

prc parks
recreation
culture

MASTER PLAN



PARKS, RECREATION & CULTURE MASTER PLAN

A FRAMEWORK FOR WELLBEING

TOWN OF COLLINGWOOD

MARCH, 2019

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EXECUTIVE SUMMARY



The Parks, Recreation and Culture Master Plan identifies needs and priorities for the Town of Collingwood to the year 2028. Over the course of the past ten years, Collingwood's population has increased from 19,241 to 21,793, or 13.3%. The changes to Collingwood associated with population growth and the evolving interests among residents is the central reason why Collingwood is developing the Parks, Recreation and Culture Master Plan (PRC Master Plan).

The PRC Master Plan is intended to provide the Town of Collingwood with a long term strategy to be used as a guide in developing recreational and cultural programs and services that will support a healthy and vibrant community while meeting the Town's long-term needs. This will build on the PRC Department's mandate and vision:

The Parks, Recreation and Culture mandate is to promote and facilitate healthy and active lifestyles in Collingwood. We do this by taking a leadership role through programming, facility development and creative partnerships with public and private sector groups who share our passion for dynamic, inclusive, innovative and fun community.

Further, the PRC Master Plan is intended to complement past studies (e.g. The Waterfront Master Plan) and provide a comprehensive strategy, which focuses on program and service delivery to ensure the Town continues to meet the recreation and culture needs of residents and visitors of all ages and abilities.

The scope of the PRC Master Plan is limited to the programs and services provided by the Town of Collingwood, which are delivered primarily through the Town's Parks, Recreation and Culture Department. This Plan is a ten-year plan, and provides a range of recommended actions to be undertaken in the short (1-2 years), medium (3-5 years) and long-term (5-10 years). In several

cases, recommended actions identified in the Implementation Plan (Section 12) are best practices already applied and practices in the PRC Department. By including these actions in the Master Plan, it reinforces the importance of continuing to implement these best practices over the ten year timeframe of this Plan.

The Master Plan was supported by a public consultation program, which included several public workshops/public meeting(s), input from stakeholders, staff and other recreation and culture program service providers, and an on-line survey. Detailed results of this consultation are included in a compendium appendix document which should be read in conjunction with this Master Plan.

Based on the public input and background review conducted as part of this study, five general themes emerged, centered on the following issues:

- Accessibility and affordability
- Partnerships and collaborations
- Communication and engagement
- Innovation
- Optimization of infrastructure, programming and service delivery

As a result, over 100 recommendations/strategic actions have been provided under these five general themes, which are intended to help the Parks, Recreation and Culture Department build capacity in programming; enhance diversity of opportunities for participants; establish a framework for identifying partnerships; and, provide a framework for assessing feasibility of future PRC programming and facilities.

The top ten pressing actions for the Town of Collingwood to implement over the next ten years are identified below. These are not presented in any order of priority or timing.

- 1 The Town should revise the Official Plan and consider **the development of a new park hierarchy** that includes criteria for neighbourhood, community, waterfront and regional parks, as well as natural areas, urban greens and greenways.
- 2 **Invest in trail enhancements through the preparation of a Trails Master Plan** to assist in identifying options and priorities for developing a comprehensive trails system. The document should include consultation with the public and affected stakeholders and include a phases plan for upgrading existing trails and infrastructure, acquiring new linkages, and developing new neighbourhood and community trails and routes.
- 3 Explore opportunities to **develop and implement a second splash pad** in Collingwood. This would be in addition to the splash pad proposed in the Waterfront Master Plan at Harbourview Park. Consultation should be undertaken with residents to confirm the best location to accommodate the second splash pad.
- 4 **Create/update park and facility guidelines that exceed AODA standards and implement inclusive design standards.** Invest and develop an accessible park that creates opportunities for all abilities and levels of enjoyment.
- 5 Develop **a Facility Feasibility Study for a new multi-purpose community recreation facility at an appropriate location.** The completion of this Study will ensure that Town/region is best positioned should one or more of the following occur:

- Major new sources of funding become available
- The population of the region experiences rapid growth
- Replacement of a major community facility is required (e.g. pool/arena). See FCI model.

6 Develop and maintain an **integrated PRC website tool** that would consist of the following components:

- An online community calendar;
- Interactive access to Collingwood's Activity Guide;
- An up-to-date interactive maps showing all parks, trails and facilities;
- Improved access to information about recreation and cultural facilities;
- Interactive webpage that allows residents and visitors to easily plan their desired parks, trails, recreation and culture experiences; and
- A Collingwood Cultural Portal.

7 Hire a **Community Wellbeing and Inclusion Facilitator** with the role of reviewing existing programs and services, ensuring future programs reach out to disadvantaged citizens who are faced with barriers in the Town. Through community engagement this position will liaise with other Town Departments, local programs, community health and development providers to bring together youth, persons with disabilities, new Canadians, unemployed, seniors, single parents and tots etc.

8 Facilitate the **expansion of the Healthy Kids Community Challenge Programming** to the wider Collingwood Community (E.g. Healthy Collingwood Community Challenge).

9 Develop and maintain a **PRC Partnership Framework** that would provide the PRC Department with criteria to identify potential partners that further leverage recreational and cultural assets in Collingwood.

10 **Develop a ten year work plan to meet forecasted demand** for outdoor recreational facilities. Particular emphasis on splash pads, playground structures and sports fields.

Collingwood is on the cusp of change, navigating the new direction for recreation, culture, and community. This will require leadership and vision that will demand support and the combined efforts of the Department and prospective partners from all community sectors in order to make changes that will allow for success.

1.0 INTRODUCTION



1.1 Purpose & Scope

The purpose of the Parks, Recreation and Culture Master Plan is to provide the Town of Collingwood with a long term strategy to be used as a guide in developing recreation and culture programs, services and facilities which strengthens and builds on the Town's existing recreation and culture program delivery structure.

Several strategic plans are currently used to inform various aspects of the Town's Recreation model. These plans include the Town of Collingwood Community Based Strategic Plan (2015) which outlines the community's vision and goals to assist Council in developing priorities, and the Waterfront Master Plan (2016) which provides a vision for Collingwood's waterfront. The Leisure Services Master Plan (2008) was also reviewed as it is the most recent analysis of recreation, culture and park needs in Collingwood. The development of the PRC Master Plan aligns with the Town's Community Based Strategic Plan, specifically in that it identifies updating the PRC Master Plan as an objective of the Healthy Lifestyle goal area of the Strategic Plan.

Although these plans and strategies are in effect, and serve as important planning tools for the provision of parks and recreation facilities and targeted demographic services within the Town, the Parks, Recreation and Culture Master Plan is intended complement these documents and provide a comprehensive implementation plan which focuses on program and service delivery to ensure the Town continues to meet the recreation needs of residents and program/ service users from the surrounding area of all ages and abilities.

The scope of the Parks, Recreation and Culture (PRC) Master Plan is limited to the programs, services and facilities provided and managed by the Town of Collingwood, which are delivered primarily through the Town's Parks, Recreation and Culture Department. This Plan is a ten-year plan, and provides a range of recommended actions to be undertaken in the short (1-2 years), medium (3-5 years) and long-term (5-10 years).

The PRC Master Plan establishes a comprehensive recreation model for the Town, which will:

- Build service capacity in programming;
- Enhance diversity of opportunities for participants;
- Identify a partnership development framework; and,
- Provide a framework for assessing feasibility of future PRC programming and facilities.

This Master Plan is intended to guide the Town of Collingwood's policies and practices in recreation by creating an implementation plan that empowers the community to work towards enhancing wellbeing for all.

1.2 Benefits of Recreation

Based on the Town's goal to develop a Framework for Wellbeing through the PRC Master Plan and the clear alignment with the "Framework for Recreation in Canada 2015: Pathways to Wellbeing" the following definition of recreation is applied throughout this summary report¹:

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

Note that this definition includes active recreation such as team sports and individual fitness, but also the full range of cultural activities such as visual and performing arts, and other 'cultural' pursuits.

The benefits and outcomes that result from providing a high level of recreation and related services (e.g. culture and parks) to residents are substantiated by numerous studies and supporting research. [The National Benefits HUB](#) is a research database, which provides access to numerous resources that identify the positive impacts of recreation, sport, fitness, arts and culture, heritage, parks and green spaces on a community. Identified below are the eight key messages from Canada's National Benefits HUB, with corresponding evidence related to how recreation and culture can positively impact a community and its residents.

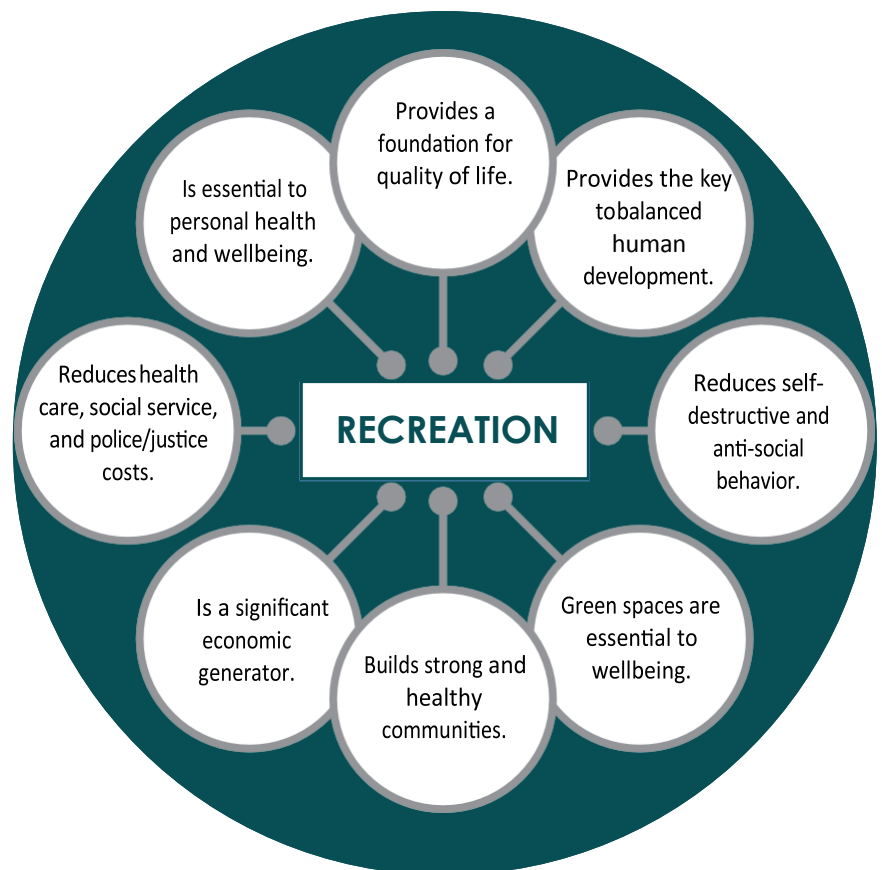


FIGURE 1.0 BENEFITS OF RECREATION

¹ A Framework for Recreation in Canada 2015: Pathways to Wellbeing

RECREATION & CULTURE...

Is essential to personal health & well-being

- Increased leisure time and physical activity improves life expectancy.
- Physical activity contributes to improved mental health and reduced rates of depression.
- Participation in physical activity can reduce workplace related stress.
- The provision of green spaces has been linked with a number of health and well-being benefits including; increased physical activity, reduced risk of obesity, minimized utilization of the healthcare system, and stress reduction.

Provide the key to balanced human development

- Regular physical activity is likely to provide children with the optimum physiological condition for maximizing learning.
- Low income students who are involved in arts activities have higher academic achievement and are more likely to go to college.
- The arts and other forms of creativity can have profound individual social outcomes and generate a deeper sense of place and local community.
- Individuals that participate in physical activity in a social setting have improved psychological and social health, and often also benefit from increased self-awareness and personal growth.

Provide a foundation for quality of life

- The arts are seen as an important contributor to quality of life in communities.
- High quality public spaces can enhance the sense of community in new neighbourhoods.
- Community sport facilities have positive benefits related to increased accessibility, exposure, participation, perceptions of success, and improved sport experiences.

Reduce self-destructive & anti-social behaviour

- Youth participation in recreational activities such as camps increases leadership and social capacities.
- Participation in recreation and leisure related activities by low income and other at risk children and youth populations can result in decreased behavioural/emotional problems, decreased use of emergency services, and enhanced physical and psycho-social health of families.
- Teen athletes are less likely to use illicit drugs, smoke or to be suicidal.

Build strong families & healthy communities

- People with an active interest in the arts contribute more to society than those with little or no such interest.
- Evidence indicates that adults who attend art museums, art galleries, or live arts performances are far more likely than non-attenders to vote, volunteer, or take part in community events.
- Structured sport and recreational activities can help foster a stronger sense of community among children and youth.

Reduce health care, social service, and police/ justice costs

- Physical inactivity has a number of direct and indirect financial impacts on all levels of government.
- Parks and recreation programming during non-school hours can reduce costs associated with juvenile delinquency and obesity.
- Increased fitness leads to lowered risk factors for substance abuse among youth populations.

Are a significant economic generator

- Recent Canadian research indicated that cultural activities have the potential to be significant drivers of economic outputs and employment.
- Evidence suggests that creative activity shapes the competitive character of a community by enhancing both its innovative capacity and the quality of place so crucial to attracting and retaining skilled workers.
- The provision of quality parks and open spaces can have significant economic benefits which include increased property values and tourism potential.

And that green spaces are essential to environmental & ecological well-being—even survival

- Sustainable public green spaces provide crucial areas for residents of all demographics to be physically and socially active.
- Increasing green spaces in urban centres has a number of positive environmental outcomes which can increase sustainability and lower long term infrastructure costs.
- When children and youth have positive experiences with parks and green spaces, they are more likely to have stronger attitudes towards conservation and preservation of the environment as adults.

Through consultation with Collingwood stakeholders, including residents, visitors, Council, staff and recreational/cultural organizations, it is evident that these benefits are understood and sought after. In particular, stakeholders demonstrated their value for healthy, active lifestyles and inclusive recreational and cultural activities.

1.3 Methodology

The consulting team of MacNaughton Hermsen Britton Clarkson (MHBC) Planning Ltd., Raymond Consulting, TCI Management and Wilton Consulting Group was retained by the Town to undertake the PRC Master Plan. The foundation of the Master Plan is based upon public consultation with the community, input from stakeholders, staff and other recreation program service providers, while considering recreation and culture trends, Collingwood's demographics and population as well as the Town's current level of service.

In order to get a better understanding of how the community currently utilizes programs offered by the Town and obtain input on the overall vision for the delivery of parks, recreation and culture programs moving forward, a community consultation exercise was undertaken to identify program needs and areas for improvement. The consultation also assisted in answering fundamental questions like:

- What do you believe the long term goal (or vision) should be for parks and recreation in the community?;
- What are the strengths and assets of parks, recreation and culture in Collingwood?;
- How could existing programs, services, events and facilities be improved?;
- What other programs and services would you like to see offered in the community?;
- What partnerships, or collaborations, would you suggest the Town pursue?

