



Executive Summary:
**Kawartha Lakes Parks and
Recreation Master Plan**
November 2025



Land Acknowledgment

The City of Kawartha Lakes respectfully acknowledges that we are situated on Mississauga lands and the traditional territory covered by the Williams Treaties.

We are grateful for the opportunity to work here and we thank all the generations of people who have taken care of this land - for thousands of years. We recognize and deeply appreciate their historic connection to this place. We also recognize the contributions of Métis, Inuit, and other Indigenous peoples, both in shaping and strengthening this community and country as a whole. This recognition is connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our community.



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1.0 Introduction

1.1 Purpose of the Strategy

The purpose of the Kawartha Lakes Parks and Recreation Strategic Plan (herein referred to as the ‘Plan’) is to define community needs related to recreation programming, facilities, and parks; identify where programs, facilities, and parks should be located, when they will be needed, and how they will be delivered. The Plan provides clear, action-oriented recommendations to meet the needs of current and future residents over the next 15 years to 2040 through appropriate levels of service, anticipated improvements/additions, and trends and best practices. Intended as a living document, this Plan provides a road map, with the intent that it should be reviewed and updated annually.

Phases 3 and 4 involve conducting needs assessments for each service area (programs, parks, recreation facilities, and service delivery), a financial and organizational analysis, and several rounds of drafts and revisions with staff. The resulting draft was shared with the community for consultation and comment prior to finalizing and presenting to Council.

1.2 Process for Developing the Strategy

The Plan’s development took place between Spring 2024 and Winter 2025. The first two phases included data collection/review and consultation with Council, municipal staff, and the broader community. These activities provided the foundational knowledge base for the assessments. The findings from phases 1 and 2 were summarized in the Background and Consultation Report (October 2024), which can be found on the municipal website.

2.0 Community Context

2.1 Geographic Context

Kawartha Lakes is a geographically large single-tier municipality with over 3,000 square kilometres in land area. This makes it the second largest single-tier municipality in Ontario by geographic size. The municipality is a mix of rural and urban land, connected by over 250 lakes and rivers, five conservation areas, the Oak Ridges Moraine, as well as over 350 kilometers of trails. Other major land uses include agriculture, aggregates, and forestry.

A key challenge for the community has been delivering services to a population that is both geographically dispersed and composed of communities with distinct identities (Figure 2-1). Balancing the unique needs of each area with the recreational demands of the broader municipality poses challenges but also offers the chance to create a vibrant, diverse, and thriving parks and recreation system that serves all residents.





Figure 2.1 Population Distribution and settlement areas of Kawartha Lakes

2.2 Socio-demographic Context

2.2.1 Quick Facts

Income	The median (\$72,500) and average (\$84,400) incomes of residents in Kawartha Lakes is approximately 90% of that of the Province.
Age Distribution	The municipality has an older age distribution than the Province, and is anticipated to see a notable increase (10%) in the 75+ age group between 2021 and 2040.
Land Area	At 3,033.66 km ² , Kawartha Lakes is the second largest single-tier municipality in Ontario, by geography.
Density	The population density of Kawartha Lakes (26.1 people per km ²) is low in much of the municipality, which is composed of large rural areas. Density is higher in the urban areas.
Anticipated Development	A significant increase in development in the urban areas of Kawartha Lakes (Bobcaygeon, Fenelon Falls, Omemee and in particular Lindsay) is anticipated, with a potential population increase of 42% between 2021 and 2040.
Household Type	The two most predominant household types in Kawartha Lakes are couple family households without children and one-person households. Couple family households with children are the third most predominant type.
Seasonal Dwellings	Approximately 16% (6,200) of total dwelling units in Kawartha Lakes were considered to represent seasonal dwellings as of 2021, with 893 net new seasonal dwelling units forecast to be developed by 2040.
Diversity	The vast majority of residents are of European descent. However, it is anticipated that with new development the municipality may see an increase in ethnic diversity.

