Again, this provides a rationale supporting the need for additional resources to support the implementation of this Parks and Recreation Strategy.

8.2 Pricing

8.2.1 Pricing Strategies Used by Kawartha Lakes

The municipality employs a multifaceted approach to pricing its parks and recreation services, incorporating several models to balance accessibility, cost recovery, and community benefit. The primary pricing strategies currently in use include:

1. Tax-Supported (Subsidized) Services

- **Public Access:** Basic services such as playgrounds, parks, trails, unscheduled sports fields, and public washrooms are provided free of charge, funded through municipal taxes.

2. Fee-for-Service (User Pay)

- **Program and Facility Fees:** Specific programs and facility uses, including recreation programs, swimming pools, and arenas, require users to pay fees. For instance, the Parks and Recreation Division offers various children's programs with costs varying by service. The municipality does not charge non-resident fees for any service with the exception of ice rentals. This is partially in part to incentivize non-residents to use Kawartha Lakes services (therefore generating more revenue), and also done 'in good faith' as it is understood residents in certain areas of the municipality frequently use neighbouring municipalities' services as well, at the same resident rate (e.g., Orillia and Peterborough also do not charge non-resident rates for programs).

3. Differential Pricing

- **Discounts for Specific Groups:** The municipality provides discounted rates for seniors and people who are disabled for certain programs, typically set at up to 25% less than the base rate. However, these discounts generally do not apply to ice or facility rentals and may not be available for all programs.

4. Financial Assistance Programs

- **Subsidies and Payment Plans:** Subsidies up to \$500 may be granted to families in greatest need through Tri-County Respite. Additionally, payment plans are available for program fees, ensuring financial constraints do not hinder participation.

5. Permits, Licenses, and Rentals

- **Facility Rentals:** The municipality offers various facilities, including community halls, parks, and sports fields, for rent. Rental rates are based on the nature and size of the event, and interested parties are encouraged to contact the Facility Booking Office for pricing.

6. Partnership-Based Access

- **Community Passes:** In collaboration with local organizations, the Kawartha Lakes Public Library provides free family passes to cultural, educational, and recreation facilities, enhancing access to various services.

8.2.2 Potential Considerations for Future Improvement

To further enhance the accessibility and sustainability of parks and recreation services, Kawartha Lakes might consider the following improvements:

- **Enhanced Differential Pricing:**
Expanding discounts to include more demographics, such as youth or low-income households, and applying them to a broader range of services, including facility rentals, could promote greater inclusivity.
- **Increased Financial Assistance:**
Developing more robust subsidy programs or increasing subsidy amounts can help ensure that financial barriers do not prevent residents from participating in recreation activities.
- **Dynamic Pricing Models:**
Implementing pricing that varies based on demand, time of day, or season can optimize facility use and increase revenue during peak times while encouraging use during off-peak periods.¹
- **Community Engagement in Pricing Decisions:** Regularly consulting with residents to understand their needs and financial capabilities can lead to more responsive and acceptable pricing strategies.
- **Encourage Consistency Among Volunteer Management Committees:**
We heard from the interviews that different volunteer associations and boards are inconsistent in what they charge for use of facilities and services. This should be an area where consistent rationale for pricing is in place. (This could be part of a Volunteer Management Policy – see the Policy section of this report).

The facilities discussion recommends allocating some portion of time on ball diamonds managed by the VCMs to scheduling by the municipality for organized users to increase needed access. Presumably this time would be charged at the same rate as other scheduled diamonds in equivalent classes. Whether or not a differential rate is applied during facility time allocated to the VCMs for local use, the fees charged should be consistent across all comparable facilities.

By adopting these strategies, the municipality can continue to provide equitable and sustainable parks and recreation services that meet the evolving needs of its community. To determine the best approaches for Kawartha Lakes' specific context, a user fee study should be undertaken to assess the merits and applicability of the strategies listed here, as well as looking more closely at resident and non-resident fees for accessing facilities and programs. Likewise, fees related to boat launches and docking (for residents and non-residents) should also be assessed; either as part of that study, or as part of the recommended waterfront strategy.

RECOMMENDATION

- R 1. Undertake a user fee study to evaluate the current pricing system and assess the applicability/merits of the improvement strategies listed here.

¹ An example would be the Vancouver Parks Board that used dynamic pricing for some of its services: <https://parkboardmeetings.vancouver.ca/2024/20241125S/REPORT-2025FeesCharges-ParksRecreation-20241125.pdf?utm>

8.3 Asset Management

The municipality has implemented several best practices in municipal asset management for parks and recreation facilities, aligning with Ontario’s regulatory requirements and industry standards (see Appendix M for a summary of asset management best practices). An overview of the practices currently adopted by Kawartha Lakes and recommendations for future enhancements are as follows:

1. Alignment with Ontario’s Asset Management Planning Regulation (O. Reg. 588/17)

Current Adoption:

- **Asset Management Plans (AMPs):** Kawartha Lakes has developed AMPs for both core and non-core assets: pub-kawarthalakes.escribemeetings.com+1Home+1
- **Core Assets:** An AMP was prepared to meet the July 1, 2022, deadline, covering infrastructure such as roads, bridges, water, and wastewater systems.
- **Non-Core Assets:** An interim AMP for non-core assets, including parks and recreation facilities, was adopted to comply with the July 1, 2024, deadline. pub-kawarthalakes.escribemeetings.com

RECOMMENDATION

- R 2. Continue efforts to develop a comprehensive AMP encompassing all municipal assets by the July 1, 2025, deadline, ensuring full compliance with O. Reg. 588/17.

2. Inventory and Data Collection

Current Adoption:

- **Asset Inventory:** The municipality maintains an inventory of parks and recreation assets, including equipment and facilities. However, age-based condition ratings have been assigned to only a small percentage (1%) of these assets. These data could be documented as part of the comprehensive inventory noted in Section 7.3.

RECOMMENDATION

- R 3. Implement comprehensive data collection methods, such as GIS mapping and mobile data collection apps, to improve the accuracy and completeness of asset inventories.

3. Regular Adoption and Current Assessments:

- **Condition Assessments:** Limited age-based condition assessments have been conducted, with only 1% of parks and recreation assets evaluated.

RECOMMENDATION

- R 4. Conduct regular physical condition assessments using standardized rating scales to better inform maintenance and rehabilitation priorities.

4. Lifecycle Costing and Long-Term Planning

Current Adoption:

- **Lifecycle Cost Estimates:** Preliminary estimates for maintaining current levels of service have been developed, with an average annual lifecycle cost of approximately \$4.93 million for parks and recreation services. See the Kawartha Lakes Asset Management Plan: https://www.kawarthalakes.ca/en/news/resources/Kawartha-Lakes-Asset-Management-Plan-Non-core-Assets_final.pdf?utm

RECOMMENDATION

- R 5. Utilize asset management software to develop detailed financial models, including 10-20 year capital forecasts, to support sustainable long-term planning.