In addition, an online survey was undertaken to obtain additional feedback regarding: the community's current participation in leisure programs offered by various organizations within and outside of the Town of Collingwood; facility usage within the Town; barriers to participation; level of service provided by the Town with respect to recreation and culture needs and programming; areas for improvement; and, perceptions and opinions on partnerships between the Town and community organizations. The survey ran from October 2017 to February, 2018, and included

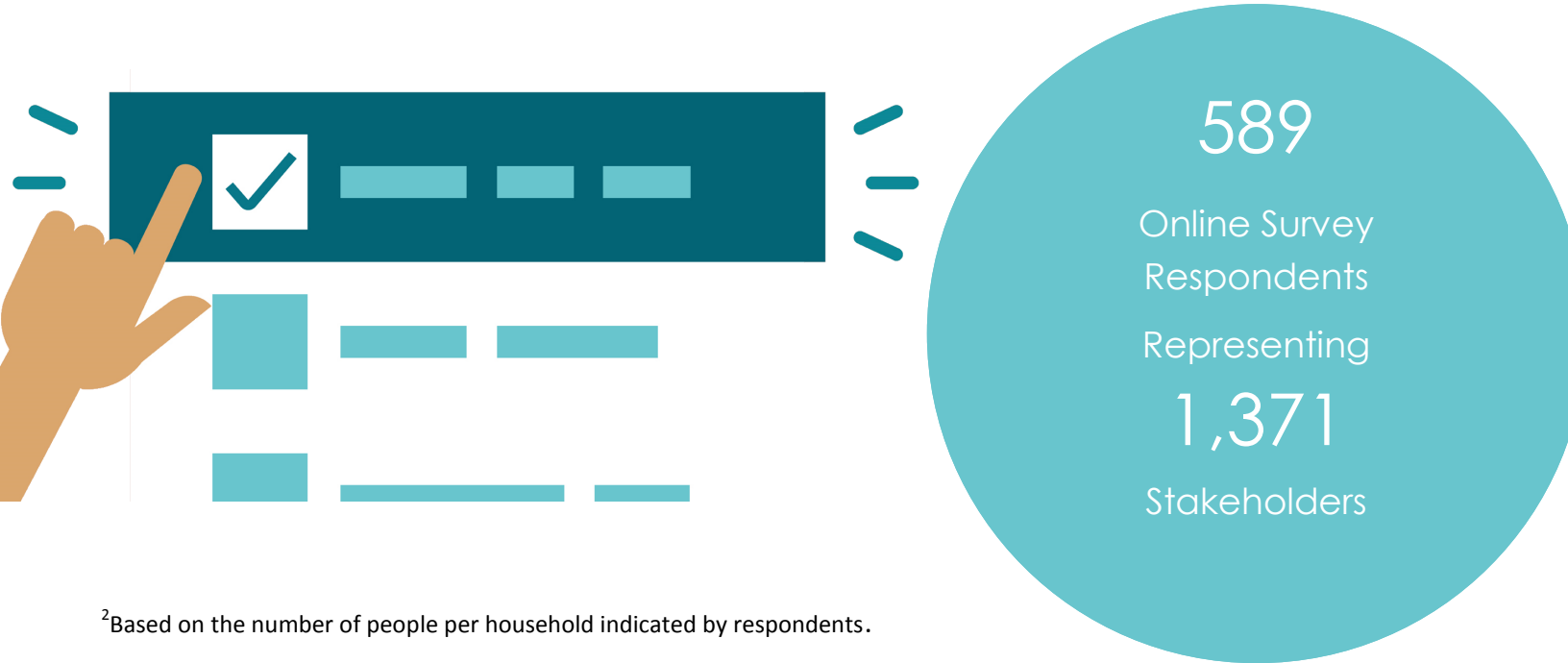
additional targeted surveys to better understand the specific programming needs of youth and service providers within the community. **In total, the online survey was completed by 598 respondents, representing 1,371 stakeholders².**

Interviews were also conducted with staff, user groups and other community stakeholders to: assess the current demand and capacity for existing programs; understand how recreation and culture service providers perceive the strengths and weaknesses of the current delivery of programming; gauge the importance of partnerships between organizations; assess the organizational structure; and, identify facility trends and future recreational and cultural needs specific to the Town of Collingwood.

These exercises assisted in the identification of major goals, gaps, opportunities and priority areas to direct the provision and delivery of future parks, recreation and culture services in the Town. The results of the survey exercise and a summary of the community open house consultation and one-on-one interviews are included as a separate compendium document, which should be read in conjunction with this Master Plan.

Existing background reports and plans were also reviewed to assist in establishing an understanding of Town's existing recreation offerings in order to identify gaps and priorities for recreation and the future scale of any planned recreation facilities in the Town. These have included the Town's Official Plan and strategic master plans including the Town of Collingwood Community Based Strategic Plan and Waterfront Master Plan as well as the Town's recreation and leisure program offerings and other community organization program offerings.

Available data on user rates, program fees, and operating budgets made available by the Town were also relied upon. Additionally, site visits of the Town's community facilities were conducted by the consultants to supplement information provided by the Town. Demographic data, obtained primarily from Statistics Canada, and local planning policy documents was also used in order to get a better understanding of the demographic profile and future demographic trends that could potentially influence parks, recreation and culture program delivery in the Town.



²Based on the number of people per household indicated by respondents.

The Draft Master Plan was posted on the Town's website for public review and comment. These comments were reviewed by the project team and incorporated into the final Master Plan. Comments that addressed issues outside the scope of the PRC Master Plan and the Department's mandate were sent to relevant departments (e.g. Planning and Building Services).

1.4 Organization of the Plan

The Parks, Recreation and Culture Master Plan includes the following components:

- **A Review of Background Information**, including a review of local demographics, a summary of background studies completed by the Town, which inform and compliment the findings and directions of this Plan (Section 2.0).
- **An overview of trends in recreation and culture**, including trends in both indoor and outdoor recreation and programming (Section 3.0 – 4.0).
- **A summary of consultation findings** (Section 5.0) which are to be read in conjunction with the Stakeholder Consultation Report.
- **A review of parks, recreation and culture amenities and services in Collingwood**, including inventories, gap analysis, best practices, consultation findings and recommendations for each area: parks, trails, facilities, arts and culture, programming, staffing and events (Section 6.0 – 11.0).
- **The Collingwood Arts & Culture Master Plan** provides the Town with a forward-looking strategy for arts, culture and heritage. These recommendations are interconnected with the broader parks and recreation landscape, but have been discussed in further detail in Section 10.0 to enhance Collingwood's role as an arts and cultural hub for the Region.
- **The Strategic Directions and Implementation Plan** (Section 12.0) is a complete summary of all recommendations proposed for each of the identified strategic themes. This strategy provides the Town with a roadmap and work plan for the future, outlining responsibilities, timelines and outcomes to ensure the Master Plan remains relevant and actionable.

The Stakeholder Consultation Report includes detailed survey and consultation results. This report is a separate document that should be reviewed in conjunction with this Master Plan.

2.0 CONTEXT



2.1 Collingwood Context

The Town of Collingwood is located on the shores of Georgian Bay, approximately midway between the Cities of Barrie and Owen Sound within Simcoe County. Its location along Provincial Highway 26 provides access to Grey and Bruce Counties in the West an, and to Toronto in the southeast. The total population of Simcoe County, according to the 2016 Census, was 479,650. The County of Simcoe is comprised of sixteen (16) municipalities:

- Township of Clearview
- Township of Essa
- Township of Ramara
- Township of Severn
- Town of Midland
- Township of Springwater
- Township of Adjala-Tosorontio
- Town of Collingwood
- Town of Innisfil
- Town of New Tecumseth
- Township of Oro-Medonte
- Town of Penetanguishene
- Township of Tay
- Township of Tiny
- Town of Wasaga Beach
- Town of Bradford West Gwillimbury

The Town of Collingwood is bordered on the west by the Town of The Blue Mountains (Grey County), on the south and east by the Township of Clearview (Simcoe County), and in the extreme southeast, along the Nottawasaga Bay shoreline, by the Town of Wasaga Beach (Simcoe County).

The 2016 Census from Statistics Canada reports a population of approximately 21,793. Since 2011, Collingwood experienced 13.3% of growth (increasing from 19,241), which is 87% higher than the rate of population growth in Ontario. With the largest population in the area, Collingwood functions as the major commercial centre for northwest Simcoe County and northeast Grey County, serving an overall trade area of approximately 75,000 people. Collingwood provides entertainment, shopping, recreation and tourist amenities for the wider region. Collingwood's recreation and cultural environment are shaped by its proximity to the Niagara Escarpment as well as its access to Georgian Bay's waterfront. These natural features are key assets and contribute to Collingwood's recreational environment, and have become a major tourist attraction for the Greater Toronto Area (GTA).

Collingwood is a regional hub for year round recreational activities and provides residents and visitors with a range of recreational and cultural opportunities.

The Town of Collingwood provides a variety of parks, and recreational facilities intended to serve residents of the Town and wider region, including two arenas, an aquatic centre, multi-use sports fields, natural harbour, yacht club, numerous public outdoor spaces (parks) of varying sizes and over sixty (60) kilometres of trails. In terms of arts and cultural amenities, a 2010 Cultural Mapping project inventoried 23 art organizations, 45 festivals and events, 156 creative and cultural businesses, 11 public works of art and several theatres, art galleries and an award-winning museum. The Town offers big city amenities and provide year-round recreational opportunities while maintaining a



FIGURE 2.0 MAP OF COLLINGWOOD

“small town feel” that is inviting and welcoming.

In addition to the recreational facilities, programs and public spaces provided and operated by the Town, many other private facilities and programs exist and contribute to the recreation and leisure opportunities available to residents of the Town and County. These include a variety of private fitness facilities, yoga studios, dance academies, gymnastics centres, organized sport leagues (e.g. soccer), theatres and galleries.

2.2 Demographics

With a population of 21,793 in 2016, the Town of Collingwood represents the fourth largest municipality in Simcoe County. Town of Innisfil (36,566); Town of Bradford West Gwillimbury (35,325); and the Town of New Tecumseth (34,242) are the three most populous municipalities in the County.

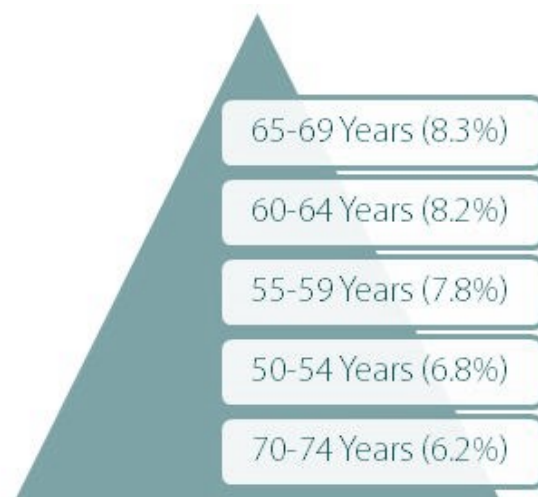


FIGURE 3.0: TOP FIVE AGE COHORTS, COLLINGWOOD (2016 CENSUS)

Collingwood's population has continued to increase over time (11.3% from 2006-2011; 13.3% from 2011-2016). Based on population forecasts provided in the Simcoe County Official Plan, it is expected that Collingwood's population will grow to 33,400 by 2031 and result in an employment base of 13,500. In 2016, Collingwood's total permanent and temporary population was approximately 24,600 (including part-time, recreational residents). Census data (2016) further indicates the 17.7% of Collingwood's residential dwelling units are seasonal or vacant. It is estimated that over the next twenty years, Collingwood's recreational/part-time residents will add approximately 4,000 people to the population (in addition to the 33,400 projected for 2031).

Population growth has been driven by a range of factors. An older population, especially in the 55+ age, and high mobility rates indicate a high number of new residents moving into Collingwood to retire. This is further confirmed by Collingwood's median age of 49.2, which is significantly older than the provincial median age of 41 years. Furthermore, 42.3% of Collingwood's population is aged 55 or older (compared to 30.4% for Ontario). Collingwood also has a smaller average household size of 2.2 people when compared to the provincial average of 2.6. This is likely due to the demographic trend toward an aging population who have already gone through a majority of the family life cycle and are at the “empty nest” stage of life.

Research indicates that there is a correlation between income and participation in recreational activities whereby participation in recreation activities is often higher among higher income families. Studies have also shown that wealth and family income increases with age. Based on the latest Census data, the average household income in Collingwood is lower than the Canadian average.

The National Household Survey indicates that the median household income after tax for Collingwood was \$64,369 compared to \$74,287 for Ontario. Collingwood also has a lower participation rate (59.1% compared to 64.7% in Ontario) and a larger proportion of the population works part year and/or part time (53% compared to 47.7 % in Ontario). While this may be a result of a larger retired-age population, Collingwood's tourism market contributes to more seasonal and

part time labour (e.g. ski hills, resort, etc.). With a larger portion of the population employed part time, there is a need to ensure recreation and cultural activities are accessible and affordable for all income levels.

The level of education one achieves also influences the likelihood of engaging in healthy physical and recreational activities. As the level of education one achieves increases, so does the probability that participation in physical and recreational activities will increase.

Over half (53.1%) of the Town's population has a post-secondary certificate, diploma or degree, while the balance has either attained a high school diploma or reported no formalized education. Given these statistics and the links between educational attainment and physical activity levels, it can be inferred that residents of Collingwood are more likely to actively participate in physical and recreational pursuits, and this trend will likely continue for the next 20-25 years.

Demographic analysis shows that the majority of Collingwood's population speaks English as a first language. The top 5 languages, other than English and French, spoken by residents in Collingwood are German, Italian, Polish, Dutch, and Spanish. Ethnicity can influence the community services provided by a municipality. The diversity of ethnic groups in the community can lead to greater demand for recreation pursuits that these ethnic groups enjoy. For example, there may be greater demand on facilities such as cricket, bocce, or other culturally specific programs in order to serve the diverse community needs. It is therefore important for the Town to continue to monitor the changing demographics to ensure cultural, leisure and recreation services meet the socio-demographic demands.

Overall, the demographic trends suggest that Collingwood is currently comprised of an aging population and the future demographic makeup will be increasingly skewed toward older adults and seniors. The updated Census data indicates that Collingwood will continue to grow, which creates new demands and pressures for recreation and culture programs/services/facilities in the Town of Collingwood.

2.3 Background Review

In addition to relevant policies, recent strategies and plans were reviewed to ensure the Master Plan complements and leverages previous work undertaken by the Town of Collingwood. The Town's Community Based Strategic Plan and the recent Waterfront Master Plan are examples of key documents to be considered through the development and implementation of the PRC Master Plan.

Town of Collingwood Community Based Strategic Plan, 2015

A Community Based Strategic Plan (CBSP) is a guiding document which outlines the community's vision and goals, and which will be used to assist Council in developing priorities and action items to achieve these goals. The CBSP has a 20-year horizon, and includes short, medium and long term actions that will be implemented incrementally over this time period.

The CBSP recognizes the Town's role as a regional hub that has experienced growth and is positioned for continued growth. In addition to the Town's vital role as a unique hub for recreation, health care, commercial services and employment, the Town is also recognized as a thriving arts

community. The surrounding natural environment and waterfront onto Georgian Bay have made Collingwood a destination for tourists and seasonal residents alike.

Collingwood's vision was defined through extensive input received during the CBSP process and reflects the passion of residents, community groups and Town staff and Council:

Collingwood is a responsible, sustainable and accessible community that leverages its core strengths: a vibrant downtown, a setting within the natural environment, and an extensive waterfront. This offers a healthy, affordable, and four season lifestyle to all residents, businesses, and visitors.

Recreation and culture are a central component of Collingwood's CBSP, and are demonstrated as commitments through the five Goals of the plan:

1. Accountable local government;
2. Public Access to a Revitalized Waterfront;
3. Support for Economic Growth;
- 4. Healthy lifestyle; and**
- 5. Culture and the Arts**

While all of these goals play an important role in parks, recreation and culture, Healthy Lifestyle and Culture and the Arts are key areas to be further considered in the PRC Master Plan.

Healthy Lifestyle:

Key objectives of this goal area include:

- Maintain and improve indoor and outdoor recreation facilities (trail networks, arenas, pools and parks);
- Promote a balanced and healthy lifestyle;
- Improve access to health care within Collingwood; and
- Preservation of the Natural Environment.

Relevant key actions include:

- Update the PRC Master Plan;
- Explore opportunities to partner with health and wellness organizations and groups to promote a healthy lifestyle; and
- Explore opportunities to promote awareness of social services and the needs of the vulnerable.

Culture and the Arts

Key objectives of this goal area include:

- Support and expand the diversity of community events and festivals;
- Promote arts and culture programs; and
- Continued recognition of Collingwood's unique heritage.



FIGURE 4.0: CBSP FIVE GOAL AREAS

Relevant key actions include:

- Continue to support community and special events which benefit our citizens and the community's profile;
- Explore opportunities to promote education within the arts; and
- Ongoing promotion of the Town's history and heritage assets.

These objectives and actions were considered in the development of recommendations and action items for the PRC Master Plan. In addition to these goal areas, understanding the future vision of Collingwood's waterfront is also vital. This will be discussed further through review of Collingwood's Waterfront Master Plan.

Collingwood Waterfront Master Plan, 2016

With more than 30 kilometres of waterfront on Georgian Bay, Collingwood's waterfront is a unique natural feature and recreational asset to the Town. Within the central waterfront, some of the Town's most popular parks, including Sunset Point Park, Harbourview Park and Millennium Park draw visitors throughout the year. The harbour hosts the Collingwood Yacht Club, the Canoe and Dragon Boat Club, the Rowing Club and the Collingwood Sailing Club. The Town's vibrant history in shipbuilding and shipping are also forefront with the iconic Terminal buildings, the Side Launch and Dry Dock Basins.

The 2016 Waterfront Master Plan provides a long-term vision and specific recommendations for land uses, future building development, open spaces and parks, trails and water-based activities. The Waterfront Master Plan was adopted by Council on November 14, 2016.