2.2.2 Population Projections

The largest proportion of the population is in Lindsay and the lowest in Woodville. Since 2016, notable growth has been seen in Lindsay (8%), with minor growth in Bobcaygeon (1.4%) and Fenelon Falls (1.1%), while Omemee (-16.6%) and Woodville (-13.1%) have both declined in population.

The municipality is preparing for significant growth, with a population projection of approximately 112,265 by 2040 (high growth scenario) — representing a 42% increase in population from 2021.¹ Under this scenario, Lindsay will grow by approximately 22,673 (total population of 47,220) and make up about 42% of the estimated population of the municipality by 2040.²

In the same timeframe, Bobcaygeon is anticipated to grow by 3,040 people, reaching a total population of 6,616. Fenelon Falls is expected to grow by 2,723 people, reaching a total population of 5,213, and Omemee by 481 people, reaching a total population of 1,541 (Figure 2-2).³

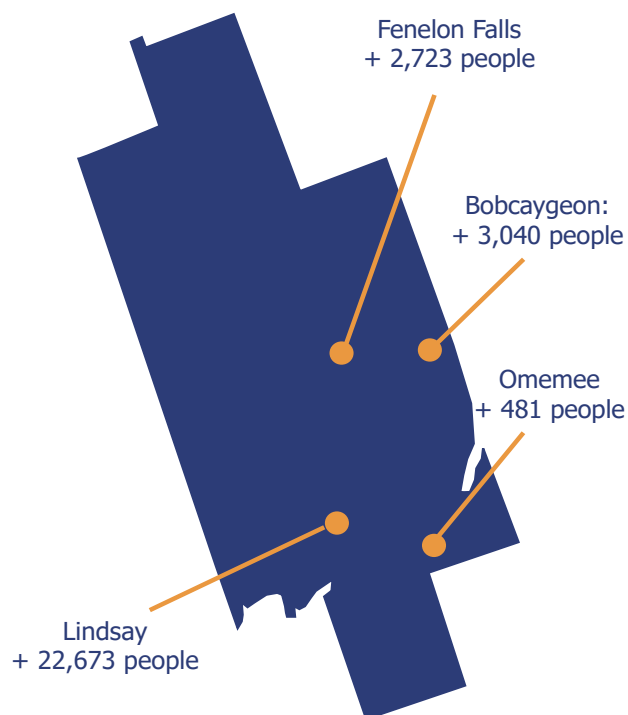


Figure 2.2 2025 Growth Management Strategy Projected Growth for Fenelon Falls, Bobcaygeon, Omemee, and Lindsay (2021-2040)

Figures Used for Assessments

This Plan and its assessments assume a current population of 81,200 and a projected population of 112,265⁴ by 2040 at the end of the Plan's term (Figure 2-3). These figures are based on the 2025 Kawartha Lakes Growth Management Strategy.

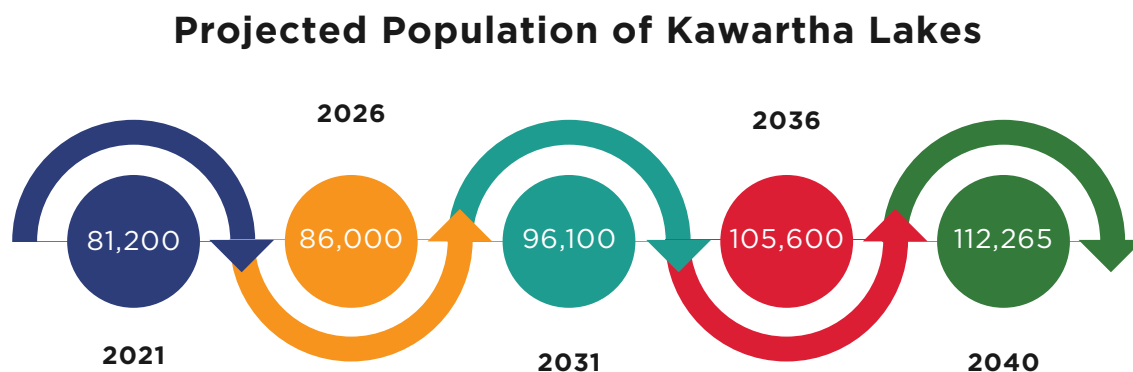
¹ This figure is based on 2041 population growth estimates from the 2025 Growth Management Strategy, minus one year of growth calculated by assuming equal annual growth.