5. Define Levels of Service (LOS)

Current Adoption:

- **LOS Statements:** The municipality has articulated level of service statements for parks and recreation services, focusing on maintaining pleasant experiences for staff and visitors.

RECOMMENDATION

- R 6. Engage the community to define and refine LOS metrics, ensuring they align with public expectations and needs.

6. Preventative Maintenance Programs

Current Adoption:

- **Maintenance Planning:** While lifecycle costs are estimated, specific details on preventative maintenance programs are not extensively documented.

RECOMMENDATION

- R 7. Develop and implement structured preventative maintenance schedules to extend asset lifespans and reduce emergency repairs, and document these in the staff operational Parks Manual.

7. Climate Change and Sustainability Considerations

Current Adoption:

- **Strategic Planning:** The municipality is developing a Parks and Recreation Strategic Plan to guide asset management through 2040, which may incorporate sustainability considerations.

RECOMMENDATION

- R 8. Explicitly integrate climate change risk assessments and sustainable practices into asset management planning to enhance resilience.

8. Performance Monitoring and Continuous Improvement

Current Adoption:

- **Performance Metrics:** Some performance measures, such as the number of complaints about facilities, are tracked, though data may be limited.

RECOMMENDATION

- R 9. Establish a broader set of key performance indicators (KPIs) to monitor asset performance and inform continuous improvement efforts.

9. Integration Across Departments

Current Adoption:

- **Strategic Alignment:** The Parks and Recreation Strategic Plan aims to align with other municipal strategies, such as the 2024-2027 Strategic Plan.

RECOMMENDATION

- R 10. Enhance coordination between departments (e.g., planning, finance, public works) to ensure cohesive asset management planning and implementation.

By building upon current practices and adopting these recommendations, the municipality can further enhance the management and sustainability of its parks and recreation facilities, ensuring they meet community needs now and in the future.

The Use of Predictive Asset Management

A tool that will be increasingly used in future for municipal asset management (for a full range of assets, not just parks and recreation facilities) will be predictive asset management (PAM). This is a method that leverages artificial intelligence to anticipate equipment failures, optimize maintenance schedules, and reduce operational downtime. The creation and utilization of such a tool typically involves a number of steps:

Data Collection

- Sources of data: IoT sensors, machine logs, maintenance records, ERP systems, weather data, etc.
- Types of data typically collected: Vibration, temperature, pressure, load, energy usage, past failures, etc.

Data Processing & Integration

- AI systems clean, normalize, and integrate data across disparate sources.
- Time-series data is crucial for tracking equipment performance over time.

Predictive Modeling

- Using Machine Learning (ML) and Deep Learning (DL) which are part of the proprietary software from the supplier, models are trained to detect

patterns and anomalies.

- Common techniques: regression models, neural networks, decision trees, and anomaly detection.

RECOMMENDATION

R 11. Explore using Predictive Asset Management tools

Failure Prediction

- The system predicts which components are likely to fail and when (Remaining Useful Life or RUL).
- Alerts and recommendations are generated before failure occurs.

Prescriptive Insights

- Depending upon the particular software used, PAM recommends what action to take (e.g., replace a specific component in 5 months) and when to schedule it to minimize disruption.

Continuous Learning

- Models improve over time as more data is gathered and outcomes are fed back into the system.

There are several technologies that can be employed including:

- IBM Maximo Application Suite
- SAP Predictive Asset Insights (PAI)
- Siemens MindSphere
- Uptake Fusion Platform
- GE Digital – Asset Performance Management (APM)
- Azure IoT with AI (by Microsoft)
- PTC ThingWorx



9.0 Implementation

9.1 Implementation Considerations

The proposed roll-out of recommendations is based on the information available at the time of Plan development and includes the following considerations.

Operations vs. Capital Projects

Of the 183 recommendations, 143 are operational/strategic in nature. This means the implementation of these recommendations would be undertaken by existing or additional staff as part of their day-to-day activities. The remaining 22 capital recommendations and 18 recommendations to undertake supplementary studies/designs require discrete budget allocations for execution. This includes both improvements/repairs to existing parks and facilities, as well as the design and construction of new parks, facilities and amenities.

Note, multiple recommendations can be addressed under the same study. In many cases there will be capital costs resulting from the studies, but we cannot know what they will be so they are shown as to be determined (TBD) pending the results of the design/study. The capital cost estimates for parks provided here include the construction and materials costs as well as design fees, initial project start-up permits, insurance, protection fencing, construction signage, contingency and cash allowance.

Dependences and Efficiencies

While recommendations are described as individual initiatives, many are interrelated and need to be considered in the larger context of achieving efficiencies in implementation. Some recommendations must be initiated and completed before other recommendations can begin, while others may benefit from being undertaken simultaneously in terms of process efficiency and providing a more fulsome approach to physical improvements. This is reflected in the implementation strategy by indicating if a recommendation should occur in the short, medium, mid-late, or late term.

Budget Considerations

The implementation sequence attempts to evenly distribute the costs of recommendations over the Plan's 15-year time frame. This includes costs associated with operations, additional staffing, planning/design, and implementation. The total cost allowance of all recommendations over the 15 years is \$18,895,812, with the majority of spending to occur in the mid to long term. A summary of total costs for each term, and for each service area is shown on page 260.

It should also be noted that costs for some recommendations are not available and are yet to be determined. These have been noted in the forecast and would be in addition to the numbers provided in the strategy. For example, where a park design is needed, we have provided a price for that process, but not for the

capital costs for the resulting design of that process. Another factor to consider are cost premiums/fluctuations due to the current rate of inflation. We have applied an inflation factor to medium- and long-term costing to try and account for anticipated inflationary increases.

Staff Resources

The need for staff resources to do the work requires both a distribution of tasks over time and, in some cases, hiring additional staff to take responsibility for implementation. Additional recommended staff include two Community Development Coordinators (one in short term to focus on event support and development, and one in the medium to late term to support seniors programming), a Community Engagement/Outreach/Partnerships Coordinator, and parks operations staff (amount to be determined as development occurs). The Community Engagement/Outreach/Partnerships Coordinator will focus on agreements and volunteer arrangements to support the ongoing success of collaborative service provision.

Flexibility

The proposed schedule reflects a reasonable roll-out, assuming no major obstacles to activation. However, it is expected that some projects may need to be delayed due to unforeseen circumstances. There may also be opportunities to “fast-track” other initiatives.