Collingwood's waterfront will offer balanced access to the shoreline and the water, protecting sensitive shoreline habitats while offering an increasingly diverse set of land and water activities with something for everyone. Rejuvenated public spaces will support Collingwood's existing strengths – natural beauty, a historically significant harbour, a vibrant commercial downtown and an active community life.

Collingwood Waterfront Master Plan, Vision



The following are key priorities of the Waterfront Master Plan that are ranked in order of importance (based on consultation findings).

1. Cycling and walking connections;
2. Public facilities supporting outdoor recreation (washrooms, pavilions, etc.);
3. Environmental and ecological health;
4. Activities and play areas for kids;
5. Arts and culture (theatre, music, events);
6. High quality, mixed-use development;
7. Non-motorized boating opportunities;
8. Winter activities;
9. Celebrating Collingwood's history; and
10. Motorized boating opportunities.



Of particular significance for the PRC Master Plan, the Waterfront Master Plan also demonstrates the high value that Collingwood residents place on public parks and natural spaces. Through consultation, pedestrian and cycling connections to the waterfront were also analyzed and gaps were identified. A similar mapping exercise was conducted for this PRC Master Plan and confirms that there are several opportunities to enhance trail and park connectivity in Collingwood, beyond the waterfront. Furthermore, Collingwood residents reiterated their desire and demand for a splash pad/ice rink (as included in the Waterfront Master Plan). This will be considered further through the PRC Master Plan.

The Waterfront Master Plan also includes a strategy for public art. Key principles of public art include:

- Sense of place
- Diversity
- Context-specific
- Publicly accessible
- Interactive

The recommendations of Collingwood's Waterfront Plan are considered through this PRC Master Plan in order to ensure actions and outcomes complement the Town's current direction and efforts. Previous consultation findings were also considered in order to highlight key themes that emerged through stakeholder consultation for the PRC Master Plan.



FIGURE 5.0: EXAMPLE OF SPLASH PAD/GATHERING SPACE
(SOURCE: COLLINGWOOD WATERFRONT MASTER PLAN)

Town of Collingwood Leisure Services Master Plan, 2008

In 2008, the Town of Collingwood completed a comprehensive analysis of recreation, culture and park needs to be addressed over a ten-year period. The Master Plan was endorsed by Council in January, 2008. The Master Plan was designed to guide Council and Staff when making decisions. The plan reviewed:

- A framework for service delivery
- Major indoor recreation facilities strategy
- Sports field and outdoor facility strategy
- Parks and open space strategy
- Arts and culture strategy
- Program strategy
- Delivery system strategy
- Implementation strategy

The 2008 Needs Assessment report that accompanied the Leisure Services Master Plan identified several issues also considered in the PRC Master Plan, such as:

- Current aquatic facilities were not enough for projected populations by 2016; However, 2016 projections are not enough to warrant construction of new aquatic facilities
- 2016 Projections warrant development of indoor ice surface
- The community expressed interest in developing the types of programs and activities that are best suited to multi-purpose space
- Existing underutilized facilities (e.g., basketball courts and tennis courts) should be considered for conversion to multi-purpose pads.

Overall, this Master Plan recognized the need to serve a growing population through new/updated

recreational facilities.

In 2012, the PRC Advisory Committee formed a subcommittee to review the 2008 Leisure Services Master Plan in order to provide feedback on the progress and status of priorities and actions items. Of the 32 action plans originally proposed, two action plans have been identified as no longer being a priority for the Town of Collingwood, including:

- “Determine the interest in and feasibility of developing a major indoor multi-use recreation facility in partnership with neighbouring municipalities to serve the regional market.”
- “Consider providing artificial turf fields to meet future needs.”

However, the following was identified as a new priority:

- “Passive Recreation (providing environment for walking trails, sitting looking at gardens, providing peaceful areas, integrating public art, providing place to gather, sit and appreciate nature etc.).”

The 2012 update provides further support for the need to prepare a PRC Master Plan as it highlights the growing and changing recreational needs of Collingwood residents. Action Plans that were indicated as ‘underway’ in the 2012 update have been reviewed as part of the PRC Master Plan to ensure previously set actions have been completed.

Town of Collingwood Active Transportation Plan, 2013-2018 & Active Transportation Framework, 2017

The purpose of Collingwood's Active Transportation Plan (ATP) is to define policies and implementation projects that will make active transportation in Collingwood safe, easy, desirable and convenient. The ATP was received by Council but never formally adopted. The Active Transportation Framework, however, was adopted by Council on July 17, 2017 in order to identify a number of guiding principles that should be considered whenever opportunities to improve and enhance active transportation arise.

Community benefits of active transportation (AT) include positive health, environmental, social/community and economic impacts. Studies demonstrate that AT can also increase a sense of independence for young people, seniors and others who cannot or choose not to drive. Wider impacts of AT include the positive impact on an area's sense of livability by creating safe and friendly places for people to live and work.

While Collingwood has a strong trail network, the ATP indicates that many of these trails have been developed for recreational use and not AT use. Recreational users tend to enjoy curvy/winding trails outside of the built-up area to experience natural beauty and green spaces. However, those that use active forms of transportation often want to get to their destination in the most efficient manner possible.

Both active transportation and recreational use of trails were identified as key priorities throughout the PRC Master Plan engagement. Recommendations and goals from the 2013 ATP and 2017 ATF have been reviewed as part of the PRC Master Plan.

Sport and Physical Activity Development Plan, 2015

The purpose of the Sport and Physical Activity Development Plan was to create a strategy to develop comprehensive, integrated and measurable sport and physical activity plan focused on

engagement, inclusion, access, opportunity and community building. The overarching vision for this plan is: **More people, more active, more often**. The Sport and Physical Activity Development Plan was received by Council but never formally adopted

The three strategic priorities of the plan include:

1. Strengthened interaction and collaboration;
2. Sector and system development; and
3. Increase participation.

Additional goals include:

- Enhanced communication for greater access, increased satisfaction, community cohesiveness, and program development;
- New partnerships and collaboration for increased opportunity, greater participation, higher standards of quality and unique perspectives and solutions;
- A sustainable network of volunteers to deliver and maintain programs, develop skill sets and build capacity; and
- Strong, informed and broad based leadership to uphold the vision, support the principles and enact strategies and recommendations outlined in this plan.

An important takeaway of this plan is the consideration for the social and economic impacts of maintaining sport and physical activity. In addition to creating a sense of place for Collingwood residents, the sport and physical activity sector generates jobs and income for sectors such as tourism, government, media, educational institutes, health professionals and sport organizations.

Analysis completed as part of this study identified the following key challenges: minimal facility infrastructure to support programming/events; and lack of centralized or coordinated communication efforts. The PRC Master Plan highlighted these challenges as well.

Arts and Culture Policy, 2009

The Town of Collingwood adopted an Arts and Culture Policy (An Arts and Culture Bill of Rights for Collingwood) on January 12, 2009. This was a key action item in the Town's Sports and Leisure Master Plan (2008). The purpose of this policy is to provide a clear framework within which the Town will define and take action on its commitment to support arts and culture in the Town. This policy provides a framework for Council's consideration, decision-making and allocation of municipal support for arts and culture; provides a vision that inspires and calls everyone to action; and provides a means for the arts and culture community to engage and act in partnership with the Town. The vision for this policy is:

A vibrant, dynamic arts and culture community, as established in the Sustainable Community Plan, is essential to the growth and overall good health of the Town of Collingwood. Collingwood supports and encourages arts and culture through policy development, research, advocacy, education and financial support. The goal is to help individuals, groups and organizations realize their full creative, social and economic potential to the greater benefit to all citizens.

This vision includes:

- Downtown Collingwood as a vital arts and cultural core
- Opportunities and access to arts and culture as the right of every person
- Recognition of the value creativity and imagination as necessary to a community

- Arts and culture festivals and events throughout the year
- Communication networks
- An evolving identity
- Long-term investment and collaborative planning

This vision is central to the development of recommendations and action items for the PRC Master Plan.

Collingwood Public Art Plan, 2011-2015

The Public Art Plan was approved and adopted by Council December 5, 2011. Public art can enrich and connect a community and enhance a sense of place in a symbolic or creative way that reveals an aspect of the social, natural, physical or historical context of the location. Public art can also be a significant tool for building economic development and tourism. The Public Art Plan implements the Town's Public Art Policy with the intent of providing a framework for the Town of Collingwood to encourage, fund, select and preserve public art in, or adjacent to new or existing municipal buildings, infrastructure projects, parks, trails and other Town-owned land and facilities.

The Public Art Plan supports the policy in selecting and prioritizing sites and projects as well as public art procedures for acquiring art. Examples of current or potential Public Art programs/projects include:

Lamp Post Art (Implemented 2011)

This program facilitates high-quality and durable exterior art signs for the lamp posts in the downtown

Public Art Showcase: A One-Year Exhibit

This program would allow the space to be used as originally intended and create a permanent place to feature an annual showcase of three-dimensional artwork.

Public Art Directory

This directory will provide access to information about Collingwood's public art and public art program to visitors, residents, researchers and anyone who has an interest in the arts

Educational Art Adventure Tour

An educational downtown art tour that includes the artwork in Town Hall and Council Chambers.

Community Mural Art Program

A Mural Arts grant program to provide funds to Collingwood non-profit community groups or organizations and artists for exterior community-based mural artworks.

Ideas generated through the development of Collingwood's Public Art Plan have been considered as part of the Cultural and Heritage components of the PRC Master Plan.

3.0 TRENDS IN RECREATION & PROGRAMMING



The following section provides an overview of key trends impacting recreation and programming for Parks, Recreation and Culture Departments. These trends are further supported through stakeholder consultation findings and have been considered in the development of recommendations for the implementation strategy. Monitoring trends will help the PRC Department remain resilient and adaptable as the landscape of recreation and programming evolves over time with changing interests and demographics.

3.1 Pursuit & Activity Trends

Physical Activity Preferences

The 2013 Canadian Community Health Survey provides insight into the recreation and leisure preferences of Canadians³. The top 5 most popular adult activities identified were walking, gardening, home exercise, swimming and bicycling. The top 5 most popular youth activities were walking, bicycling, swimming, running/jogging and basketball.

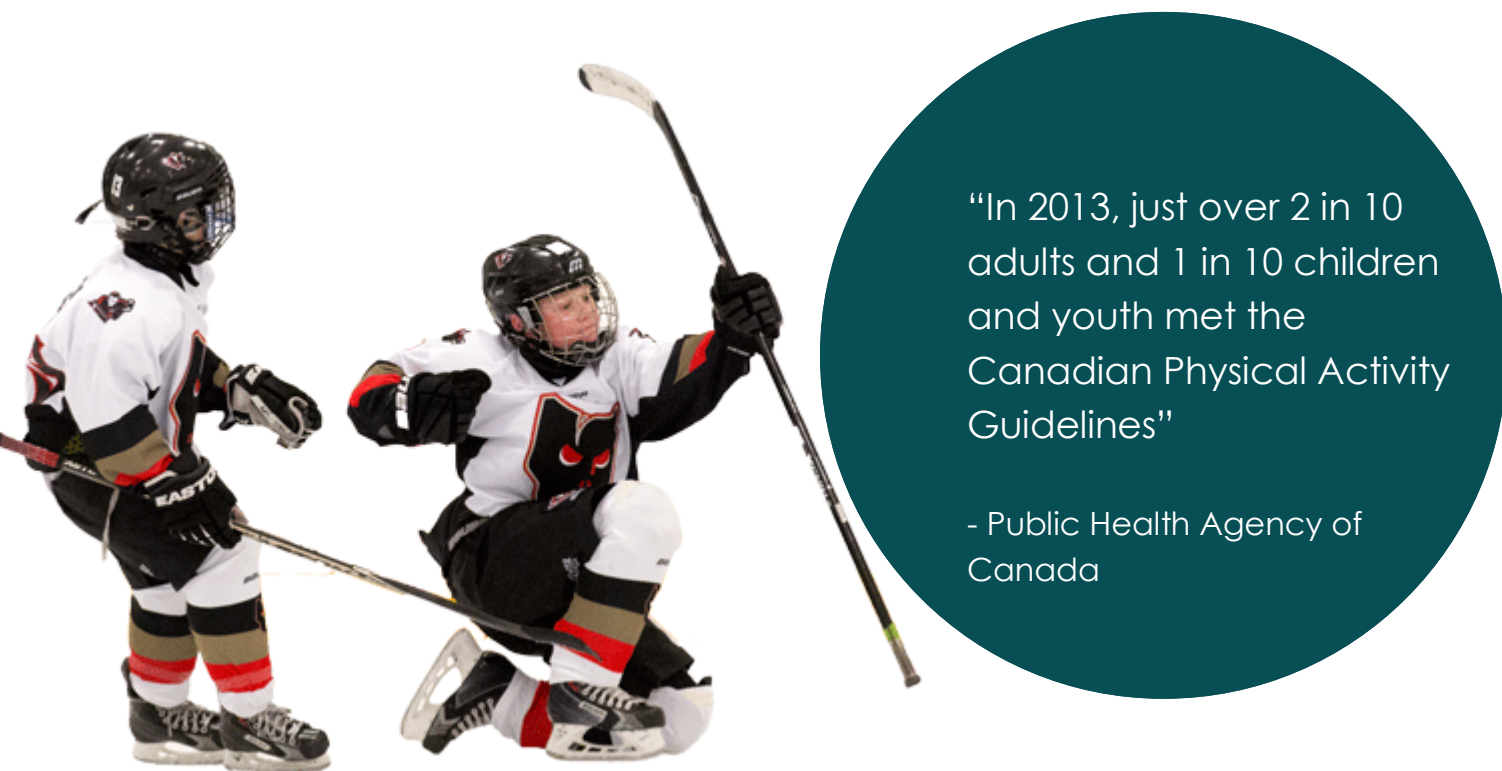
Participation levels and preferences for sporting activities continue to attract much attention given the impact on infrastructure development and overall service delivery in most municipalities. The Canadian Fitness & Lifestyle Research Institutes 2011 – 2012 Sport Monitor report identified a number of updated statistics and trends pertaining to sport participation in Canada⁴.

³ [Health Status of Canadians 2016](#). A Report of the Chief Public Health Officer. Government of Canada.

⁴ [Canadian Fitness and Lifestyle Research Institute](#). 2011-2012 Sport Monitor.

- **The highest proportion of Canadians prefers non-competitive sports or activities.** Nearly half (44%) of Canadians preferred non-competitive sports while 40% like both non-competitive and competitive sports. Only 8% of Canadians prefer competitive sports or activities and 8% prefer neither competitive nor non-competitive sports.
- **Sport participation is directly related to age.** Over three quarters (70%) of Canadians aged 15 – 17 participate in sports, with participation rates decreasing in each subsequent age group. The largest drop in sport participation occurs between the age categories of 15 – 17 and 18 – 24 (~20%).
- **Substantially more men (45%) than women (24%) participate in sport.**
- **Participation in sport is directly related to household income levels.** Households with an annual income of >\$100,000 have the highest participation levels, nearly twice as high as households earning between \$20,000 - \$39,999 annually and over three times as high as households earning less than \$20,000 annually.
- **The highest proportion of sport participants continue to do so in “structured environments.”** Just under half (48%) of sport participants indicated that their participation occurs primarily in organized environments, while 20% participants in unstructured or casual environments and 32% do so in both structured and unstructured environments.
- **Community sport programs and venues remain important.** The vast majority (82%) of Canadians that participate in sport do so in the community. Approximately one-fifth (21%) participate at school while 17% participate in sports at work. A significant proportion (43%) also indicated that they participate in sporting activities at home.

A research paper entitled “Sport Participation 2010”, published by Canadian Heritage, also



identified a number of trends pertaining to participation in specific sports. The following graph illustrates national trends in active sport participation from 1992 -2010. As reflected in the graph, swimming (as a sport) has experienced the most significant decrease while soccer has had the highest rate of growth. Meanwhile, golf and hockey remain the two most played sports in Canada.