² This figure is based on estimates from the 2025 Growth Management Strategy, which projects a population increase in Lindsay of approximately 24,900 people between 2021 and 2041, minus one year of growth calculated by assuming equal annual growth.

³ These figures are based on 2051 population growth estimates from the 2025 Growth Management Strategy, minus 11 years of growth calculated by assuming equal annual growth.

⁴ This figure is based on 2041 population growth estimates from the 2025 Growth Management Strategy, minus one year of growth calculated by assuming equal annual growth.

Figure 2.3 Projected Population of Kawartha Lakes from 2021-2040



2.2.3 Projected Age Distribution

Table 2-1 summarizes the population growth forecast by age group from 2021 to 2040 for the City of Kawartha Lakes.⁵ Key observations are as follows:

- The percentage of the population in the 75+ age group is forecast to significantly increase from 12% in 2021 to 22% in 2040.
- The 55-74 age group is forecast to decline from 33% to 26% in 2040, as these young seniors age into the 75+ age group
- A minor decrease is anticipated in the 25-44 age group (-2% over the course of the plan)

Table 2.1: Projected Age Distribution of Kawartha Lakes from 2021-2040

	2021	2040	Percentage Change of Projected Age Distribution Over Course of Plan
0-14 years	13%	13%	None
15-24 years	10%	10%	None
25-34 years	10%	9%	-1%
35-44 years	10%	9%	-1%
45-54 years	12%	12%	None
55-64 years	17%	13%	-4%
65-74 years	16%	13%	-3%
75 years and over	12%	22%	+10%

⁵ Figures are based on the 2025 Kawartha Lakes Growth Management Strategy

3.0 Key Considerations and Directions

3.1 Key Considerations

- **Expansive Geography and Dispersed Population:** The municipality's large geographic size and low population density create challenges for equitable access, efficient facility placement (especially considering placement of current facilities from legacy municipalities pre-amalgamation), and maintenance/staffing.
- **Staffing Constraints:** Challenges with recruiting qualified staff can hinder the ability to maintain facilities and deliver programs effectively.
- **Impact of Climate Change:** Increasingly extreme weather events and shifting seasons necessitate resilient and sustainable service delivery planning.
- **Volunteer Recruitment and Retention:** A strong culture of volunteerism has historically supported recreation opportunities in the municipality. However, a declining volunteer base poses challenges for community-led initiatives and facility operations.
- **Aging and Single-Use Facilities:** Many existing facilities are aging and were designed for single purposes, making them less adaptable to evolving community needs.
- **Population Growth:** There will be an ongoing need to monitor and manage the demand for recreation facilities and programming during periods of significant population growth and demographic shifts.
- **Aging Demographic:** There is a need to plan facilities and programs to meet the needs of an aging population while balancing the needs of younger residents.
- **Abundant Outdoor Recreation Assets:** There is an opportunity to capitalize on the region's natural resources to enhance outdoor recreation while ensuring preservation and accessibility.
- **Accessibility Standards:** Need to enhance accessibility/inclusivity to ensure recreation opportunities are available for people of all abilities.
- **Importance of Financial Responsibility:** Need to allocate resources effectively among competing services while maintaining fiscal responsibility.

3.2 Overall Directions to 2040

The Plan provides 181 recommendations for programs, events, indoor and outdoor facilities and parks, to be implemented over the next 15 years. All of the recommendations, with their suggesting timing and costing, are provided in the implementation plan (Section 4.0 of the Executive Summary, and Section 9.0 of the Strategic Plan).