Some recommendations are ongoing (to be carried through each year to the end of the Plan’s term as relevant), but the implementation plan shows the time they are to be initiated. Their applicability

throughout the entire period, however, will depend on evolving needs in relation to service development. For example, program expansion for specific interests may be sufficient to meet demand in considerably less than 15 years (subject to potential changes based on continuation of monitoring and verification needs). The point at which this will happen, however, is unknown and thus not identified as an “end-date” in implementation.

The recommendations shown as time-limited endeavors may also extend beyond the years shown. It may take longer to complete the identified activities and/or the completion of a recommendation may result in a new system component or procedure. Recommendations to establish formal agreements or contracts, for example, are shown as time-limited for negotiating arrangements that will create new, ongoing relationships between the municipality and other providers (e.g., volunteers, agencies, businesses, etc.)

9.2 Implementation Plan

The following tables outline the anticipated costs and timeframe for implementing each of the Strategy’s recommendations. These tables (provided to staff in Excel format) can be used to track ongoing progress of the plan.

Table Legend:

-  Operations
-  Strategic approach
-  Study or Design
-  Capital

Summary of Costs by Service Area for Each Term of the Plan

	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
Programs and Events	\$221,130	\$221,130	\$294,840	\$368,550	\$1,105,650
Facilities	\$833,000	\$1,500,000	\$2,350,000	\$1,025,000	\$5,708,000
Parks	\$1,550,000	\$3,660,000	\$2,775,000	\$2,740,000	\$10,725,000
Service Delivery	\$170,562	\$301,130	\$316,920	\$568,550	\$1,357,162
Resources and Asset Management					
GRAND TOTALS	\$2,774,692	\$5,682,260	\$5,736,760	\$4,702,100	\$18,895,812

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
Programs & Events						
Variety of Programs						
PE1	Expand capacity for high-demand programs such as aquatics, day camps, fitness classes, and pickleball, baseball and soccer, through facility expansion and staffing (see Facilities and Service Delivery recommendations).					
PE2	Work with the Cultural Centre to support arts and culture programming and events in parks.					
PE3	Where feasible, move existing programming (e.g., bootcamp, yoga, simple crafting, literacy, parent-and-tot programs) to parks to increase outdoor recreation opportunities					
PE4	Introduce a mobile activity centre, and seek partners to assist with equipment, volunteering, etc.	see PE 9				
PE5	Introduce water, park and trail-based programming to engage residents in outdoor recreation through programs like paddling clinics, outdoor survival skills courses, trail running, etc.					
PE6	Monitor demand for a more diverse range of programs, activities, and events as Kawartha Lakes' population grows, and conduct programs needs assessments on a 5 year cycle (including community consultations) to confirm interest before pursuing new offerings		see SD20		see SD20	

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
Variety of Events						
PE7	Continue to support community groups to organize events by providing support, resources, and promotional assistance, while encouraging them to diversify events to reflect the changing needs and preferences of the community.	see PE 9				
PE8¹	Explore opportunities to provide large-scale sports tourism events in collaboration with the Economic Development Division to enhance the local economy, strengthen the municipality's tourism brand, and create unique experiences that benefit both residents and visitors.		see PE 9	see PE 9	see PE 9	
PE9²	Add a Community Development Coordinator position to focus on event development (both community and City-led), MEAs, and the Mobile Activity Centre.	\$221,130	\$221,130	\$294,840	\$368,550	\$1,105,650
Age-based Programming Gaps						
PE10	Monitor demand for dry-land programs for toddlers and children on an annual basis through community outreach to assess whether additional programming is needed. Regular feedback should also be collected at the conclusion of municipally-run programs to identify emerging needs.					

1 Timing dependent on facility improvements/development.

2 Based on an estimated salary of \$73,710 per year.

Table Legend:  Operations  Strategic approach  Study or Design  Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
PE11	Explore opportunities to expand day camp programming by introducing sessions at the Fenelon Falls Community Centre, using a phased approach based on demand, to improve geographic accessibility and accommodate anticipated population growth.					
PE12	Build on existing drop-in programs by introducing additional drop-in sports programs for both youth and adults, while exploring opportunities to facilitate these programs through the use of an app such as Pickup Hub.					
PE13	Consider opportunities to offer or encourage additional walking groups to form in Kawartha Lakes, with the long-term goal of having programs led by volunteers.					
PE14 ¹	Collaborate with volunteer groups offering seniors' programs to identify ways the municipality can support their sustainability. If groups are unable to provide services, and the municipality must begin providing seniors' programs directly, a seniors-focused Community Development Coordinator will be required.	TBD	TBD	TBD	TBD	

¹ To be determined if a seniors CDC will be required.

Table Legend: Operations Strategic approach Study or Design Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
PE15	Consider developing targeted communications/marketing to seniors to increase awareness of parks and recreation services.					
Geographic Programming Gaps						
PE16	Explore solutions for providing programming that is accessible to rural and remote areas through the expansion of programming at Fenelon Falls Community Centre and Forbert Memorial Pool.					
Accessible Programming						
PE17	Collaborate with local agencies that specialize in inclusive recreation to identify opportunities for improving program accessibility.					
PE18	Develop additional recreation programs that target accessibility barriers, while exploring new opportunities to use supportive technology to enhance access to both organized and self-guided recreation activities.					
Affordable Programming						
PE19	Consider working with the Kawartha Lakes Public Library to expand the variety of equipment that is lent out through the "Library of Things", and to develop programming that promotes these offerings.					

Table Legend: Operations Strategic approach Study or Design Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
Programming for Girls/Women in Sports						
PE20	Continue to engage local recreation groups that focus on girls' and/or women's sports to better understand community needs and support program planning and development.					
PE21	Integrate gender-inclusive training for Parks and Recreation staff.					
Total Cost Programs		\$221,130	\$221,130	\$294,840	\$368,550	\$1105,650

Table Legend: Operations Strategic approach Study or Design Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
Facilities						
Indoor Facilities - Ice Pads						
F1¹	Optimize use of all ice pads by increasing weekend prime time scheduling between 8am and 11pm on Saturday and Sunday.					
F2	Prepare a detailed Recreation Facility Master Plan and, as part of this study, confirm the number of ice pads needed to serve population growth.	\$258,000				\$258,000
F3²	For additional ice pads recommended in the Recreation Facility Master Plan and beyond, consider their provision as part of twin pad facilities to also replace aging single pads in locations that will cover existing markets and serve population growth in each of the following areas: South Lindsay; Fenelon Falls/ Bobcaygeon; Emily/ Omemee/Manvers; and Woodville/Little Britain/ Oakwood.					
F4³	As part of the recommended Recreation Facility Master Plan, assess Ops as a priority location for a new twin pad facility in South Lindsay.					
F5⁴	Treat potential twin pad arenas as the core of future indoor recreation hubs that may also be appropriate locations for other needed facilities (e.g., gyms, multi-purpose space, etc.).	part of F4		part of F3	part of F3	

1 Practice to be initiated in short-term; ongoing thereafter.

2 Staff will use the results of F4 and F5 to determine the need for and timing of feasibility studies for twin pad facilities in indoor recreation hubs to serve other areas identified in F3, after Ops facility is fully operational. Potentially \$300,000 for up to three studies; assumes at least one will not be required until after 2040.