Highlights of Participation Trends from the "Sport Participation 2010" report include:

- National sport participation levels continue to decline
- The gender gap in sport participation has increased
- Sport participation decreases as Canadians age
- Education and income levels impact sport participation
- Established immigrants participate in sport less than recent immigrants and Canadian born
- Students (15 years and older) participate in sport in greater numbers than any labour force group
- Participation is highly concentrated in a few sports (golf, ice hockey, soccer)
- Women are more likely than men to have a coach (female sport participants tend to use the services of a coach/trainer more often than male sport participants and more so as they age)
- The most important benefit of sport participation is relaxation and fun (ranked as being important by 97% of sport participants)
- Lack of time and interest are the main reasons for not participating in sport

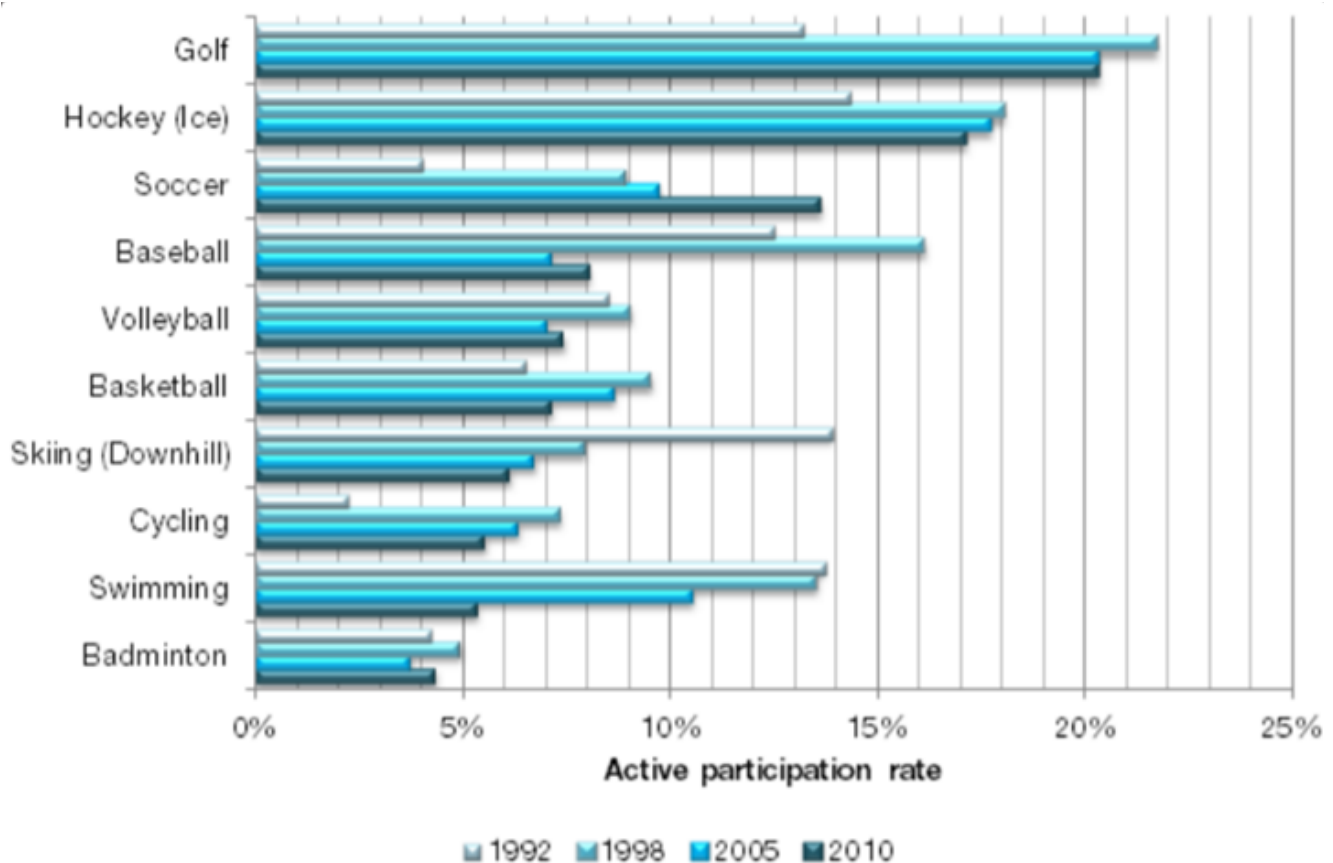


FIGURE 6.0: PARTICIPATION RATE IN THE TOP TEN SPORTS AMONG PARTICIPANTS, 1992-2010
(SOURCE: CANADA-HERITAGE, SPORT PARTICIPATION 2010 RESEARCH PAPER)

Balancing Structured and Spontaneous Programming

While many structured or organized activities remain important, there is an increasing demand for more flexibility in timing and activity choice. People are seeking individualized, informal pursuits that can be done alone or in small groups, at flexible times, often near or at home. This does not however eliminate the need for structured activities and the organizations that provide them. Instead, this trend suggests that planning for the general population is as important as planning for traditional structured use environments. Analyzing the issue further, if recreation and culture budgets do not increase to accommodate this expanded scope of spontaneous use planning, it may be necessary for municipalities to further partner with dedicated use organizations (e.g. community groups) in the provision of programs and facilities to ensure the optimal use of public funds.

Flexibility & Adaptability

As a result of the vast choice of activity options for recreation and cultural consumers, service providers are increasingly being required to ensure that their approach to delivery is flexible and able to quickly adapt to meet community demand. Many municipalities have also had to make hard decisions on which activities they are able to directly offer or support, and those which are more appropriate to leave to the private sector to provide.

Ensuring that programming staff and management are current on trends is important in the identification and planning of programming. Regular interaction and data collection (e.g. customer surveys) from members are other methods which many service providers use to help identify programs that are popular and in-demand. The development of multi-use spaces can also help ensure that municipalities have the flexibility to adapt to changing interests and activity preferences.

Barriers to Participation

Research and available data supports that many Canadians face barriers that impact their ability to gain from the numerous physical, social, and mental benefits that are accrued from participation in recreation and leisure pursuits. Understanding these barriers can help service providers identify strategies to mitigate issues and encourage participation. The graph below is reflective of the 2014 CIBC – KidSport Report identifying barriers to participation in sport for 3 to 17 year olds in Canada⁵. As shown in the graph, the cost of enrollment, equipment and a lack of interest were identified as the top three barriers.

⁵ CIBC – KidSport Report: Helping our kids get off the sidelines. July 2014.

Game ON

The Ontario Government's Sport Plan is a sport-focused, athlete-centred and results-oriented plan. The plan builds on a strong existing foundation of sport organizations, programs and investments. It recognizes the many ways in which organized sport can be good for people and communities, from the obvious health benefits of physical activity to the economic benefits of hosting major events.

The plan supports multi sport organizations (MSO's) and is a resource to guide municipalities in improving participation rates and developing athletes along the sport development continuum.

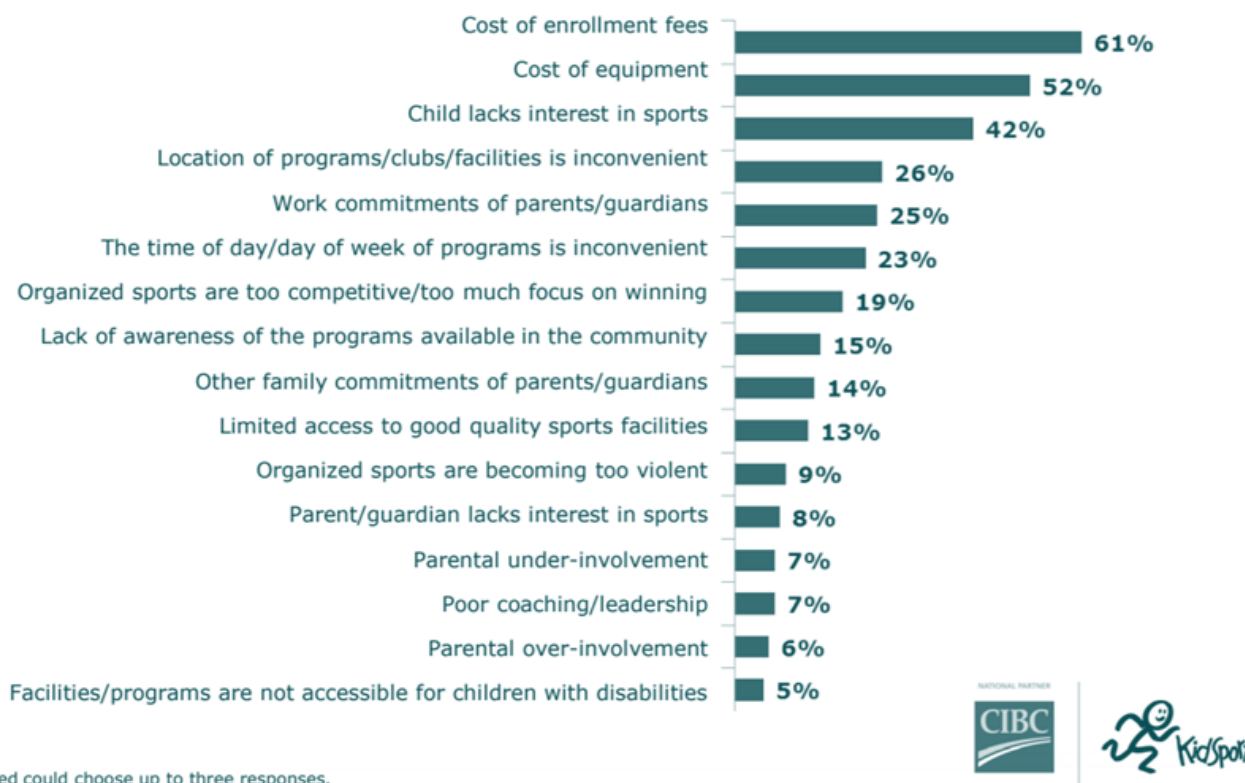


FIGURE 7.0: BARRIERS PREVENTING CHILD FROM PARTICIPATING IN ORGANIZED SPORT

3.2 Service Delivery Trends

Partnerships

Partnerships in the provision of recreation, leisure and cultural opportunities are becoming more prevalent. These partnerships can take a number of forms, and include government, not for profit organizations, schools and the private sector. While the provision of recreation and cultural services has historically relied on municipal levels of the government, many municipalities are increasingly looking to form partnerships that can enhance service levels and more efficiently leverage public funds.

Partnerships can be as simple as facility naming and sponsorship arrangements and as complex as lease and contract agreements to operate spaces, entire facilities or deliver programs. According to one study over three-quarters (76%) of Canadian municipalities work with schools in their communities to encourage the participation of municipal residents in physical activities⁶. Just under half of municipalities work with local not-for profits (46%), health settings (40%), or workplaces (25%) to encourage participation in physical activities amongst their residents. Seventy-six percent (76%) of municipalities with a population of 1,000 to 9,999 to 80% of municipalities over 100,000 in population have formed agreements with school boards for shared use of facilities. In fact since 2000, the proportion of municipalities that have reported working with schools, health settings, and local-not-for profit organizations has increased by 10% to 20%.

⁶ Municipal Opportunities for Physical Activity: Strategic partnerships. 2010, Canadian Fitness and Lifestyle Research Institute

Partnerships are a key theme that this Master Plan explores further and should be considered further by the PRC Department.

Volunteerism

Volunteers continue to be vitally important to the planning and delivery of numerous events and programs. Canadians state that the primary reason they volunteer is to contribute to their communities. The next two major reasons are to use skills and experience and because they have been personally affected by the cause⁷. The breakdown is as follows:

- To make a contribution to community (93%);
- To use skills and experience (78%);
- Personally affected by the organization's cause (59%);
- To explore one's own strengths (48%);
- Because their friends volunteer (48%);
- To network with others (46%);
- To improve job opportunities (22%); and
- To fulfill religious obligations or beliefs (21%).

Below are additional findings from the 2010 Canada Survey of Giving, Volunteering and Participating:

- Ontarians volunteer at a rate (47.7%) just over the national average (47.0%)
- The highest volunteer rate in Ontario is among youth and young adults aged 15 to 24 (58.1%) followed by middle aged adults aged 35 to 44 (55.3%) and adults aged 45 to 54 (48.5%).
- Although seniors age 65 and older had the lowest volunteer rate (38.6%), they had the highest average of annual volunteer hours (222 hours on average per year).

There are a number of pertinent trends in volunteerism that may impact or have relevancy to the delivery of programming or facility operations⁸:

Much comes from the few: 47% of Canadians volunteer. Over one-third (34%) of all volunteer hours were contributed by 5% of total volunteers.

The new volunteer: Young people volunteer to gain work related skills (Canadians aged 15-24 volunteer more than any other age group). New Canadians also volunteer to develop work experience and to practice language skills. Persons with disabilities may volunteer as a way to more fully participate in community life.

Volunteer job design: Volunteer job design can be the best defense for changing demographics and fluctuations in funding.

Mandatory volunteering: There are mandatory volunteer programs through Community Service Order and school mandated community work.

Volunteering by contract: The changing volunteer environment is redefining volunteer commitment as a negotiated and mutually beneficial arrangement rather than a one-way sacrifice of time by the volunteer.

⁷ Research about Volunteering in Canada. Imagine Canada, Sector Source.

⁸ Volunteerism in Alberta: Issues and Challenges. University of Alberta, 2004.

Risk management: Considered part of the process of job design for volunteers, risk management ensures the organization can place the right volunteer in the appropriate activity.

Borrowing best practices: The voluntary sector has responded to the changing environment by adopting corporate and public sector management practices including: standards; codes of conduct; accountability and transparency measures around program administration; demand for evaluation; and outcome and import measurement.

Professional volunteer management: Managers of volunteer resources are working toward establishing an equal footing with other professionals in the voluntary sector.

Board governance: Volunteer boards must respond to the challenge of acting as both supervisors and strategic planners.

Community Development

The combined factors of decreasing support from other levels of government, increasing demand for new and exciting recreation infrastructure and programs and the changing nature of the volunteer has led many municipalities to adopt a community development role in service delivery. This, in addition to the direct delivery of recreation and culture facilities and programs, includes the facilitation of empowering local non-profit groups to operate facilities and/or offer programs to residents thereby leveraging public resources and providing more value for public investment.

Community development is the process of creating change through a model of greater public participation—the engagement of the entire community from the individual up. The concept of community development has a broader reach than just the delivery of recreation and cultural programs and facilities; it is commonly understood to be the broader involvement of the general public in decision making and delivery. Community development in recreation delivery encompasses supporting and guiding volunteer groups to ultimately become self-sufficient while providing facilities and programs that further the recreation and cultural agenda in a community.

Social Inclusion

The concept of social inclusion is increasingly becoming an issue that communities are addressing. Social inclusion is about making sure that all children and adults are able to participate as valued, respected and contributing members of society. It involves the basic notions of a sense of belonging, acceptance and recognition. For immigrants or newcomers, social inclusion would be manifested in full and equal participation in all facets of a community including economic, social, cultural, and political circles. It goes beyond including “outsiders” or “newcomers.” In fact, social inclusion is about the elimination of the boundaries or barriers between “us” and “them.” There is recognition that diversity has worth unto itself and is not something that must be overcome.

Financial barriers to participation in recreation, sport and cultural activities continue to exist for many Ontarians and should also be considered when discussing social inclusion. Understanding the potential benefits that can result from engaging citizens in a broad range of activities and programs, municipalities have undertaken a number of initiatives aimed at removing financial barriers. Current initiatives being led or supported by many municipalities include KidSport, Jumpstart, and the Canadian Parks and Recreation Association's “Everybody Gets to Play” program.

Economic Benefits of Recreations, Sport and Cultural Tourism

Sport, recreation, and cultural tourism are major contributors to local economies throughout Ontario, especially in the case of communities that have the infrastructure necessary to host major sporting events with non-local teams and competitors or performers that draw spectators from outside the community.

“Sport tourists” have been defined as participants and their families who travel more than 80km to attend, participate in, or are somehow involved in a sporting event⁹. According to the Canadian Sport Tourism Alliance, spending associated with the Canadian sport tourism industry reached \$3.6 billion in 2010, an increase of 8.8% from 2008¹⁰. Sport tourism related to major provincial, national or international events can have longer lasting impacts in communities than just local spending during an event. In some cases, legacies are left including infrastructure, endowments and community brand recognition.

Cultural tourism is another important and growing segment of the tourism industry. Its participants are young, well-educated, spend more money on their trips, and seek unique personal experiences. Although not a new phenomenon, cultural tourism has consistently been characterized by the following points:

1. **Frequent short trips:** The cultural tourist, while small as a percentage of all tourists, makes numerous short trips to participate in cultural activities year-round.
2. **A Personal Experience:** Cultural tourists seek experiences that are meaningful to them and that will result in individual reminiscences and memories which refer more to the tourist's personal history than to that of the site.