With such a large scope, it is helpful to be able to condense the directions and visualize the end goal. Figures 3-1, 3-2 and 3-3 illustrate strategic approaches to recreation to 2040, as outlined in the recommendations.

Key goals and strategic approaches of the Plan are to:

- Move towards multi-use indoor and outdoor recreation hubs for better service and more efficient operations
- Improve key Destination and Community parks to better serve rural areas
- Expand program offerings in urban and rural areas through improving and adding spaces, working with volunteer groups, adjusting operating hours, and supporting/facilitating access to non-municipal spaces



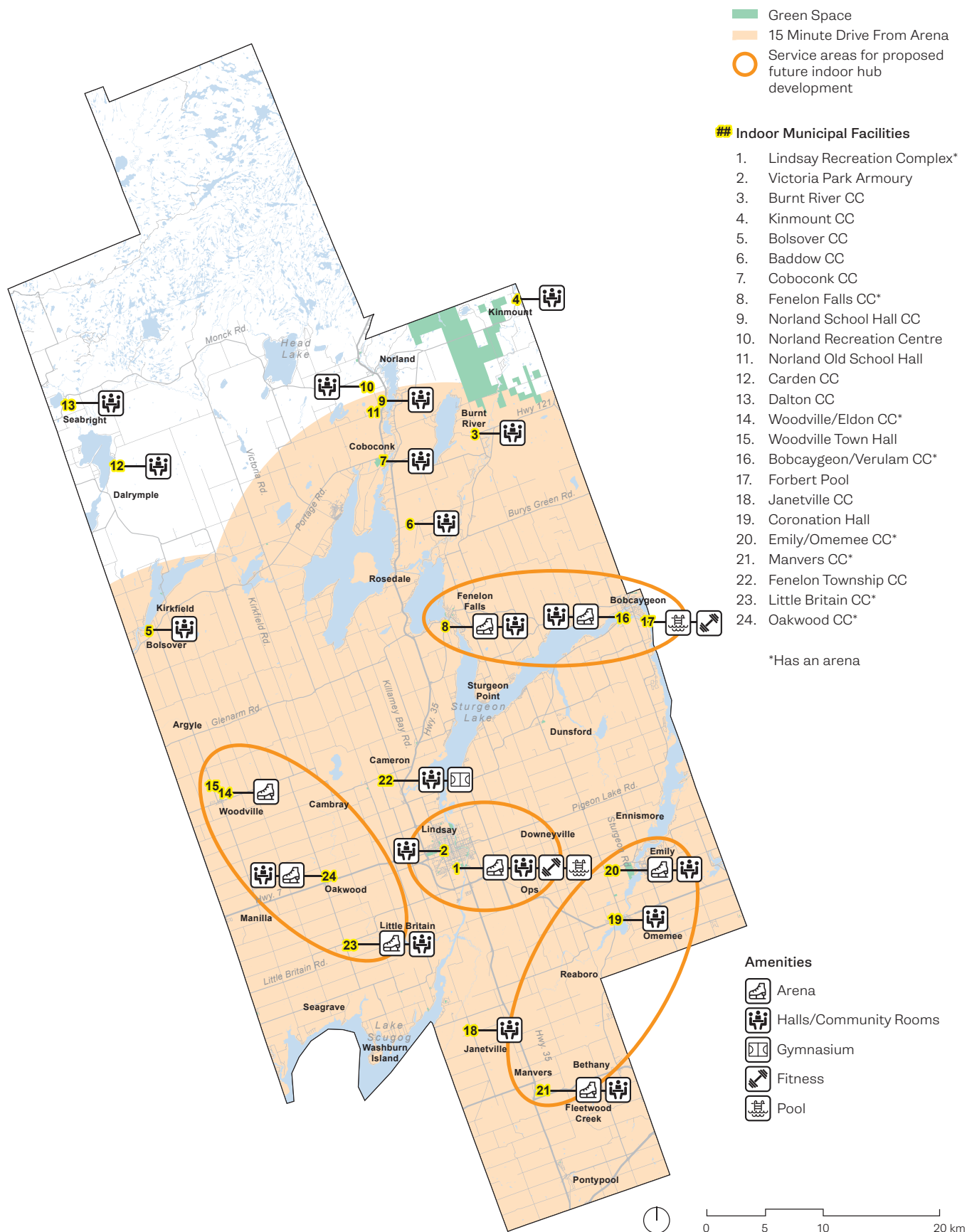


Figure 3-1 Existing indoor facilities and proposed arena areas for indoor hub development

Directions for Indoor Recreation Facilities

In order to accommodate additional programming and activities, along with future potential population growth, additional indoor facility spaces are needed. In particular, there is need/demand for ice pads, pools, gymnasiums, fitness facilities, indoor walking tracks, and multi-purpose rooms. Where possible, these facilities should be provided together in indoor hubs to facilitate use by all ages, and leverage operating efficiencies.

Figure 3-1 outlines the existing and new arenas to be considered for inclusion in five indoor hubs: Fenelon Falls/Bobcaygeon; Emily/Omemee/Manvers; Woodville/Little Britain/Oakwood; Lindsay (LRC, existing), and South Lindsay. These would be developed over time to serve existing and future residential areas. Each hub could be anchored by a twin pad arena, as part of a larger facility containing, for example, a gymnasium and