3 Cost for detailed study to prepare for design and construction of twin pad arena and potentially co-located facilities as noted in F5.

4 Cost for recreation facilities included in corporate budget for all municipal buildings.

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
F6	Use detailed building condition assessments being prepared for the arenas over the next five years to inform the priority of proposed arena replacements as part of twin pad facilities.					
F7	Monitor and apply trends in participation/ use of all ice pads to ensure projected facility requirements reflect demand over time to confirm when new facilities should be designed and developed, and how they should be configured.					
Indoor Facilities - Gymnasiums						
F8	Secure use of the Fleming College Fieldhouse through an agreement or other alternative arrangement with the College, as deemed appropriate.					
F9¹	As part of future arena-recreation hub development, consider including municipal gyms to serve the north and south ends of Kawartha Lakes (pending access to Fleming College Fieldhouse in Lindsay).		see F5 re: potential hubs	see F5 re: potential hubs	see F5 re: potential hubs	
F10²	Establish agreements for greater access to School Board gyms, especially in rural areas of the municipality.					

1 Gyms to be considered as part of arena hub developments.

2 As required over time.

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
Indoor Facilities - Fitness Facilities, Track, Squash						
F11	As part of future indoor recreation hub development, consider including strength and conditioning rooms and fitness program studios.			see F5 re: potential hubs	see F5 re: potential hubs	
F12¹	Prepare a facility needs assessment to confirm required upgrades and expansion to the Forbert Memorial Pool fitness facility.	\$45,000				\$45,000
F13²	As part of design/costing work related to future development plans for arena-based recreation hubs, investigate options to including an indoor track.			see F5 re: potential hubs	see F5 re: potential hubs	
F14³	No additional squash courts will be needed during the term of the Strategic Plan.					
Indoor Facilities - Pools						
F15	Investigate increasing operating hours and coordinating program schedules between the LRC and Forbert Memorial Pools to maximize use of all available time.					
F16	As part of the recommended Recreation Facility Master Plan, prepare a facility needs/feasibility assessment for redeveloping and expanding the Forbert Memorial pool into a 25m, 8-lane facility with a leisure component to serve long-term need for aquatic facilities.			part of cost for F2		

- 1 Assumes this is for the fitness component, general building, and maybe some mechanical upgrades to the pool, but not a pool expansion.
2 To be considered in the F6 feasibility studies.
3 Term is not applicable.

Table Legend:  Operations  Strategic approach  Study or Design  Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
Indoor Facilities - Multi-purpose Rooms						
F17¹	For all municipally owned community rooms, implement a data collection system that documents needed information for planning purposes and is comparable and consistent across all facilities.					
F18	As part of the recommended Recreation Facility Master Plan, confirm the future of municipally-owned stand alone community rooms.					
F19²	Engage Volunteer Management Committees in ongoing data collection and reporting activities.					
F20³	Use upcoming building conditions assessments to inform the cost-related implications for building systems and space planning to enhance the multi-purpose function of stand-alone facilities					
F21⁴	Prepare a prioritized program to implement capital upgrades to municipal facilities.					
F22	Where possible, maximize use of Volunteer Committee managed community rooms to satisfy demand for programming/ rentals, using all existing facilities before adding new space.					
F23⁵	As appropriate, work to facilitate community access to not-for-profit space.					

1 Practice to be initiated in short-term; ongoing thereafter.

2 Ongoing engagement.

3 To inform F21.

4 Costs will depend on results of conditions assessments and location-specific requirements, options to enhancing the spaces.

5 To inform F21; short-medium term to negotiate access; ongoing thereafter.

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
Outdoor Facilities - Ball Diamond						
F24¹	Adopt a collective 'group' approach (using the eight groups described herein) to the function of ball diamonds to better serve communities throughout Kawartha Lakes and optimize municipal investment in facility provision.					
F25¹	Incorporate Friday evenings into prime time diamond scheduling.					
F26¹	Formalize definition of prime time to 6pm to 9pm and 6pm to 11pm Monday through Friday on unlit and lit diamonds, respectively.					
F27¹	Revise rates to charge an hourly fee for each hour scheduled.					
F28²	Working with Volunteer Management Committees, integrate 'bookable' municipal diamonds into the scheduling, and use tracking system and allocate agreed-upon prime times for organized use.					
F29³	Complete required capital upgrades on volunteer managed diamonds to be used for expanded organized use.		\$700,000	\$700,000		\$1,400,000
F30⁴	Increase weekend use of diamonds to the extent possible.					
F31⁴	Work with organized users to investigate options to better distribute diamond use throughout June, July and August.					

1 Practice to be initiated in short-term; ongoing thereafter.

2 Short-term to negotiate with existing VMCs; mid-term to initiate new ones.

3 Based on a range of \$300k - \$1.1M. Actual costs will be based on required upgrades.

4 Short-term to initiate; ongoing thereafter.

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
F32¹	With prime time definitions, additional bookable diamonds, and revised fee structure in place, continue to track use of all municipal ball diamonds to verify unmet demand for additional access to facilities due to population growth and participation.					
F33²	Prior to building new facilities consider ways to optimize the use of existing diamonds through capital improvements (e.g., lighting), and agreements to access not-for-profit and school diamonds.					
F34³	If the Valentia diamond is not needed over the long term, consider it for removal from supply.				\$80,000	\$80,000
Outdoor Facilities - Athletic Fields						
F35⁴	Incorporate Friday evenings into prime time athletic field scheduling.					
F36⁵	Formalize definition of prime time to 6pm to 9pm and 6pm to 11pm Monday through Friday on unlit and lit fields, respectively.					
F37⁶	Revise rates to charge an hourly fee for each hour scheduled.					
F38⁷	Increase weekend use of fields to the extent possible.					

1 Part of ongoing planning activities.

2 Part of ongoing planning activities.

3 Based on a range of \$50k - \$80k. Timing and cost to be determined based on need; assumes removal of diamond and associated amenities and restore to open sod field.