Many Ontario municipalities are concentrating more on event hosting to generate broader economic impact, build community image and create sustainability in volunteer groups. In some cases municipalities spearheaded these efforts by taking on a direct role in the recruitment and planning of events. In other cases municipalities are supporting community groups by providing facilities, staff resources and/or financial support.

Providing Quality Parks & Outdoor Spaces

Research supports that individuals continue to place a high value on the availability and quality of parks, trails and outdoor spaces. A 2013 Canadian study commissioned by the TD Friends of the Environment Foundation found that nearly two-thirds of respondents (64%) indicated that local parks were “very important” to them and their family¹¹. Additionally, 68% of Canadians are concerned about the loss of green space in their community. Another 2011 study of over 1,100 parents of 2 to 12 year olds in the United States, Canada and the United Kingdom found that the more time a family spends together at a playground, the greater their overall sense of family well-being¹². Three-quarters also wished that their family had time to visit a playground more often.

⁹ Canadian Sport Tourism Alliance: Economic Impact. 2013.

¹⁰ Ibid.

¹¹ TD Friends of the Environment Foundation: Loss of Green Spaces a Concern for Many Canadians, 2013.

¹² Harris Interactive (2011). Playgrounds Increase Sense of Family Well-Being. Washington, District of Columbia. Foresters

Parks and outdoor spaces also play a key role in helping to combat “nature deficit disorder” amongst children and youth. This phrase, first coined by Richard Louv in his bestselling book “Last Child in the Woods,” suggests that children are becoming estranged from nature and natural play resulting in a number of cognitive, physical and developmental issues.

While all residents benefit from the availability of quality park spaces, a significant amount of research and attention has been given to the myriad of benefits that result from children and youth being able to play and interact in outdoor settings. Findings include:

- Children who play regularly in natural environments show more advanced motor fitness, including coordination, balance and agility, and they are sick less often¹³.
- Exposure to natural environments improves children's cognitive development by improving their awareness, reasoning and observational skills¹⁴.
- Children who play in nature have more positive feelings about each other¹⁵.
- Outdoor environments are important to children's development of independence and autonomy¹⁶.
- Children with views of and contact with nature score higher on tests of concentration and self-discipline. The greener, the better the scores¹⁷.

¹³ Grahn, P., Martensson, F., Lindblad, B., Nilsson, P., and Ekman, A., (1997). UTE pa DAGIS, Stad and Land nr. 93/1991 Sveriges lantbruksuniversitet, Alnarp.

¹⁴ Pyle, Robert (1993). The thunder trees: Lessons from an urban wildland. Boston: Houghton Mifflin

¹⁵ Moore, Robin (1996). Compact Nature: The Role of Playing and Learning Gardens on Children’s Lives, Journal of Therapeutic Horticulture, 8, 72-82

¹⁶ Bartlett, Sheridan (1996). Access to Outdoor Play and Its Implications for Healthy Attachments. Unpublished article, Putney, VT

¹⁷ Taylor, A.F., Kuo, F.E. and Sullivan, W.C. (2002). Views of Nature and Self-Discipline: Evidence from Inner City Children, Journal of Environmental Psychology, 22, 49-63

4.0 TRENDS IN RECREATION INFRASTRUCTURE



Recreational infrastructure plays an important role in providing spaces to facilitate engaged, active and healthy lives. There are several trends that are changing how municipalities plan, design and operate recreational facilities. Creating flexible and adaptable spaces and updating aging facilities are among the most noted trends. The following section provides an overview of key trends that have been considered through the development of Collingwood's PRC Master Plan.

Aging Recreation Facilities

Across Canada, recreation infrastructure is aging and ending its overall lifecycle at a faster pace that is being replaced. If the current reinvestment levels are maintained there will be a decline in the overall condition of recreation facilities in the coming years¹⁸.

Universal Design

Emphasis for facilities is moving towards inclusion and access for all members of the population. Universal design gives access to facilities for people of any ability. Products and environments are created to be usable by all people without the need for adoptive, custom or retrofitted design. Within public municipal facilities, there should be no physical barriers that prevent participation to any members of the population.

¹⁸ Canadian Construction Association et al., Canadian Infrastructure Report Card, 2016.

Creating Opportunities for All under One Roof

The design, allocation and distribution of parks and recreation facilities plays an integral role in the delivery of recreation programs. Without properly designed and equipped infrastructure and maintenance programs, the range, type and quantity of programs offered can be limited. Therefore, infrastructure needs have to be considered along with exploration of facility development partnerships, ensuring balanced and equitable access and optimization of facilities and resources to best meet program needs.

A continuing trend in the development of recreation, leisure and cultural infrastructure involves providing amenities that appeal to a variety of individual interests and ability levels. Including a variety of amenities in a facility can help maximize facility usage and ensure that a facility is viewed as being relevant by all residents. While traditional recreation facility components such as ice arenas, gymnasiums, fitness centres and aquatic areas continue to be important, many facilities are now including components and amenities that have previously been stand-alone in the community or not identified with recreation facilities. Examples include senior's centres, youth centres, indoor child play areas, indoor play structures and libraries. Including these amenities can also help recreation facilities become community "hubs" of activity and further justify municipal investment.

Spaces that Encourage Social Interaction

A recent trend in recreation and cultural infrastructure is to create facilities, which are highly social in nature, and that can act as social gathering 'hubs' within a neighborhood or broader community. In active spaces such as fitness centres, walking / running tracks, and aquatics facilities, social interaction can be encouraged through the layout and design of these areas and adjacent support amenities (e.g. change rooms, stretching areas, information desks). Increasingly, many facilities are also focusing on increasing social interaction opportunities in passive spaces such as lobbies, corridors, spectator areas, and food service locations. This is often accomplished through a combination of facility design, facility aesthetics and by creating a warm and welcoming atmosphere. By increasing social interaction in passive areas, many facilities have been successful in attracting individuals and groups who might not typically visit recreation or cultural facilities.

Another growing trend is to include program areas within multipurpose facilities that focus on providing socially interactive opportunities to specific populations. Whereas in the past child care facilities, youth centres, adult social clubs and seniors' spaces were often built as stand-alone facilities, many municipalities are now including these spaces as components of multi-purpose recreation and cultural facilities.

Integrating Indoor & Outdoor Environments

A new concept in recreation and culture infrastructure planning is to ensure that the indoor environment interacts seamlessly with the outdoor recreation environment. This can include such ideas as indoor / outdoor walking trails, indoor / outdoor child play areas and indoor / outdoor aquatics facilities. Collingwood's Centennial Aquatic Centre is an example of a facility that creates a unique interaction between the indoor and outdoor environments.

Although there are a number of operational issues that need to be considered when planning indoor/ outdoor environments (e.g. cleaning, controlled access, etc.) the concept of planning an indoor facility to complement the site it is located on (and associated outdoor amenities included) as well as the broader community parks and trail system is prudent and will ensure the optimization of public spending on both indoor and outdoor recreation infrastructure.

Including Convenience Amenities

Increasingly, recreation facility users and patrons are demanding that their facility experience be convenient and tailored to their personal and family needs. Convenience amenities such as child minding (temporary child care), food services, medical services (e.g. physiotherapy, chiropractic) and retail are being included in many new and retrofitted recreation facilities. In addition to enhancing the user experience, the inclusion of these amenities can generate increased revenues for a facility.

Providing an array of social amenities can further enhance the facility experience and increase overall facility visitations. Examples of social amenities include attractive lobby areas, common spaces, restaurants and cafeterias, spectator viewing, areas, meeting facilities, wireless internet and adjacent outdoor parks or green space. Including these amenities can also help attract residents who might not normally use a recreation facility, and increase facility traffic during non-peak hours.

Multipurpose Spaces and Expandability

The inclusion of spaces that are multi-purpose and multi-functional in nature can help a facility create the critical mass necessary to maximize usage and expand revenue potential. Field houses and gymnasiums are examples of spaces that are commonly being designed and outfitted with dividing curtains, portable boards, temporary bleachers and multi-use flooring types. Many recreation facilities are also putting an increased focus on including multipurpose programs rooms that can be used for fitness classes, meetings, smaller social functions and a host of other activities.

Twelve leading Trends in Multiuse Design include:

1. More Group Exercise Spaces
2. Room to Stretch
3. A Growth in Partnerships
4. The Dominance of Leisure Swimming
5. Non-Traditional Running Tracks
6. More Lounge Areas
7. A Priority on Pickleball
8. Greater Acoustical Sophistication
9. More Design Focus on Entrances and exits
10. Creativity in Creating Destination Facilities
11. A Focus on Sustainability Over Certification (LEED)
12. An Emphasis on Inclusion

When developing recreation infrastructure, it is also important to plan for potential expandability should community needs and population characteristics evolve. Ensuring that facilities are built on sites with adequate amounts of adjacent land can make future expansion both possible and more efficient. Many recreation facilities are also developing components and amenities in such a manner that they can be re-purposed in the future to meet user demand. Placing common or non-allocated spaces next to high demand amenities (e.g. fitness centres) can help make future expansion and re-purposing feasible.

Spontaneous and Scheduled Activities

While schedule (structured) activities remain important, there is a growing demand for opportunities to participate in spontaneous (unstructured) activities. People are seeking individualized, informal

pursuits that can be done alone or in small groups, at flexible times, often near or at home. Examples of spontaneous use activities include fitness / wellness, leisure swimming, walking, and open gymnasium time.

The public is placing greater demand on spontaneous, non-program forms of activity due to evolving households, schedules and lifestyles, prompting a transition of activities from organized to unorganized sports.

Research revealed that the top four physical activities with the highest participation rates among Ontarian's are 'spontaneous' in nature:

- 1. Walking for pleasure (81.4%);
- 2. Bicycling (41.9%);
- 3. Swimming in pools (40.5%); and
- 4. Aerobics / fitness / aqua-fit / yoga (37.7%)

The survey data collected through stakeholder consultation for this Master Plan supports these Ontario trends with the following activities being the top four indicated by respondents:

- 1. Outdoor fitness – E.g. running, cycling, cross-country skiing (80.5%)
- 2. Adventure activities – E.g. hiking, camping, boating, skiing (77.3%)
- 3. Sports & athletics – E.g. Soccer, tennis, baseball (68.8%)
- 4. Special events, festivals and community gatherings (66.3%)

This does not, however, eliminate the need for venues that accommodate structured activities and the stakeholder groups that utilize them. Instead, this trend suggests that planning for the general population is as important as planning for traditional structured use environments.

Table 1 below outlines the range of potential spontaneous use recreation amenities for both indoor and outdoor spaces.

TABLE 1.0: INDOOR AND OUTDOOR SPONTANEOUS USE RECREATION AMENITIES

SPONTANEOUS USE RECREATION AMENITIES	
INDOOR	OUTDOOR
LEISURE AQUATIC SPACES	TRAILS
LEISURE SKATING PAD (NON-BOARDED)	PLAYGROUNDS
INDOOR CHILD PLAYGROUNDS	PASSIVE GREEN SPACES
GYMNASIUMS FOR YOUTH/ADULT/DROP-IN	SPLASH/SPRAY PADS
MULTI-PURPOSE FLOORSPACES FOR CHILDREN'S GAMES, ETC.	BLACKTOP SPACES FOR BASKETBALL/BALL HOCKEY, ETC.
SENIORS/OLDER ADULT WALK-ON, DROP-IN ACTIVITIES-PICKLEBALL	OUTDOOR FITNESS EQUIPMENT

Special Events & Competitions

Hosting special events and competitions remain important to many communities. Hosting events and competition can result in increased community pride and result in economic benefits through both local resident and visitor spending. The capacity of a community to host tournaments or events is in large part driven by the availability and quality of facilities and other public spaces.

When developing new recreation and cultural facilities it is important for municipalities to balance providing spaces and facility amenities that are relevant and needed by the whole community on a regular basis, while also considering spaces and amenities that can help attract tournaments and events. Increasingly facilities such as field houses, gymnasiums, and ice arenas are being designed to accommodate regular community usage as well as special events and tournaments. This is commonly accomplished in many facilities by incorporating expandable seating, flexible change room options, audio / visual elements (e.g. sound systems, lighting, video boards) and equipment loading areas.



5.0 SUMMARY OF CONSULTATION FINDINGS



5.1 Stakeholder Consultation

A range of stakeholders have been central to the PRC Master Plan process including Collingwood residents, recreational and cultural organizations, Town Staff and Council. The project team facilitated multiple forms of community outreach and consultation, including:

- Working session with Town staff;
- Open house sessions for the Community;
- Facilitated working sessions with stakeholder organizations;
- Community outreach at Town of Collingwood events (E.g. Frozen in Time, Family Day);
- A presentation to Council;
- Focus Group with youth at Collingwood Collegiate Institute;
- Stakeholder questionnaires; and
- An Online Survey.

Throughout the engagement process, stakeholders were asked to identify the following:

- Collingwood's PRC Strengths and assets;
- What is missing and what is needed; and
- Key opportunities to be considered.

Understanding how to leverage Collingwood's unique recreational and cultural assets in order to meet the needs of Collingwood's growing population and evolving recreational demands was explored through community consultation.

With input from over 600 people, it was not possible to include all comments in this report. However, a fulsome Consultation Report and complete documentation of survey and consultation results can be found in the Stakeholder Consultation Report. The report and results should be reviewed in conjunction with this Master Plan.

A summary of the consultation opportunities and working sessions is included below:

Town Staff SCOT exercise: August 25, 2017

- The project team met with all divisions of the PRC Department to gather input and feedback on their roles, responsibilities, strengths and challenges.

Public Open House (Kick-off): October 4th, 2017

- The project was formally “kicked-off” at this session. This session was an open-house style event.

Creative Collingwood Symposium: October 27th

- The project team attended the two day event to engage with Collingwood's arts and culture community.

Recreation & Culture Stakeholder sessions: November 29th, 2017

- The project team held two working sessions (an afternoon and evening session) to meet community organizations and service providers (E.g. YMCA) that contribute to Collingwood's recreation and cultural landscape.

Frozen in Time: December 28th, 2017

- The project team attended “Frozen in Time” to promote the online survey and inform the public about the PRC Master Plan.

Presentation to Council: January 15th, 2018

- The project team presented an overview of key findings from the online survey and consultation efforts.

Family Day Fam Jam: February 19th, 2018

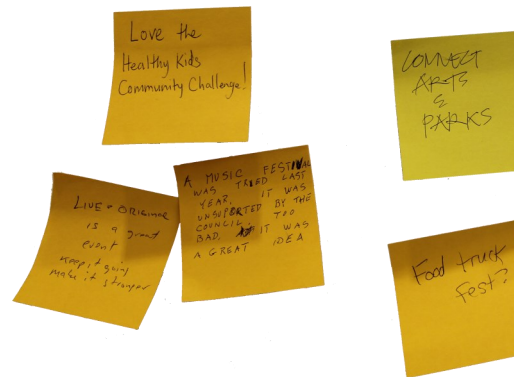
- The project team set up a booth in the Central Park Arena lobby to gather feedback through participatory mapping and informal conversations with the project team.

Youth Focus Group at Collingwood Collegiate Institute: March 6th, 2018

- The project team facilitated a focus group at CCI with a grade 12 geography class. Students provided input on PRC programs and facilities through an interactive, student-led discussion.

Open House to share consultation results:

- The project team shared key findings and themes from the community consultation results on April 25th, 2018.



Opportunities

- collaboration
 - ↳ grants, partners
 - ↳ Collingwood + Blue Mtn.
 - new entrepreneurs (\$ opportunity)
- multi-use facility
- centralized info. source
 - ↳ calendar
- more events (e.g. art crawl)
 - ↳ reposition Elvis Fest
- use of development changes

Online Survey

An online survey was also utilized to provide an additional opportunity and digital platform for community members to engage¹⁹. The survey was posted on the Town's website and shared through social media and local media outlets. The survey was open from October 2017 to February 2018, providing a significant window of time for sharing feedback.

The online survey was completed by **589** respondents. However, respondents had the choice to respond on behalf of their household or as an individual. Based on the number of people per household, the online survey represents input from **1371** community stakeholders.

The following sections are a summary of the key findings from the consultation events and working sessions as well as the online survey. The results are shown below in aggregated form and key themes have been identified based on both qualitative and quantitative analysis.

Why do Collingwood residents participate in recreational and cultural activities?

94.5% of survey respondents indicated that they participate in recreational and cultural activities for *physical health/exercise* reasons. The top four reasons to participate in recreational and cultural activities include:

1. Physical health/exercise
2. To enjoy nature
3. Pleasure/entertainment
4. To be with family/friends

Observation:

The broader health and wellbeing lens was highlighted throughout both the survey and consultation sessions. The benefits and importance of recreation as a foundation to achieve wellbeing was frequently suggested as a pathway to tackle issues such as sedentary lifestyles and obesity, decreased contact with nature, and social/economic inequities that limit opportunities for some groups.