walking track. These co-located facilities would be determined based on needs to be met at each location. The arenas for inclusion in the hubs were determined by factors such as the results of previous studies, anticipated population growth areas, community and user group activity, and ice scheduling and use.

More analysis is required to understand the relevant market(s) and financial implications of redeveloping or adding new facilities to supply. The Strategy recommends preparing a detailed Recreation Facility Master Plan to confirm facility requirements by type, and to provide specific guidance on redevelopments, new developments, configurations, and locations of hubs.



Ice

- Confirm the number of pads needed through the recommended Recreation Facility Master Plan. (RFMP)
- Treat future twin pads as the core of indoor hubs to be combined with other facilities (e.g., gymnasiums, fitness facilities, tracks).
- Accommodate immediate additional need through weekend scheduling.



Gymnasiums

- Consider gymnasiums in future hubs to serve the north and south ends of the community.
- Accommodate immediate need through investigating increased access to Fleming College Field House and school board gyms.



Pools

- As part of the recommended RFMP, investigate expanding the Forbert Memorial Pool to include a 25m, 8 lane facility with a leisure component.



Fitness Facilities and Walking Track

- As part of future indoor recreation hub development, consider including strength and conditioning rooms, fitness studios, and walking tracks.



Multi-purpose Rooms

- Working with VMCs, collect ongoing data on use.
- Confirm future of standalone community rooms through the recommended RFMP.