4 Practice to be initiated in short-term; ongoing thereafter.

5 Practice to be initiated in short-term; ongoing thereafter.

6 Practice to be initiated in short-term; ongoing thereafter.

7 Practice to be initiated in short-term; ongoing thereafter.

Table Legend:  Operations  Strategic approach  Study or Design  Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
F39¹	Work with organized users to investigate options to better distribute field use throughout June, July and August and to schedule games times to minimize competition for the same allocations.					
F40²	With prime time definitions and revised fee structure, and potential increased use on weekends and in non-peak months, continue to track use of all municipal athletic fields to verify unmet demand for additional access to facilities due to population growth and participation in soccer and other field sports.					
F41³	Once operational, use the new field at Sylvester Park to shift some of the early evening use from Wilson Fields to this location.					
F42	The completion of Ops, George Street and Sylvester Parks development will add the equivalent of six (6) unlit fields to supply, which will satisfy the population-based facility need projection for Lindsay.					
F43⁴	Once the artificial turf field at Ops is operating, pilot access prior to May 15 during its first year for interested groups.					
F44⁵	Monitor the performance of new additions to lit fields to confirm the need for more than four (4) total based on trends in participation that increase need beyond population growth.					

- 1 Short-term to initiate; ongoing thereafter.
2 Part of ongoing planning activities
3 Assumes Sylvester Park will be completed and used soon.
4 Determine need to extend after pilot.
5 Part of ongoing planning activities; see also F38.

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
F45¹	If improvements are needed to sustain use of high school athletic fields for organized users, consider entering agreements with one or both School Boards to improve the facilities in exchange for guaranteed community access.					
F46²	If required later, light the natural turf field at Ops to provide two (2) lit facilities and to contribute to this location's recreation hub function.				\$425,000	\$425,000
F47³	If required later, upgrade Elgin Park field to accommodate organized use.				\$520,000	\$520,000
F48⁴	Working with the Fenelon Agricultural Society to amend its agreement for use of the property, provide two (2) A class athletic fields in Fenelon Falls to anticipate area population growth.			\$1,650,000		\$1,650,000
Outdoor Facilities - Cricket Field						
F49⁵	Prior to developing a formal cricket field, continue to schedule cricket activity at Optimist Park on weekends to distribute use of this space throughout the week, and to confirm demand for a formal field in view of the Optimist Club's interest in providing one at this location.		\$800,000			\$800,000

1 Potential capital costs would be specific to each field and reflected in negotiated agreement; timing as required.

2 Based on a range of \$200k - \$400k. Assumes new electrical panel, posts, wire and lighting required for one field.

3 Based on a range of \$200k - \$400k. Depends on what exact upgrades are needed.

4 Based on a range of \$1.5M - \$6M. Low end estimate is for 2 grass fields, high end is for two artificial turf fields; timing will depend on demand in conjunction with ability to meet early needs through an agreement for access to Fenelon Falls SS field.

5 Based on a range of \$400k - \$1.2M; cost to municipality would be adjusted relative to Optimist contribution.

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
F50¹	Consider locating a cricket field on Fleming College property through a long-term lease for a municipal facility or a joint development and operating agreement with the College.					
Outdoor Facilities - Tennis and Pickleball Courts						
F51²	Repurpose the two shared tennis/pickleball courts at Optimist Park to tennis only and add two more for a total of four (4) dedicated tennis courts.	\$530,000				\$530,000
F52	Repurpose lit shared use courts at Memorial Park to create eight (8) dedicated pickleball courts, for a total of 12 pickleball courts including existing facilities at Little Britain.					
F53	Reallocate 2026 funding for developing four (4) new pickleball courts at Fenelon Township CC to repurpose and/or upgrade the courts at Memorial Park and Little Britain as dedicated pickleball courts.	See F52				
F54	Confirm projections to add an estimated three (3) tennis courts and five (5) pickleball courts, all single use, and two (2) shared courts to total supply by 2040, beyond those included in near term shared court addition at Ops.					
F55	For future needed facilities, consider adding pickleball courts to those at Memorial Park, adding tennis courts or lights at Optimist Park, and meeting shared court requirements with a court at each of Ops and Pioneer Park.					

¹ Potential to accommodate college use; need to determine College's interest and opportunity to share costs.
² Based on a range of \$5k - \$50k.

Table Legend:  Operations  Strategic approach  Study or Design  Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
Facility Allocation						
F56¹	Create a formula-based seasonal allocation process for Kawartha Lakes ball diamonds and fields with the objective of providing an equitable distribution of available prime time among all user groups.					
F57	Create a formula-based allocation process for ice to ensure optimal use and distribution of available prime time among all user groups.					
F58	Develop honour system protocols for shared use of all casual use courts, detailed by type.					
F59	Post basic court use protocols at all municipal courts and supplement with additional required details/explanation regarding rules and etiquette on the City's website.					
Facility Agreements						
F60	Consider options to determine the preferred model for access to / use of pickleball courts by organized users.					
F61²	Agreements between the municipality and the VMCs should ensure a process is implemented whereby the Committees monitor and report on required use data for planning purposes.					

1 Short-term to initiate; ongoing thereafter.

2 part of planning activities for both existing and potential new VCMs; agreements would follow the finalization of the process and determination of other relevant items (e.g., access to diamonds for organized users; capital improvement plans, etc.)

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
F62	Capital investment to improve facilities operated by the VMCs should be directed by agreed upon plans to meet needs for their respective communities and other groups they may serve.					
F63¹	The potential for the municipality to take responsibility for managing/programming the Fleming College Fieldhouse should be supported by a formal agreement that is mutually beneficial to both parties.					
F64²	Consider the possibility of entering reciprocal use agreements with the School Boards for access to facilities for community recreation at select schools throughout the municipality, and especially in non-urban locations.					
Facility Design and Development						
F65³	When planning new or renewing existing facilities, investigate opportunities to provide those that are designed to be inclusive.					
Total Cost Facilities		\$833,000	\$1,500,000	\$2,350,000	\$1,025,000	\$5,708,000

1 See also F8.

2 As required over time, and would comprise a different type of agreement than one on access only for (for example) use of gyms.

3 Ongoing practice as part of planning activities.

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
Parks						
Parkland Hierarchy, Supply, and Staffing						
P1	Adopt the updated/expanded Parkland Hierarchy system provided herein, and categorize parks accordingly.					
P2	In urban areas, aim to reach or maintain a parkland provision ratio of 3.2 ha per 1,000 people and/or provide parks within an 800m catchment area to all households.					
P3	In rural areas, focus on providing and improving Destination and Community Parks.					
P4	Avoid accepting Parkettes as parkland dedication. Parks should be of sufficient size to act as a Neighbourhood Park (at minimum), or linear parcels should be given to accommodate pathways and trails. Where neither of these options is possible, smaller parcels from adjacent developments should be assembled together or adjacent to other community use space (e.g., schools, commercial areas, parks or recreation centres etc.)					
P5	Any land given to the municipality should fit one of the classifications in the hierarchy, and be assigned a level of service to assist staff in determining what resources will be needed to maintain and/or develop the parcel.					