Respondents clearly value the benefits of recreational and cultural activities and services. These reasons for participation demonstrate the benefits of recreation and cultural activities as they contribute to individual and community wellbeing, which is valued by Collingwood/regional users.

¹⁹ Hard copies of the survey were made available at the PRC Department's front desk and stakeholder events.

5.2 Key Findings from Community Consultation

Parks:

Respondents indicated that the most popular parks are those along the waterfront/accessing Georgian Bay and the larger sports facilities (Fisher Fields, Central Park). These parks are also among the larger parks in Collingwood. This also highlights respondents' value of Collingwood's unique natural heritage, particularly the waterfront.

Trails:

Survey respondents indicated high usage of trails in Collingwood, with **75% of respondents using trails once a week or more**. This was further emphasized at stakeholder events and often highlighted as the most important recreational asset in Collingwood.

Overall, respondents indicated widespread usage of trails. Some of the most popular trails in Collingwood include:

- Georgian Trail
- Train Trail
- Admiral School Trail
- Black Ash Trail
- Pretty River
- Heather Pathway
- Harbour Promenade

Recreational Facilities:

Survey respondents and stakeholders (through working sessions and interviews) were asked to indicate which facilities they use most.

The facilities below have been ranked from most used to least used:

1. Fisher Fields (31.3% of respondents use once a week or more)
2. Central Park Arena (26.8% of respondents use once a week or more)
3. Eddie Bush Memorial Arena (22.3% of respondents use once a week or more)
4. Centennial Aquatic Centre (19.7% of respondents use once a week or more)
5. Central Park Outdoor Rink (13.7% of respondents use once a week or more)
6. Curling Arena (9% of respondents use once a week or more)
7. Skatepark (8% of respondents use once a week or more)

Cultural Facilities and Events:

Based on the survey results, it would appear that overall, usage of cultural facilities was indicated to be quite low. For example, there were high rates of respondents who indicated they had never visited specific cultural facilities (e.g. Press Room Galleries, Tremont Studios and Simcoe Street Theatre).

Consultation results indicate Collingwood's continued progress towards reaching its vision:

"Collingwood is a responsible, sustainable, and accessible community that leverages its core strengths: a vibrant downtown, a setting within the natural environment, and an extensive waterfront. This offers a healthy, affordable, and four-season lifestyle to all residents, businesses, and visitors."

Town of Collingwood
Community Based
Strategic Plan, 2015

This may indicate that some of the private cultural facilities/assets in Collingwood are relatively unknown to residents/visitors (and this impression was confirmed through several of the interviews). The PRC department may want to consider branding/marketing opportunities across the Town's arts and culture sector.

In terms of **cultural events/festivals in Collingwood, Canada Day, Sidelaunch Days and Elvis Festival are among the most popular events** put on by the PRC Department. The most popular event being "Canada Day" may also be a reflection of accessibility based on affordability for families and those who may have less disposable income for ticketed events.

Programming:

In terms of programming, results indicate that the Town could consider increasing program offerings in the following:

1. Recreation (general interest)
2. Nature/outdoor education
3. Fitness & wellness
4. Sports

This aligns with the general interests of survey respondents, of which the top four interests have been ranked below:

1. **Outdoor fitness** (In-line skating, running, cycling, snowshoe/cross-country ski, etc.) = 80.5% of respondents indicated they have participated in this activity
2. **Adventure activities** (Hiking, camping, boating, skiing) = 77.3% participation
3. **Sports and athletics** (Baseball, soccer, basketball, tennis, golf) = 68.8% participation
4. **Special events, festivals and community gatherings** = 66.3% participation

These results indicate Collingwood residents enjoy recreational activities that bring them outdoors and provide contact with the natural environment.



5.3 Collingwood's Parks, Recreation & Culture: Strengths and Assets

From the unique natural heritage and historic waterfront to the established arts and music scene, Collingwood is a regional hub for year-round recreational activities and provides residents and visitors with a range of recreational and cultural opportunities. Through the online survey and community consultation, the project team has identified recreational and cultural strengths and assets that set Collingwood apart from other communities.

- Based on consultation results, it is evident that in particular, recreational users deeply value Collingwood's natural spaces and places, and its many heritage features. This was indicated by survey respondents who frequently suggested the following recreational assets as most important:
 - Trails system
 - Open space parks
 - Waterfront and access to Georgian Bay
 - Variety of cultural events
- In terms of the quality and maintenance of recreational assets and facilities, stakeholders indicated **trails, the farmers' market and open space parks** as the most well maintained assets. This was followed by the harbour promenade, play structures, central park arena and Collingwood museum. These high levels of satisfaction indicate that residents/visitors enjoy these facilities.
- In Collingwood, trails stand out as a key asset. For example, students at CCI suggested that trails help link recreational facilities and cultural facilities such as those found in the Downtown area. Connections to Collingwood's waterfront area and surrounding natural features (such as the Bruce Trail) were mentioned as key reasons for moving to Collingwood by new residents.
- Collingwood's natural heritage features have shaped the Town's recreational landscape. Through consultation, it is evident that residents and visitors are inspired to lead active lives. This is particularly important for Collingwood's "active agers." With a large portion of Collingwood's population over 55 years old.
- Parks also stand out as a strength and asset valued by recreational users. The online survey indicated there is strong satisfaction with **Collingwood Arboretum, the Shipyards Amphitheatre, Millennium Park and Sunset Point**. Generally, this corresponds with the high frequency of visits.
- The online survey also provided an opportunity to measure satisfaction with the PRC Departments programming and services. Overall, the majority of respondents believed that the Town of Collingwood is responsive to the physical recreation needs of the community. Furthermore, 55% indicated that the Town offers high quality recreation, arts and culture programs.
- Many stakeholders felt that the Collingwood community itself is an important strength and asset. Many felt there are key community organizations and residents that contribute to the Parks, Recreation and Culture landscape across the Town. Others suggested that there is a strong commitment to physical activity and wellbeing in Collingwood, which adds value to the community.

Active Ageing is a term used to describe the maintenance of positive well-being, good physical, social and mental health, and continued involvement in one's family, peer group and community throughout the aging process.

- Collingwood has much “social capital” in the form of arts, recreation, and parks programs, and through community celebrations, festivals, parades, and sporting events.
- *The Healthy Kids Community Challenge* was (HKCC) often highlighted as a program that epitomizes Collingwood's values as an active and healthy community. Several stakeholders in the community expressed that they would like to see this program (currently a trial program) continue its work in Collingwood.



FAMILY DAY JAM, HEALTHY KIDS COMMUNITY CHALLENGE

Overall, the online survey and feedback from engagement events demonstrate Collingwood's unique position as a recreational and cultural hub for the Southern Georgian Bay Region. The physical beauty, large number of parks, extensive trails network and diverse arts and cultural activities were frequently mentioned as strengths and assets for the Town of Collingwood. Through consultation it is evident that Collingwood's residents value recreation and cultural opportunities as an integral component of individual and community wellbeing.

5.4 What is missing & what is needed?

The input and data clearly indicates that the residents support the investment by the Town in recreation, health, wellbeing, facility development, parks, trails and cultural programming and events. Traditionally the PRC Department has provided programs and services focused primarily through the larger indoor recreation spaces such as the arena's and pool. The “Healthy Kids Challenge” initiative focused attention on health and wellbeing as well as on the issues centered surrounding inclusion and accessibility for all residents. The feedback from the various public engagement programs provided a significant desire to see the program continue but more so to see programs expanded and new health/wellbeing, lifestyle and recreation and sport activities offered for all ages.



BLACK ASH PARK

This plan acknowledges the gap in program offerings as well as the need to provide a permanent staff position that will focus on Health and Lifestyle programming with particular focus on inclusion and introduction of programs across the entire population demographic. The introduction of programs and services is not seen as primarily the role of the Town but should involve partners from cross sectoral agencies, i.e. schools, non-profit, health, neighbouring municipalities etc.

Below is a summary of key gaps identified by stakeholders through the PRC Master Plan stakeholder consultation efforts. These issues and additional feedback are discussed in further detail later in this report.

Parks & Outdoor Facilities

- Survey respondents and stakeholders at events indicated that several parks are in need of updated infrastructure and improved maintenance.
- There is strong demand in Collingwood for parks to exceed accessibility standards (e.g. AODA Standards) to ensure parks are utilizing inclusive design to enhance levels of enjoyment for all park users.

Indoor Recreational Facilities

- There is strong demand for a multi-use facility that can serve Collingwood and the wider Region. Stakeholders felt that similar/smaller communities have such facilities and indicated that this is a significant gap in Collingwood.

Trails

- There was very strong demand from stakeholders for year-round trail usage. Stakeholders felt this would increase physical activity year-round, and create safer routes to schools, recreational and cultural facilities. A Trails Master Plan should also look at issues around waterfront trail maintenance, particularly the issue of washout.



WASH-OUT ON SUNSET POINT TRAIL (LEFT) AND OUTDOOR MUSIC AT THE SHIPYARDS AMPHITHEATRE (RIGHT)

Events

- The most popular events in Collingwood (that are run/supported by PRC Department) include Canada Day, Sidelaunch Days and Elvis Festival
- There are mixed feelings around the Elvis Festival. Many stakeholders told the project team they leave during the festival to avoid the crowds/traffic, etc. Several also felt the festival was 'tired' and should be reinvented to better represent local talent and artists.
- There was strong and consistent feedback through the survey that respondents would like more promotion of Collingwood events as well as a central platform to share information about both PRC and other community events.
- When asked if they engage in arts and culture programs outside of Collingwood, many survey respondents indicated that they frequent other arts, heritage and cultural events in neighbouring communities (Clarksburg, Stayner, Duntroon, Thornbury, Meaford, Creemore, Nottawa, Blue Mountain, etc.). Survey responses would appear to suggest a trend of residents heading out of town for smaller, intimate events such as concerts and 'Small Halls Festivals'.

Programming

- When asked if there are specific groups requiring specific programs, 41% of survey respondents indicated there are not enough programs for teenagers. It is further worth noting that nearly 30% felt there are not enough programs for adults.
- Findings indicate there is room for the PRC Department to continue growing their focus on health and wellbeing. For example, 45% agreed that there is a problem with the quality of health and well-being in Collingwood. This may indicate the need for programming that focuses on health and wellbeing. *Again, the Healthy Kids Community Challenge program is an opportunity to ensure that health and wellbeing is promoted in programming for all ages.*



KITE FEST AT COLLINGWOOD SIDE LAUNCH DAYS

6.0 PARKS SYSTEM



6.1 Importance of Parkland

Parkland is a valuable community asset that offers environmental, economic, and health benefits while beautifying the urban environment. Green spaces, such as parks, act as places of respite and provide venues for physical activity as well as conservation of natural and cultural heritage landscapes. Furthermore, studies and land development trends suggest that proximity to parks and open spaces can increase property values. In addition to these benefits, parks also achieve the following:

- Act as facilitators of “placemaking” and high quality urban design;
- Catalyze community improvement and revitalization;
- Create hubs for special events and social interaction;
- Provide venues for both programmed and spontaneous forms of physical activity; and
- Provide spaces for gathering and relaxation.

Collingwood has 36 parks with 123.5 hectares of parkland. This includes a range of parks in terms of size, amenities and features that create unique experience for users. Collingwood's location along Georgian Bay has created a unique opportunity to develop parks and trail connections along the waterfront that attract local residents and visitors.

The following section provides an overview of Collingwood's Parks System. A detailed inventory of all 36 parks, including specific recommendations, has been included in **Appendix A** and should be read in conjunction with this section.

6.2 Hierarchy of Parkland

Collingwood's current hierarchy of parkland guides park development by directing types of use, size, form, function and level of amenities found within each type of park. This hierarchy allows the public to understand what a park may include, while ensuring future parks are compatible with surrounding land uses.

The Town`s Official Plan establishes policies on the standard of Parkland Provision in Collingwood. Specifically, Section 4.2.3.2.1 outlines the key function of parkland:

It is the intent of this Plan that public parks be designed to serve both Neighbourhood Parkland and Community Parkland functions. It is anticipated that public parks will vary in type from those involving outdoor sports and passive recreational activities to those oriented toward the preservation of the natural environment as a recreational/educational resource. A series of municipal pedestrian (walking/ jogging/ bicycling/cross-country skiing) trails will connect the parks, which in turn, will function as destinations for those individuals utilizing the pathways.

Sports-oriented community parks of sufficient size to accommodate multi-sports facilities for indoor and outdoor recreational uses such as baseball, soccer, hockey, swimming, shall be located anywhere a suitably sized, readily available parcel of land is available. Neighbourhood parks should be situated within walking distance of the residents they are intended to serve.

Collingwood's Official Plan currently contemplates three types of parks. Parks standards are included in Section 4.2.3.2.2 of the Official Plan and provides the following minimum standards:

TABLE 2.0: COLLINGWOOD PARK STANDARDS (SOURCE: TOWN OF COLLINGWOOD OFFICIAL PLAN)

PARK CLASSIFICATION	STANDARD PROVISION	PREFERRED SIZE
NEIGHBOURHOOD PARKS	0.81 HECTARES PER 1000 PEOPLE	2.83 HECTARES– 3.24 HECTARES (NO LESS THAN 1.82 HECTARES)
COMMUNITY PARKS	1.01 HECTARES PER 1000 PEOPLE	8 HECTARES - 12.14 HECTARES
WATERFRONT PARKS	N/A	N/A

Neighbourhood Parks: Primarily located within areas of residential development and tend to serve the residents of that specific area. Uses common to neighbourhood parks include passive and active recreational uses such as playgrounds, tennis courts, outdoor ice rinks, shaded areas for sitting and relaxation that may include accessory uses such as parking lots.

Community Parks: Location and size tend to serve the general population of the municipality. Uses common to community parks include passive and active recreational activities such as outdoor and indoor sports (baseball/soccer/hockey/swimming), multiple use recreation facility, picnic areas, botanical gardens, and natural areas of educational interest, as well as accessory uses such as parking lots, change rooms, washrooms, restaurants and other service facilities incidental to the primary recreational activity.

Waterfront Parks: Over a number of years the Town of Collingwood has acquired a number of parks along the waterfront of the community. While the primary purpose of these areas may not be active recreation, they add greatly to the diversity of recreation facilities, which can be enjoyed by the Town's residents. The Official Plan encourages the Town to continue to acquire linkages that will enhance the residents' ability to enjoy the waterfront and the growing waterfront trail network.

Other recreational uses: The Official Plan acknowledges that parkland definitions and standards provide a useful guideline in striving to address the basic recreational needs of a community. However, the Official Plan further recognizes that leisure activities encompass a broader range of additional uses such as historical exhibits, theatres, skiing, bowling, boating and golf, amongst others. It is intended that the future recreational planning of the Town occur within the context of both the neighbourhood and community open space requirements of the municipality; and the broader recreational/leisure time needs of Collingwood's residents.

An analysis of how the Town is meeting the current benchmarks is included below in Table 3. Please note that future parks (that have been approved through draft plan of subdivisions/development applications) have been included and categorized under their appropriate designation.

TABLE 3.0: CURRENT PARKLAND REQUIREMENT ANALYSIS

	CURRENT PARKLAND REQUIREMENTS (POPULATION =21,793) ²⁰	CURRENT PARKLAND AREA	2031 PARKLAND AREA REQUIREMENTS (POPULATION = 33,400)
NEIGHBOURHOOD PARKS	17.7 HECTARES	17.6 HECTARES	27.05 HECTARES
COMMUNITY PARKS	22 HECTARES	54.6 HECTARES	33.73 HECTARES
WATERFRONT PARKS	N/A	27.3 HECTARES	N/A
OTHER (GREENSPACE/ DOG PARK/ CENOTAPH / PARKETTE)	N/A	24 HECTARES	N/A
TOAL PARKLAND (2018)	123.5 HECTARES *		
TOTAL PARKLAND REQUIRED (2031)	60.8 HECTARES ** (NEIGHBOURHOOD/COMMUNITY PARKS)		

*Includes all types of parks.

**Includes only Neighbourhood and Community Parks as Official Plan only provides parkland requirements for these types of parks.

²⁰ Calculated by applying 0.81ha/1000 people for Neighbourhood Parks and 1.01 ha/1000 people for Community Parks.

There is currently **123.5 hectares of parkland** in Collingwood, including proposed parks that have been approved through development applications such as Plan of Subdivisions. Based on the parkland standards and provisions in the Official Plan, the required standard for neighbourhood and community parks is currently being met.