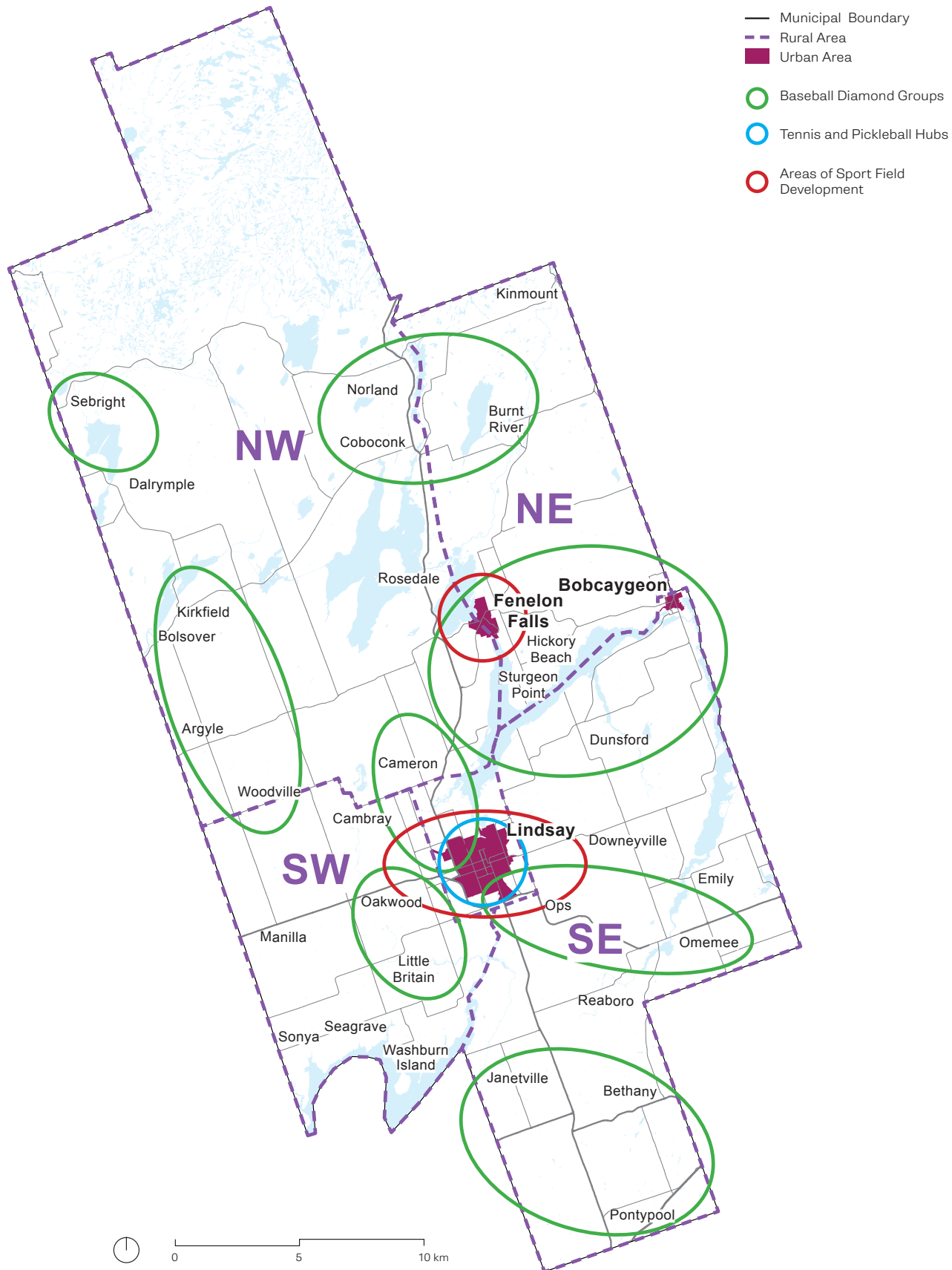


Figure 3-2 Existing outdoor facilities and locations of proposed improvements/expansions

Directions for Outdoor Recreation Facilities

The analysis of outdoor recreation facilities sought to balance needs based on population and actual use, along with ensuring sufficient recreation opportunities across Kawartha Lakes.

For ball diamonds and athletic fields this means working with user groups to optimize/increase use of existing assets, including making upgrades and adding lighting where necessary. Taking a “group” approach to investing in playing fields can also help better serve communities throughout Kawartha Lakes.

Future directions for tennis and pickleball include focusing on developing single use hubs for each sport, with additional courts added to supply, along with dual lined courts for casual use.



Diamonds and Athletic Fields

- For diamonds and athletic fields, adjust prime time to include Friday evenings, aim to increase weekend use and better distribute use through June - August, charge hourly rates, and work with VMCs to schedule and track organized use. Once these actions are in place, continue to monitor use to verify unmet demand.
- Consider collaborating with the Fenelon Agricultural Society, the Optimist Club, and Fleming College for additional fields (soccer, cricket).