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
P6	Update the descriptions of each level of service, and include them in the staff operations Parks Manual.					
P7	Review to determine if currently applied LOS is appropriate to each park.					
Park Amenity Quantities - Playgrounds						
P8 ¹	Invest in upgrading existing playgrounds to include greater variety of equipment, themed playgrounds specific to different locations, activities for broader age groups etc., as playgrounds reach the end of their life.	\$1,200,000	\$1,200,000	\$1,650,000	\$2,060,000	\$6,110,000
P9	Playgrounds should be paired with other facilities or amenities where possible					
Park Amenity Quantities - Splash Pads						
P10 ²	Consider adding two more splash pads to supply if, first, demand is sufficient and confirmed (i.e. through community consultation during the park design process), second, if the community is able to fundraise the cost of construction, and thirdly, if the municipality is seeking to develop a Community or Destination Park and needs an anchor facility.		To be community-funded		To be community-funded	
P11	The preferred model is a location that has municipal infrastructure but other may options may be considered.					
Park Amenity Quantities - Dog parks						
P12 ³	As part of the Parks Master Plan, assess need and locations for dog parks in or near Lindsay, Bobcaygeon and Fenelon Falls.	see P17				

¹ Based on 2024 budget allocation of \$412,000 for 3 playground upgrades, and 5 playground surface upgrades. Cost shown per year, and assumes a similar rate of upgrades (3-5 play grounds/surfaces per year).

² costed in P20.

³ Costed in P17.

here is \$412,000

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
Park Amenity Quantities - Basketball courts						
P13¹	The municipality is relatively well supplied with basketball courts. However, given the high demand from residents, the municipality should consider adding basketball courts to parks undergoing revitalization or when seeking to add diversity to the types of amenities in parks.					
Park Amenity Quantities - Skateparks and Pump Tracks						
P14²	Continue with plans to add three pump tracks to supply.		\$540,000	\$540,000	\$540,000	\$1,620,000
P15	Update and improve existing skate parks in the municipality	\$150,000	\$150,000			\$300,000
Park Amenity Quantities - Other Amenities for Consideration						
P16³	Where possible, prioritize new facilities/ amenities that appeal to all ages/multiple age groups (e.g., table tennis, multi-sport courts, outdoor fitness equipment, trail activities etc.).					
Recommendations for Urban Hubs						
P17⁴	Complete the Parks Master Plan					
Recommendations for Rural Hubs - Northwest Kawartha Lakes						
P18⁵	Enhance Dalton or Carden Community Centre Park by adding additional amenities (e.g., outdoor fitness equipment, basketball courts, etc.). Consult with the community to determine specific amenities and facilities of interest.			\$500,000		\$500,000

1 To be costed in park specific recommendations.

2 To be costed in park specific recommendations.

3 Cost TBD based on individual projects, site conditions, design, etc.

4 This is based on quote we provided as an add on to the PRSP, per the TOR provided. If done as a standalone project and/or scope increased, cost will likely be higher.

5 Based on a range of \$500k - \$1M, with specifics to be determined through community consultation.

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
P19¹	Enhance Bolsover Community Centre Park by adding additional amenities (e.g., outdoor fitness equipment, basketball courts, etc.). Consult with the community to determine specific amenities and facilities of interest.		\$500,000			\$500,000
P20	Add a splash pad to Woodville Ball Park, and seek opportunities to work with the community to fundraise for the project.				see P10	
P21	If policy allows, consider disposing the following parcels (see inventory/ GIS for exact locations): • Stanley Road Allowance • Three parcels on MacPherson Crescent • Trent River Road North Road Allowance • Natural Heritage Park • Pinewood Blvd., Bolsover • Doig-Abbot Park					
Recommendations for Rural Hubs - Northeast Kawartha Lakes						
P22²	Consult with Burnt River Community to improve and enhance the park. Suggestions include improving the rink and support amenities (e.g., add a warming hut), or adding a new amenity (e.g., outdoor fitness equipment).		\$300,000			\$300,000

1 Based on a range of \$500k - \$1M, with specifics to be determined through community consultation.

2 Based on a range of \$300k - \$600k, with specifics to be determined through community consultation.

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
P23¹	Undertake a design process for Centennial Park (Burnt River) to identify options for improving/expanding water access, and adding amenities such as a picnic shelter.	\$30,000	TBD			\$30,000
Southwest Kawartha Lakes						
P24²	Undertake a design process with community consultation to improve Pleasant Point Park. Suggestions include, adding a picnic pavilion, improving the playground, and adding a half court basketball and/or volleyball court and/or table tennis table.		\$20,000 capital cost TBD			\$20,000
P25³	Undertake a design process with community consultation to improve Mariposa Estates Park. Suggestions include adding a picnic pavilion and improving the playground.				\$20,000	\$20,000
P26⁴	Improve Pumphouse Park through the addition of a picnic structure and parking spaces for 3-5 cars.				\$75,000	\$75,000
P27⁵	Undertake a design process with community consultation to redesign Sand Bar Park as a City Park. Some improvements to consider include trails through the forested area, mini putt course, improved playground, volleyball courts, picnic shelter, paddlecraft rental lockers, washrooms and parking.	\$50,000 capital cost TBD				\$50,000

- 1 Could be less if combined with other design work. High end assumes stand alone project. Low end assumes combined with a least one other project.
- 2 Based on a range of \$20k - \$50k. Could be less if combined with other design work. High end assumes stand alone project. Low end assumes combined with a least one other project. Design and construction in same time frame, capital costs TBD based on design.
- 3 Based on a range of \$20k - \$50k. Could be less if combined with other design work. High end assumes stand alone project. Low end assumes combined with a least one other project. Design and construction in same time frame, capital costs TBD based on design.
- 4 Based on a range of \$50k - \$100k. Includes design fees. Assumes small picnic structure.
- 5 Based on a range of \$50k - \$80k. Could be less if combined with other design work. High end assumes stand alone project. Low end assumes combined with a least one other project.

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
P28¹	Undertake a design process with community consultation to confirm demand, and if apparent, add a pump track or skatepark to Little Britain Community Centre Park.		\$750,000			\$750,000
Southeast Kawartha Lakes						
P29	Conduct research to confirm if any of the small parks in southeast Kawartha Lakes are not being used and are suitable for disposal.					
P30	Continue to collaborate with and support volunteer group operating at Nimigon Park.					
P31	Develop the approved Omemee Beach Park Concept.		for potential splash pad, see P10			
P32²	Undertake a design process with community consultation to coordinate improvements to Terry Staples Park and Arbour Court Park to increase the variety of amenities available locally.			\$20,000 capital cost TBD		\$20,000
P33³	Undertake a design process with community consultation to improve Emily/Omemee CC Park so it better fulfills the role of a Community Park. Some suggestions include adding a large, age-inclusive play structure, and a basketball or multi-sport court.	\$25,000	TBD			\$25,000

- 1 Based on a range of \$500k to \$1M. Assumes consultation, design and construction. Low end for pump track. High end for skatepark.
- 2 Based on a range of \$20k - \$50k. Could be less if combined with other design work. High end assumes stand alone project. Low end assumes combined with a least one other project. Design and build should be in same term; capital costs TBD based on design.
- 3 Based on a range of \$25k - \$50k. Could be less if combined with other design work. High end assumes stand alone project. Low end assumes combined with a least one other project. Capital costs TBD based on design.