Looking forward to 2031, and based on a forecasted population of 33,400²¹, parkland requirements are anticipated to increase based on the Town's current standards. While Community Park provisions will continue to be met, the land required to meet Neighbourhood parkland requirements is forecasted to increase from 17.7 hectares to 27.05 hectares, resulting a need for approximately 9.4 hectares of additional neighbourhood parks.

To further explore the current and future parkland needs of Collingwood, a mapping exercise was also undertaken to identify any gaps in Collingwood's Park System, specifically looking at neighbourhood parks and community parks. The analysis included the following factors:

- A walking distance of **400 metres** for neighbourhood parks
- A walking distance of **800 metres** for community and waterfront parks

While these parks serve a wider radius, a conservative walking distance was applied to identify more accurate gaps.

The analysis (Figure 1) indicates that the Town of Collingwood is relatively well served by parks and open space. In areas where it appears there are gaps (e.g. Cameron Street and Maple Street area), these areas are considered to be well-served by local schools that include large playing fields and associated facilities. With future development planned across Collingwood in areas such as Mair Mills Village, it will be important to ensure new neighbourhoods are appropriately served by parkland, trails and associated recreational amenities. The Town's Official Plan conforms with the *Planning Act* as it requires parkland dedication or cash-in-lieu for residential and industrial development. With this in mind, Figure 1 shows proposed development including both industrial and residential developments.

In terms of the classification and standard provisions, an assessment of other municipalities on the standards and classification suggests that the existing Official Plan provisions could be updated. For example, only two neighbourhood and two community parks meet the suggested preferred sizes outlined in the Official Plan.

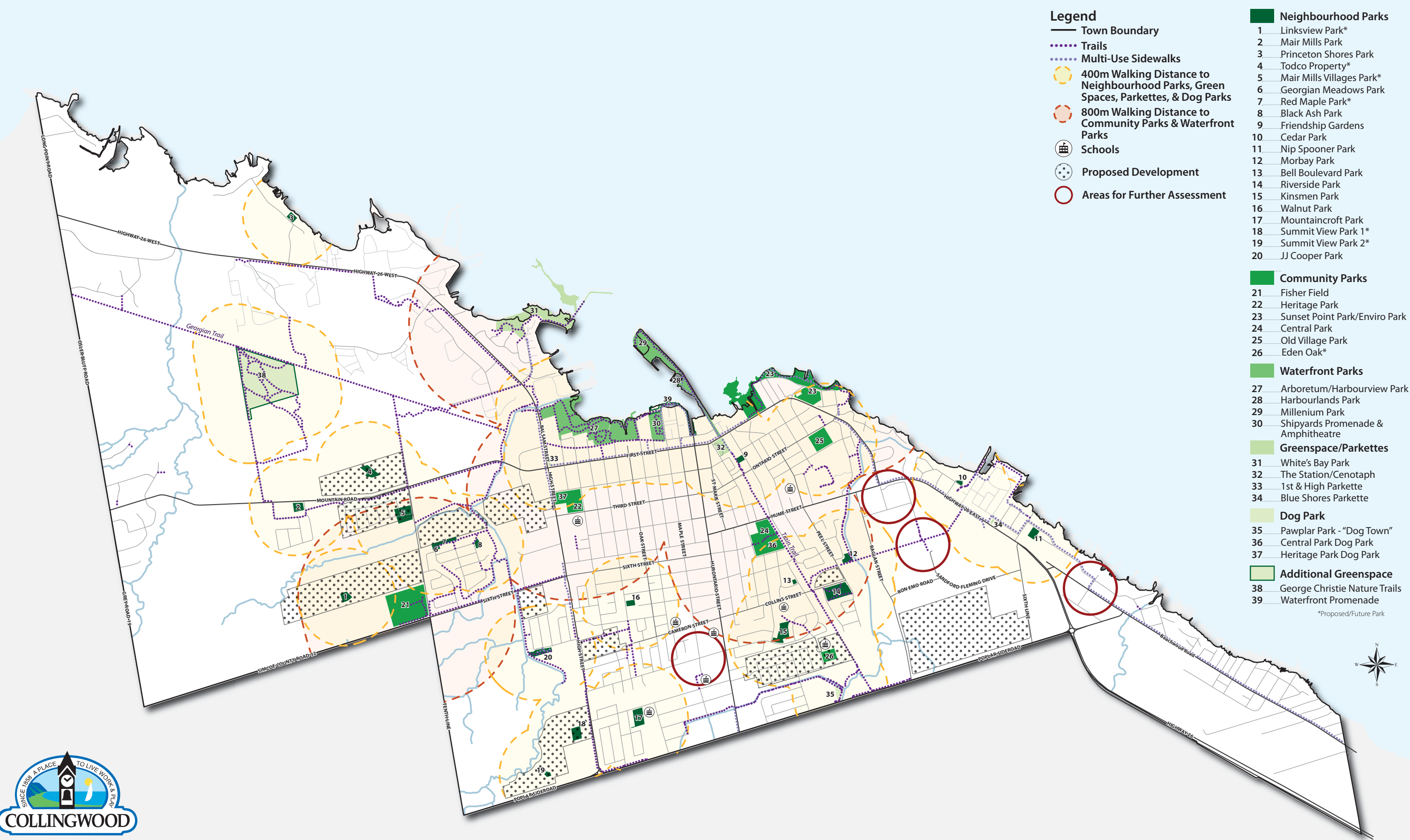
Based on the large number of parks and diversity in size and function, the Town could consider updating their Official Plan to include the following types of parks:

1. **Regional Park**
2. **Community Park**
3. **Waterfront Park**
4. **Neighbourhood Park**
5. **Natural Areas**
6. **Urban Greens**
7. **Greenways**

²¹ Based on Simcoe County Land Budget Data and Analysis – Phase 1: Population Growth

Town of Collingwood Parks, Recreation, & Culture Master Plan

Figure 1



Having seven defined park standards would provide clarity and guidance for the future development of parks. Detail can be added to the definitions to include walking radius standards, updated standard provisions as well as clearly defined functions. For example, sports-oriented parks that function to serve the wider region (E.g. Fisher Fields, Central Park) could be re-designated to 'Regional Parks' as they play a key role in providing recreational services to residents and beyond Collingwood's municipal boundaries. Other parks to consider re-designating include White's Bay Park and Harbourview Park.

Based on the review of the parkland standards and gap analysis, the following parkland hierarchy in Table 4 is recommended. The inclusion of parkland descriptions, size range, minimum service levels and area serviced have been proposed in order to provide clarity to Town staff and stakeholders.

TABLE 4.0: RECOMMENDED PARKLAND HIERARCHY

PARKLAND TYPE	SIZE OF PARK (HECTARES)	MINIMUM REQUIREMENTS (POPULATION TO BE SERVED)	PARK RADIUS SERVED
REGIONAL	VARIES DEPENDING ON FEATURES, BASE FACILITIES AND VENUE PURPOSE	NO MINIMUM REQUIREMENT (SERVES WIDER REGION)	SERVES ENTIRE TOWN AND BEYOND
COMMUNITY	4-12	1.5 HA PER 1000 POPULATION	800 M
WATERFRONT	VARIES DEPENDING ON FEATURES	1.5 HA PER 1000 POPULATION	800 M
NEIGHBOURHOOD	0.5– 2.0	0.5 HA PER 1000 POPULATION	400 M
NATURAL AREA	VARIES	NO MINIMUM REQUIREMENT (SERVES WIDER REGION)	VARIES
URBAN GREEN	VARIES	NO MINIMUM REQUIREMENT (SERVES WIDER REGION)	VARIES
GREENWAY	VARIES	NO MINIMUM REQUIREMENT (SERVES WIDER REGION)	VARIES

The following are recommended descriptions for the various park categories.

Regional: Regional parks are dependent on the Town's land features, base facility and venue purpose. These parks are comprised of large recreation areas for both active and passive recreational opportunities, and provide multi-activity or multi-sport venues and/or serve specialized recreational, social and economic functions. Central Park and Fisher Fields will continue to be the primary locations and focus of Town-wide park provision.

Community: Community-wide parks provide access to formal and/or informal active and/or passive outdoor recreation facilities and amenities servicing multiple neighbourhoods. These may be associated with senior elementary and secondary schools.

Waterfront: Collingwood's waterfront adds to the diversity of recreation facilities and natural features for enjoyment by residents. This Plan shall encourage the Town to continue to acquire linkages that will enhance residents' ability to enjoy the waterfront and the growing waterfront trail network. Waterfront parks are designed to highlight Collingwood's location along Georgian Bay as well as the rich cultural history in ship building. Providing access to the waterfront through future parkland development should be considered as well as the enhancement of waterfront trails and promenades.

Neighbourhood: Local parks providing walkable access within a residential neighbourhood to passive open space areas, playground facilities and other neighbourhood-scale outdoor recreational amenities to support unorganized, unstructured and spontaneous activities. These may be associated with elementary schools.

Natural Areas: Parkland owned or managed by the Town generally intended to be preserved in its natural state. Service areas vary, ranging from the immediate local neighbourhood to Town-wide natural areas based on the size and location of the natural areas and the level of public access that can be supported at the sustainable level in the context of the primary conservation objective. Natural areas provide the Town with an opportunity to educate residents and visitors on local ecology. The number of Natural Areas will be based on the availability of qualifying land. The conveyance of non-Town owned natural areas to the Town can be required as a condition of development or redevelopment approval.

Urban Greens: Smaller greenspaces designed to provide rest and shade areas along trails and within the urban environment, including parkettes, commons, dog parks and lookouts.

- i) Parkettes, small parks for local access to playground facilities
- ii) Commons, passive green space providing social gathering and passive leisure opportunities located in highly visible areas with greater street frontage
- iii) Dog parks, fenced areas for off-leash dog activity.
- iv) Lookouts, providing interesting or scenic views.

Greenways: Linear greenspaces providing linkages among parks, trails and other open space areas and public realm elements within the urban environment. These may be associated with watercourse, utility corridors, servicing easements and mid-block pedestrian walkways and typically service the immediate area but may also form part of the broader recreational trail network augmenting district or Town-wide open space connections. Greenways can be located as lands

become available and where needed to augment local access to park resources. Greenways can also be considered for allocation of dog parks.

The following section provides an overview of future parkland needs based on the revised parkland hierarchy.

Future Parkland Needs

Given that Collingwood is forecasted for significant future growth, the PRC Department must plan strategically for the maintenance of existing parks, as well as the development of new parks and amenities. The recommended park hierarchy will help guide the Town in planning for future parks, particularly with the influx of residential development in Collingwood. The current parkland standards in Collingwood's Official Plan should be revised as recommended above to provide more direction to the Town and developers on how parks should be designed and what amenities should be included.

TABLE 5.0: EXISTING AND FORECASTED PARKLAND NEED BASED ON CURRENT SERVICE LEVELS

PARKLAND TYPE & STANDARD	CURRENT PARKLAND REQUIREMENTS (2016 POPULATION = 21,793)	CURRENT PARKLAND AREA (RE- CATEGORIZED)	CURRENT PARKLAND SERVICE LEVEL (HECTARES OF PARKLAND PER 1000 PEOPLE)	REQUIRED AREA OF PARKLAND BASED ON MINIMUM SERVICE LEVEL	REQUIRED AREA OF PARKLAND TO CONTINUE MEETING CURRENT SERVICE LEVEL (2031 POPULATION = 33,400)
REGIONAL NO MINIMUM REQUIREMENT (SERVES WIDER REGION)	N/A	44.1 HA	N/A	N/A	N/A
COMMUNITY/ WATERFRONT PARKS 1.5 HA PER 1000 POPULATION	32.7 HA	37.8 HA	1.73 HA/ 1000 PEOPLE	50.1 HA	57.8 HA
NEIGHBOURHOOD 0.5 HA PER 1000 POPULATION	10.9 HA	17.6 HA	0.81 HA/ 1000 PEOPLE	16.7 HA	27.1 HA

*Please note, Community and Waterfront Parkland calculations are combined as they provide similar amenities and experiences to residents and visitors beyond the local neighbourhood.

Based on the proposed hierarchy above, the resulting parkland requirements for Regional, Community/ Waterfront and Neighbourhood parks are calculated in Table 5 below. It is our opinion that the Town should continue to have its own provisions for Waterfront Parks as they differentiate from Collingwood's other parks based on their unique features. However, for the purpose of calculating total parkland, we recommend that the Town combine Community and Waterfront Parks, as both types of parks contribute to Collingwood's parks system in a similar way as they provide benefits beyond the local/adjacent neighbourhood.

The calculation for required parkland is based on re-categorizing parks under the proposed hierarchy. **Appendix G** has been included to show how parks have been re-categorized²². As can be seen, if the Town were to adopt this hierarchy in the Official Plan, the minimum parkland requirements are already being exceeded and demonstrate that Collingwood is well positioned for future growth. However, in order to meet the minimum service level to 2031, an additional 12.3 hectares of community/waterfront parks would be required. Furthermore, if the Town wished maintain their current service levels for Regional, Community, Waterfront and Neighbourhood Parks and based on the forecasted population growth of 33,400 by 2031, then parkland will need to increase 20 hectares for community/waterfront and 9.5 hectares for neighbourhood parks. Therefore, in order to ensure the Town is prepared to accommodate future development and maintain the high level of parks and amenities, parkland dedication policies and by-laws should be reviewed and updated.

In summary, the Town will need to consider adding approximately 12.3 to 20 hectares of community/waterfront parkland and 9.5 hectares of neighbourhood parkland to meet projected population needs.

6.3 Parkland Dedication and Acquisition

There are several provincial and municipal regulations, policies, and guidelines governing the acquisition and location of parkland, notably Section 42 and 51.1 of the Planning Act. The Town is entitled to receive lands for parks or other public recreational purposes in the amount of 5% for residential lands and 2% for other lands being developed or redeveloped (e.g. commercial, industrial). The current Official Plan is consistent with this policy. The Planning Act also permits municipalities to waive the land conveyance requirements and may require cash-in-lieu of parkland (or combination of land and cash).

It is timely to review and update parkland policies since the passing of Bill 73, The Smart Growth of our Communities Act in 2015. This Bill resulted in changes to the Planning Act that impact parkland dedication.

Key changes to the Planning Act include:

- The requirement to prepare a parks plan that is made available to the public; and
- The requirement to consult with every school board and any other persons or public body that the municipality considers appropriate.

These changes encourage municipalities to strategically plan for parks and be prepared for

²² It is noted that parks including more than one standard have been calculated based on the higher designation. In the case of Riverside Park, which was redesignated to include Natural Area, it has been included in parkland calculations as a Neighbourhood Park.

potential opportunities to acquire park lands to meet future community needs.

Bill 73 also resulted in changes to the payment in lieu requirements:

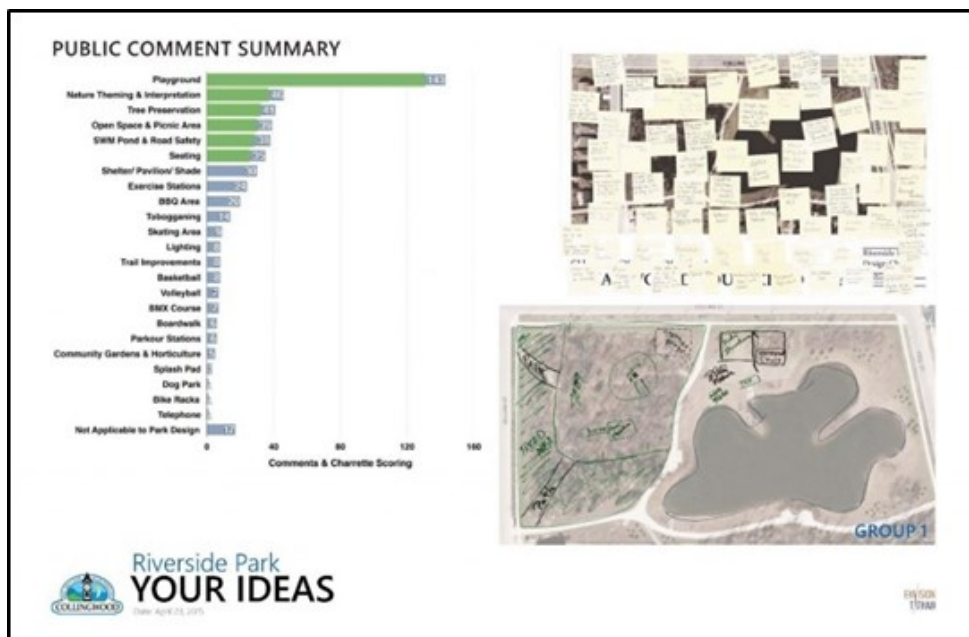
- The maximum alternative parkland rate changed from one hectare per 300 units to one hectare per 500 units for cash-in-lieu.