Courts

- Convert the courts at Wilson Fields to tennis only, and add two more.
- Convert the courts at Memorial Park to pickleball only and add four more.
- Confirm projections and locations for additional tennis, pickleball and shared use courts to 2040.



Allocation and Agreements

- Create a formula-based seasonal allocation policy to optimize distribution of prime time among all groups using ice and ball diamonds.
- Post court protocols and develop an honour system for shared use courts.
- Consider reciprocal use agreements with schools for fields.

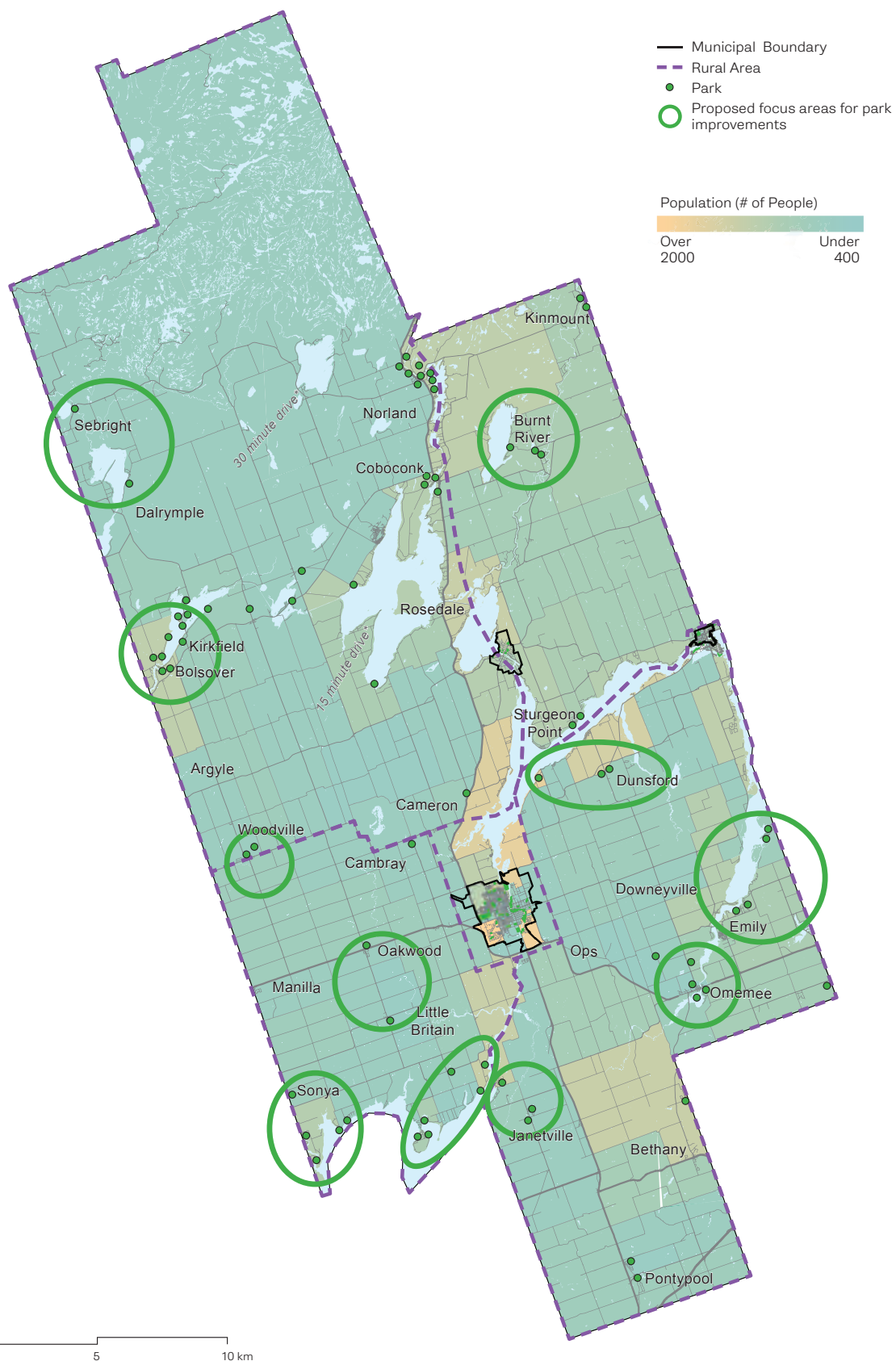


Figure 3-3 Proposed focus areas for rural parks improvements

Directions for Parks

Unscheduled park amenities were analysed based on comparative provision (with similar municipalities), demographic needs, geographic distribution and community demand. Recommended additions to supply include skateparks/pump tracks, dog parks, a splash pad, and amenities for all ages such as table tennis or outdoor fitness equipment along trails.

The Plan directs to aim to maintain the current level of park provision (3.2 ha:1,000 people), and an 800 m radius to parks for all households in urban areas. It provides a framework for accepting land from new developments that assists the municipality with understanding the operating/staff costs of growth in supply, and directs to accept cash-in-lieu in rural areas to help fund needed improvements to parks in rural areas.

Recognizing the importance of parks in rural areas to provide more local recreation opportunities, the Plan divides the municipality into four quadrants, and provides recommendations for each area to improve the quality and quantity of park amenities in each zone. The focus is to improve selected Destination and Community parks in rural areas. Further specific park improvements (including those in the urban areas), and waterfront improvements are to be explored in the proposed Parks Master Plan.

Finally, direction is provided to support climate conscious parks such as naturalization, LIDs, tree canopy, pollinator gardens, horticulture, and community gardens.



Casual Use Facilities

- Recommended additions to supply include skateparks/pump tracks, dog parks, a splash pad, and amenities for all ages such as table tennis or outdoor fitness equipment in parks and along trails.



Rural Recreation

- The focus is to improve selected Destination and Community parks to improve access to recreation for four rural zones - Northwest, Northeast, Southwest and Southeast



Parks Master Plan

- Further specific park improvements (including those in the urban areas), and waterfront improvements are to be explored in the proposed Parks Master Plan.