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
P34¹	Conduct consultation with residents in the Dunsford area to improve the variety of park amenities in the area by making additions/changes at to one of these parks: Arnold Park, Dunsford Park, Laura Thurston Campbell Park		\$25,000	TBD		\$25,000
Waterfronts						
P35²	Develop a Waterfront Master Plan either as part of the Parks Master Plan, or as a subsequent project.	\$50,000				\$50,000
P36	As part of the Parks Master Plan: - confirm the inventory, including identifying swimming areas - identify potential locations for new or improved swimming areas - identify opportunities to improve water quality in swimming areas - review and confirm the waterfront recommendations contained in this Plan - confirm the need and identify location(s) for additional boat launch and dock areas - identify boat launch and/or dock areas for improvement/expansion (especially regarding parking and circulation, as was identified as a pressing need in consultations). - assess options for launching, docking, and parking fees (can be part of this project, or part of the recommended user fee study)	part of P17				

1 Based on a range of \$25k - \$50k. Could be less if combined with other design work. High end assumes stand alone project. Low end assumes combined with a least one other project. Capital costs TBD based on design.

2 This cost assumes it is paired with another study, such as the City-Wide Water Access Strategy or the Parks Master Plan. If this is done as a standalone project, the cost will likely be higher.

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
Park Policy						
P37	Expand the By-Law to Protect and Enhance the Healthy Tree Canopy (By-Law 2024-201) by adding targets for tree planting by the municipality, incentives (e.g., planting support, rebates etc.) for residents who wish to plant trees; and the list of preferred species.					
P38	Revise the Street, Municipal Facility, and Park Naming Policy (CP2022-001) to preclude naming public spaces and assets after individuals.					
P39	Revise the Street, Municipal Facility, and Park Naming Policy (CP2022-001) to clarify when naming elements within a park, the element name should not also include the word "park".					
P40	Consider updating Regulate Public Parks and Facilities By-Law 2006 - 147 section 5.02 to permit alcohol in some public parks.					
P41	Consider the need for updates to Regulate Public Parks and Facilities By-Law 2006 - 147 sections 5.14 and 5.15 to reflect the new Encampment Policy.					
P42	Consider updating Regulate Public Parks and Facilities By-Law 2006 - 147 section 5.20 to be less restrictive to self propelled devices, and include mention of scooters.					

Table Legend:  Operations  Strategic approach  Study or Design  Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
P43	Repeal section 8.0 Unopened Road Allowances Leading to Water of By-Law 2018-020, and replace it with a park disposal decision tree to aid in decisions related to park disposal. Staff should use the park disposal decision tree before taking the steps outlined in the Disposal of Real Property Policy and Land Management Policy CP2021-033.					
P44	Develop a Parkland Dedication By-law and a Cash-in-Lieu of Parkland Policy as discussed herein.					
P45	Parkland dedication conveyance rates should be included in the municipality's Fees and Charges By-law so that fees can be updated periodically with inflation or market rates.					
P46	In order to comply with recent changes to the Planning Act, use the recommendations in this Strategic Plan to spend or allocate at least 60% of the monies that are in the special parkland dedication account at the beginning of each year.					
P47	Prepare a matrix of all planned developments to clarify how much parkland and cash-in-lieu will be received in order to understand where there may be shortfalls. This can be done in-house, or can be added to the scope of the Parks Master Plan.					

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
P48	In urban areas not meeting the recommended provision rate (3.3 ha per 1,000 people and/or no park within an 800m catchment area to all households), parkland should be prioritized over cash-in-lieu.					
P49	In rural areas, cash-in-lieu should be prioritized in order to support the strategy of investing in key city and community parks in rural areas.					
P50	Develop a community garden policy to clarify goals/objectives, roles and responsibilities etc. of the City and community group(s).					
Accessibility, Safety, and Equity						
P51	Update the staff operations Parks Manual to include further details on park accessibility including for example, playground surfacing, play equipment and signs, and pathway trail features.					
P52	Update the staff operations Parks Manual to include information/guidance on water safety, safety lighting, and shade as discussed herein.					
P53	Prioritize accessibility upgrades at Destination Parks, followed by Community Parks.					
P54	When prioritizing and funding park and amenity upgrades, consider local demographics to maximize the impact/contribution of free/affordable access to recreation.					

Table Legend:  Operations  Strategic approach  Study or Design  Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
Climate Conscious Approach to Parks						
P55¹	Hire the services of a consulting arborist to complete a tree inventory of planted trees on a scoped portion of municipal land (e.g., parks and municipal rights-of-way in urban settlement areas, and/or limited to City and Community Parks across the municipality), and to thereafter develop a Tree Canopy Strategy to guide the management of these trees and define tree-planting targets.		\$150,000			\$150,000
P56²	Contribute funding to the Tree Canopy Reserve for the implementation of projects identified in the future Tree Canopy Strategy. At a minimum, budget will be required for tree planting, tree care maintenance, and hazard tree removal. The budget will depend on the outcomes of the proposed management plan and should be adjusted accordingly.	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000
P57³	Implement managed naturalization practices as directed in the Kawartha Lakes Healthy Environment Plan, consulting with the community before embarking on projects.	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000

- 1 Extent of site work/tree assessments to be scoped appropriately in RFP to be a higher level assessment of existing conditions. Plan for assessing future tree inspections to be addressed as part of management plan.
- 2 Estimated Allowance, based on a range of \$15,000 - \$50,000. Depending on Council and staff discretion and specific project needs.
- 3 Cost project dependent, based on a range of \$15,000 - \$50,000.