Accessibility and Environment

- Support climate conscious parks such as naturalization, LIDs, tree canopy, pollinator gardens, horticulture, and community gardens.

Directions for Programming

Directions for programs focus on increasing capacity in high demand programs, developing new programs for expressed areas of interest, meeting demographic needs, and improving access for rural residents. Accessing additional recreation space, moving programs outdoors where possible, and adding staff will support achieving these recommendations. Key directions from the recommendations include:

- Increase capacity in high-demand programs
- Introduce more outdoor programming
- Increase drop-in options
- Explore solutions for rural access to programs, including summer camps
- Monitor community interests on a 5 year cycle
- Collaborate with volunteer groups to support seniors programs, and if needed, add a seniors-focused Community Development Coordinator (CDC)
- Add a CDC to focus on event development and support for community events (e.g., Municipal Event Application)
- Collaborate with Economic Development to provide/support large-scale sports tourism events

Directions for Service Delivery

The approach to service delivery focuses on updating existing and developing new policies to address emerging trends and areas in need of guidance, data collection for improved asset management, further defining levels of service and associated staff hours, completing a user fee study, undertaking periodic community consultation for specific services, and supporting/developing partnerships and agreements. For example, agreements and partnerships will potentially have an important role in meeting need for both indoor and outdoor scheduled facilities, including with VMCs, school boards, and Fleming College. A Community Engagement/Outreach/Partnerships Coordinator is recommended to support this direction.

Additional parks staff will likely be needed as parkland is acquired through development, and a calculation is provided to determine how many staff will be required based criteria including number of hectares, park type, and park level of service.



4.0 Implementation

4.1 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	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 ²	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).

here is \$412,000

² Costed in P17.

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.

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
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).

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
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						