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
P58	Incorporate best practices for naturalized areas as described herein.					
P59¹	Plan to maintain naturalized areas at least twice a year to remove invasive species.					
P60²	Implement Low Impact Design (LID) practices in parks as part of regularly scheduled updates and/or park redevelopments. Prioritize parks that experience flooding and/or poor water quality.	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000
P61	Update the Community Partnership Development Fund to include grants and incentives to encourage the planting of pollinator gardens on municipal lands.					
P62	If approached by an interested community group to develop a community food garden, ensure the policy is in place first to guide the process and agreement.					
Cemeteries						
P63	Support demand for cremation practices including expanding scattering gardens and columbaria.	TBD	TBD	TBD	TBD	
P64	Introduce green burial grounds.	TBD	TBD	TBD	TBD	
Total Cost Parks		\$1,550,000	\$3,660,000	\$2,775,000	\$2,740,000	\$10,725,000

1 As part of staff time assuming L3 or L4 LOS for these areas.

2 Cost project dependent, based on a range of \$15,000 - \$50,000.

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
Service Delivery						
Organizational Structure						
SD1¹	Introduce maintenance management software for scheduling park and trail work, and coordinate it with recreation event schedules.					
SD2²	Regularly review the workloads of staff since the 2022-2026 restructuring to ensure balance and efficiency.					
SD3³	Continue to monitor market rates for wages, adapting to remain competitive, and offering other incentives (e.g., flexible hours/arrangements, full-time positions, etc.) to attract and retain candidates.					
SD4⁴	Consider reducing the size of parks operations' geographic zones and increasing staff to cover new zones (e.g., aligning operations teams with the four rural areas used in the parks assessment, plus urban teams for Fenelon Falls, Bobcaygeon, and Lindsay).					

1 Practice to be initiated in short-term; ongoing thereafter.

2 Practice to be initiated in short-term; ongoing thereafter.

3 Practice to be initiated in short-term; ongoing thereafter.

4 Practice to be initiated in short-term; ongoing thereafter.

Table Legend:  Operations  Strategic approach  Study or Design  Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
SD5¹	Work closely with volunteer groups providing horticulture care, and provide assistance as needed to support their ongoing service. If needed, mobilize existing municipal horticulture staff beyond Lindsay, and/or add horticulture positions to be focused in other areas (e.g., split time between Omemee, Bobcaygeon and Fenelon Falls).					
SD6	Use the parkland maintenance/staff hour ratios and outlined in Table 7-2 and Appendix G, and use it to gauge the operating cost implications of new park development or acquisition in future.					
SD7	Explore centralizing procurement for facility and parks supplies to achieve efficiencies.					
SD8	Improve role clarity and communication internally and externally (i.e., circulate new job descriptions and organizational chart to all staff, update website and contact information etc.).					
SD9²	Establish ongoing consultation to gauge satisfaction and emerging needs in parks and recreation.					

1 Responsibility of new staff reco SD 10. Practice to be initiated in short-term; ongoing thereafter.

2 Responsibility of new staff reco SD 10. Practice to be initiated in short-term; ongoing thereafter.

Table Legend: ■ Operations ■ Strategic approach ■ Study or Design ■ Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
SD10	Consider creating a Community Engagement/ Outreach/Partnerships Coordinator position within the division to be responsible for soliciting regular community consultation, and liaising with sports clubs, volunteer groups, and park users, ensuring their needs are heard and integrated into service delivery. This position can be part time to start, and eventually grow to full time.	\$156,162	\$221,130	\$294,840	\$368,550	\$1,040,682¹
SD11	Invest in professional development to ensure staff at all levels can operate effectively within the organizational model (e.g., training for supervisors in leadership and project management; customer service and cross-functional training for frontline staff).	\$14,400		\$22,080		\$36,480
SD12	Use metrics such as facility use rates, program participation, park condition scores, and response times to maintenance requests to identify where additional training and/or staffing may be needed.					
Policies and procedures						
SD13	Develop a Community Engagement Policy					
SD14	Develop a Digital Accessibility Policy					
SD15	Develop a Volunteer Recruitment and Management Policy					
SD16	Develop a Environmental Sustainability Policy					

¹ Short term: annual part-time salary \$52,054. Mid and late terms: annual full-time salary \$73,710.

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#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
SD17	Update the Naming Rights and Sponsorship Policy to specifically enable naming rights for facilities, as well as sponsorships.					
Service Planning and Evaluation						
SD18¹	Further develop and implement service planning, monitoring and evaluation capacity to align service provision with verified community needs.					
SD19²	Use the results of monitoring and evaluation to detail year by year steps to implementing initiatives within each term of the Plan, by setting annual objectives in the budget cycle, and tracking their progress.					
SD20³	Conduct a five-year review and update of the Plan.		\$80,000		\$200,000	\$280,000
SD21⁴	Engage all relevant parties in collaborations and partnerships in regular joint service planning sessions to create a coordinated, whole community approach to provision.					
SD22⁵	Create a Strategic Marketing Plan including the best practices and key considerations provided herein.					
Total Cost Service Delivery		\$170,562	\$301,130	\$316,920	\$568,550	\$1,357,162

1 Responsibility of new staff reco SD 10. Practice to be initiated in short-term; ongoing thereafter

2 Responsibility of new staff reco SD 10. Practice to be initiated in short-term; ongoing thereafter.

3 Mid term review assumed to be smaller in scope, making updates to the PRSP based on changes in supply and population updates for example. Update in long term will likely require a more in-depth study/development of a new Plan.

4 Practice to be initiated in short-term; ongoing thereafter.

5 Can be completed by staff or contracted out (for additional fee).

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#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
Resources and Asset Management Resources and Asset Management						
R1	Undertake a user fee study to evaluate the current pricing system and assess the applicability/merits of the improvement strategies listed here.					
R2	Continue efforts to develop a comprehensive AMP encompassing all municipal assets by the July 1, 2025, deadline, ensuring full compliance with O. Reg. 588/17.					
R3	Implement comprehensive data collection methods, such as GIS mapping and mobile data collection apps, to improve the accuracy and completeness of asset inventories.					
R4	Conduct regular physical condition assessments using standardized rating scales to better inform maintenance and rehabilitation priorities.					
R5	Utilize asset management software to develop detailed financial models, including 10-20 year capital forecasts, to support sustainable long-term planning.					
R6	Engage the community to define and refine LOS metrics, ensuring they align with public expectations and needs.					
R7	Develop and implement structured preventative maintenance schedules to extend asset lifespans and reduce emergency repairs, and document these in the staff operational Parks Manual.					

Table Legend: Operations Strategic approach Study or Design Capital

#	Recommendation	Short-Term (1-3 years)	Mid-Term (4-6 years)	Mid/Long-Term (7-10 years)	Long-Term (11-15 years)	Total Cost
R8	Explicitly integrate climate change risk assessments and sustainable practices into asset management planning to enhance resilience.					
R9	Establish a broader set of key performance indicators (KPIs) to monitor asset performance and inform continuous improvement efforts.					
R10	Enhance coordination between departments (e.g., planning, finance, public works) to ensure cohesive asset management planning and implementation.					
R11	Explore using Predictive Asset Management tools					
Total Cost Resources and Asset Management						