While a municipality continues to be entitled to receive one hectare of physical parkland per 300 dwelling units, it is no longer entitled to the same cash-in-lieu amount for the land. If accepting cash-in-lieu of parkland under the Planning Act's alternative rate, a municipality may do so based on the value of land for one hectare per 500 dwelling units and thus less cash is received than was granted in the past. The intended outcome of this change is to help incent acquisition of land for parks and to help provide parkland more quickly.

In order for an alternative rate to be enforced by a parkland dedication by-law, the Official Plan must include policies that speak to parkland dedication and an alternative rate. Based on the forecasted park and anticipated growth patterns for the Town, it is recommended that the Town continue to apply the 5% and 2% for land conveyance for residential and commercial/industrial development, respectively. The Town should also consider amending the Official Plan to make provision for the alternative parkland dedication rate which requires parkland to be dedicated for residential purposes at a rate of one hectare per 300 dwellings units proposed in lieu of the 5% required in accordance with the Planning Act.

Feedback from Planning Services staff also indicates that the Town would like to obtain parkland and constructed parks earlier in the development process. Based on discussions with staff, it is recommended that the Official Plan and Parkland Dedication By-law be updated to provide policies on requirements for front-end construction of parks and recreational amenities. In order to include conditions in Draft Plan Approvals for front-end construction, the Town's Development Charges By-law may need to be revised through the next by-law review. Specifically, the Development Charges By-law will need to include the area of projected parkland required as noted in Section 6.2, such that Development Charges funds can be allocated towards the design and construction of future parks.

The Town should also continue to facilitate creative ways to incite community feedback when constructing new parks.



**DESIGN CHARETTE DATA FROM
RIVERSIDE PARK PLANNING
PROCESS—AN EXAMPLE OF A
CREATIVE WAY TO INCITE
COMMUNITY FEEDBACK**

Design charrettes have been an effective way for Collingwood staff to meet with local residents to create a shared vision for new outdoor recreational spaces.

Given that the amount of parkland that can be required through new subdivision development is finite or that cash-in-lieu receipts may be lower than in the past, creativity will be required in certain instances where the Town needs to augment its parkland dedications. There are a range of alternative acquisition strategies that could be utilized in order to ensure that sufficient parkland is available to support recreational uses such as:

- Land exchange or swaps, particularly if development is to occur in natural areas highly valued by the community;
- Municipal land purchase or lease (e.g. school closures, sale of brownfield lands);
- Reallocating surplus municipal lands to park use;
- Partnership/joint provision of parkland with local partners (e.g. school boards, conservation authorities, utility corporations, etc.); and
- Establishment of a Parks Foundation or Committee (e.g. community, corporate or municipal donations towards parkland acquisition).

Based on consultation with stakeholders and discussion with Town staff, there is continued interest in continuing to acquire parkland along Collingwood's waterfront to improve accessibility and enjoyment of Nottawasaga Bay. The Town's Official Plan currently provides direction to acquire parkland when feasible, and should continue to be pursued by the PRC Department and other Town Departments.

6.4 What we've heard

Stakeholder consultation provided an opportunity to gather input on Collingwood's current parks and how they can be improved in the future. After trails, parks were indicated as the next most important PRC amenity. Survey respondents indicated that the most visited parks are Sunset Point, Harbourview/ Arboretum, Fisher Fields and Central Park. This indicates that recreation users place significant value on waterfront and community parks that include key sports facilities. Higher attendance at Fisher Fields and Central Park are reflective of the fact that these parks include major facilities such as arenas, soccer fields, baseball diamonds and the pool. This supports the recommended reclassification of some parks as discussed above.

Key issues that emerged through consultation and the project team's review of parks and associated amenities are as follows:

Several parks are in need of updated infrastructure and improved maintenance. Stakeholders raised concerns around garbage pickup at parks including Fisher Fields and Central Park in the summer. There is also strong demand for increased public washrooms at sports fields and at the waterfront (particularly at locations where swimming occurs). There is strong dissatisfaction with the porta-potties currently used and it was indicated that these are often deficient in toilet paper and not regularly checked. The PRC Department should review these issues and develop a solution to maintain public facilities while planning for the development of public washrooms.

Sports facilities such as baseball diamonds, soccer fields, volleyball courts and the skatepark were rated by survey respondents as lower quality and requiring improved maintenance. Town staff may want to consider specific improvements to these park facilities in the future. It is recommended that PRC staff consult with sport groups directly to discuss how sports facilities can be improved. Baseball diamonds in particular were mentioned as requiring significant attention. Improvements to baseball



BASEBALL DIAMOND, CENTRAL PARK (LEFT) AND BEACH VOLLEYBALL COURT

diamonds would improve opportunities to attract more tournaments that have wider economic impacts on Collingwood. This is discussed further in the Outdoor Recreation section of this Master Plan.

As with indoor recreation facilities, municipalities are moving towards development of multi-use outdoor spaces. Park amenities such as tennis courts should be reviewed and assessed for updating to encourage multiple uses, such as pickleball.

There was consistent feedback to improve accessibility at Collingwood's parks to enhance levels of enjoyment for all recreational users. Design standards should be reviewed to ensure parks are improved and meet accessibility standards. Creating a fully-accessible park should be a priority for the Town of Collingwood.

Waterfront access is another theme that emerged from consultation with stakeholders. This was particularly heard by younger stakeholders (Collingwood Collegiate focus group participants) and water activity organizations (e.g. Collingwood Rowing Club). The waterfront is an important feature for Collingwood residents, however due to the natural and constructed geography of the waterfront, direct walk-in access is not available in many parks. The PRC Department should consider opportunities to make access to the water more accessible along the waterfront as well as leveraging existing parks (such as Harbourview) to improve access for water activities such as kayaking, stand-up paddle boarding and swimming. The Rowing Club suggested the need for a year-round structure to store boats as well as access to potable water and electrical power. Providing a dock at Harbourview could also allow for dry launching rather than wet launching (wading into the water). A dry dock would also help extend the Club's season which would meet objectives to attract and retain rowers, particularly high school students.

Stakeholders also suggested that there should be more interpretive signage along Collingwood's waterfront. Signage should highlight Collingwood's ecological features and cultural heritage.

There is very strong demand for splash pads in Collingwood. This feedback was also heard through the Waterfront Master Plan process in 2016 and supports the recommendations from that strategy to develop a splash pad. However, stakeholders suggested that the Town should plan to develop more than one splash pad. While the waterfront stands out as a potential location, several survey

respondents and working session participants suggested an additional location in a residential area. The PRC Department should consult with community members on where an additional splash pad should be located.

It was mentioned that larger parks, such as Fisher Fields, require improvements such as a clubhouse for storage of sports equipment. Through discussion with staff, it was indicated that this has been discussed in the past. It is recommended that the Town continue to consider this as an opportunity to consider and implement.

Dog owners suggested that water taps be located at dog parks throughout Collingwood and that consideration be given to developing an off-leash dog park on the west side of Collingwood.

6.5 Best Practices

Based on a fulsome inventory of Collingwood's parks and trails system and the feedback received through the public consultation, the following is an overview of best practices to consider integrating into the design of the Town's parks. A complete inventory and recommendations for Collingwood's Parks is included in **Appendix A** of this report. These recommendations will help the PRC Department prioritize updates to parks over the next 10 years.

Safety Standards

- The majority of Collingwood's playgrounds currently have safety surfacing of sand, which does not comply with the latest accessibility or safety standards.
- Playgrounds built in 2015 or later have safety surfacing that complies with standard safety regulations and therefore does not need to be changed but will require maintenance.
 - Upgrade safety surfacing to either rubber or EWF safety surfacing in order to comply with current safety and accessibility standards.

Accessibility

- Many of Collingwood's parks are lacking pathways, concrete pads, and accessible equipment that are needed to bring the parks up to current AODA standards.
 - Add pathways to park elements from points of entry in order to provide access to those with mobility limitations.
 - Add concrete pads to the base of site furnishings such as bike racks, tables, and benches in order to increase accessibility.
 - When replacing site furnishings upgrade to accessible furniture and equipment whenever feasible

Playgrounds

- The large majority of the playgrounds in Collingwood's parks are strongly focused on traditional play elements such as swings, slides, and towers.
 - Consider installing more natural playground or adventure play elements in order to provide interesting places to place for a large variety of interests.
 - Consider implementing a combination of equipment types and styles to engage various ages and abilities.
- Most of Collingwood's parks are relatively flat with simple land works.
 - Consider installing more berms and swales where applicable, to provide a variety of

vantage points, provide barriers to undesired views and noise, and multiple spaces within a small area for an increase sense of refuge and imaginative play opportunities by the users while still providing necessary sightlines for supervision.

Adult Elements

- The programming for the majority of Collingwood's parks revolves around children and not many adult-oriented elements are provided.
 - Where demographics are appropriate, consider adding park elements made for an older user group, such as chess board tables or kinesthetic exercise equipment. Site these elements appropriately to avoid unnecessary interference with the activities of children and potentially combine so caregivers and parents can supervise while also engaging in use of equipment.

Microclimate and User Comfort

- Many of Collingwood's existing parks could use improvement in factors affecting microclimate and human comfort. Carefully planning and design could potentially lead to increased and prolonged use of facilities due to comfortable conditions.
- Elements affecting comfort include shade, wind, hydration, materials and aesthetic cohesion, park and trail cohesion, as well as signage and wayfinding. These are discussed further below.

Shade

- Many parks lack shading on playground structures and adult seating areas which could potentially decrease park use due to uncomfortable conditions for users.
 - Increase the amount of shade available for park users; especially in areas frequently used during peak sunlight hours and hardscape areas that can affect the urban heat island.
 - Both playgrounds and supervisor or passive seating areas should be provided with shade using either trees, shade structures, or sun sails wherever possible

Wind

- Some parks that are exposed to conditions often producing high winds and could potentially benefit from increased vegetation or strategically placed playgrounds, gathering and rest areas in order to increase human comfort in these areas. Additionally, wind could be strategically reduced in areas that could affect snow accumulation and blowing in order to reduce hazardous conditions and snow removal maintenance both within and adjacent to parklands.
 - Whenever possible, consider implementing coniferous windbreaks, custom fencing, or other means of reducing wind to the north and west of playgrounds, rest areas, gathering areas, parking lots, and pathways.
 - Strategic placement of windbreaks can also be used to reduce snow accumulation and blowing in areas where this issue has been identified during winter months.

Hydration

- Many of Collingwood's parks are connected via an extensive trail network which encourages active transportation and/or provide facilities for activities such as sports. All of these activities can result in dehydration of users if water is not available.
 - Consider installing public drinking fountains and/or water bottle fill stations in parks where moderate to high levels of activity often occur, as well as along well-used trail routes.
 - Provide signage for these facilities from nearby trails, informing users of their availability and location.

Materials & Aesthetic Cohesion

- Collingwood's parks have been developed over a 40 year period and certain areas and elements have required upgrades and various replacements over this time. In some cases this has led to a fairly disjointed overarching aesthetic between parks, while in other cases it has led to discordance among the elements and materials within a park. In some parks this discordance of elements is less important, but in flagship parks that are highly used and visible to tourists and citizens, this lack of unity can be off-putting and sometimes confusing. Furthermore, increased maintenance seems to be an issue more often with certain materials.
- Therefore, it is recommended that the Town develop an overall plan for materials, colours, and furnishings which might help guide the design of future parks, and increase the legibility of the landscape for users (especially those less familiar with the area). Having consistency of materials and colours could provide a certain amount of branding for Collingwood parks as well as passively direct activity and provide a sense of place.
- Examples of park elements that currently demonstrate aesthetic cohesion, and therefore help users read the landscape, include the updated park identification signs, safety signage, use of EWF safety surfacing, and use of stonedust for all trails other than those most heavily used.
- Develop a system (possibly hierarchical) of materials, colours, and site furnishings that can be used to guide the design future parks and retrofitting of existing parks.
- If there is concern over the park system becoming monotonous perhaps different aesthetics could be assigned to different neighbourhoods within the community in order to provide a more unique sense of place.

Park Cohesion and Trail Linkages

- Within a single park, materials, furnishings, and colours should be made consistent. This is especially important for well-used flagship parks such as Sunset Park and Millennium Park.
 - When implementing additional elements into an existing park a plan should be in place to unify materials or hard surfaces, and possibly direct the flow of certain kinds of traffic. For example, in Sunset Point Park new concrete sections and patches have been added near the canteen which do not enhance the aesthetics of the park but rather the functionality. However, the new bike path – composed of asphalt – provides a separate path for bikes which is reinforced by the material being different than that of the concrete walking path.
 - Areas of gathering and nodes such as the canteen plaza in Sunset Point Park might be better suited to composition out of pavers or stamped concrete in order to show their different use and enhance the aesthetic of areas where many users spend time or gather.
 - Edger should always be used to maintain clean lines on pathways composed of materials that tend to move and require maintenance, such as pavers and stonedust.
- Similarities in colours and materials between parks can potentially increase the legibility of the sites by users due to having elements and materials that are associated with certain uses or areas. For example, all of the off-road trails that are not waterfront are composed of stonedust, while those that are near the waterfront (and therefore used most heavily) are mainly composed of hard surface materials such as asphalt or concrete.
 - Consider distinguishing path uses via material composition, colour, or painted linework
 - Consider distinguishing neighbourhoods by colour and/or materials

Signage & Wayfinding

- Often signage of trail entrances and destinations are lacking
 - Enhance trail entrances and provide way-finding signage of a consistent format for easy

and quick reading by potential trail users.

- Provide information about trail length and difficulty from one park to nearby parks.
- Provide overall trail Master Plan mapping for ease of destination planning
- Note water bottle filling stations and restroom locations

6.6 Recommendations

Based on the forgoing discussion on Collingwood's parks and trails system, the following recommendation items have been included in the PRC Master Plan Implementation Strategy.

1. **Create/update park and facility guidelines that exceed AODA standards and implement inclusive design standards.** Invest and develop an accessible park that creates opportunities for all abilities and levels of enjoyment.
2. Based on the Parks Inventory and Recommendations included in **Appendix A, develop a strategy and establish a regular maintenance schedule/work plan to guide park/facility improvements** as recommended over next 10 years. Improving accessibility should be a primary goal.
3. **Revise Urban Design Guidelines** to include park design standards. The City of Kitchener's Urban Design Guidelines (Parks) are a good example to review. For specific recommendations, please see the best practices in Section 6.5 of this report. Through development of new spaces, **the revised Urban Design Guidelines (Park Standards) should be incorporated** to ensure consistent use of building materials, colours, etc.
4. Proactively **pursue new cost share partnerships** that will enable the Town to address eligible parks, recreation and culture facility gaps identified in the plan and optimize use of current and future Town assets.
5. The PRC Department, in cooperation with other Town departments, should continuously look for opportunities to **protect and secure parkland or other open spaces areas** that have the potential to provide outdoor recreational program opportunities (both passive and active). (E.g. Trails, parks, cultural event spaces, nature programming, family activities, etc.) Emphasis should be placed on areas of the Town where there are identified gaps in available parkland and open space areas.
6. The PRC Department should **review the Town's Park Levy by-law** with the Planning Department to ensure parkland will grow with Collingwood's population. Specific areas of the by-law that should be reviewed include:
 - a. Standard appraisal values for different forms of development.
 - b. Changing the mixed-use development rate to include an alternative rate of 1 hectare for each 300 dwelling units proposed in accordance with the Planning Act.
 - c. Recognizing the determination of value for Plan of Subdivision in accordance with the *Planning Act* (Section 51.1(1)).
7. The Planning Department should consider conditions/process for plan of subdivision to allow for front-end construction of parks to **encourage the early development/provision of parks** in the development of new communities.

8. The Official Plan should be updated to include a policy that requires **consultation with local school boards and public bodies** when there are changes to parkland requirements and/or changes to the parks plan (as per the Planning Act). Town staff to follow-up with school boards upon completion of PRC Master Plan process.
9. The Town should revise Section 4.2.3.2.2 (Parkland Standards) of the Official Plan as few parks meet the current parkland standards (particularly in terms of the size standards). Town staff should also consider **the development of a new park hierarchy** that includes neighbourhood, community and regional parks. A proposed re-categorization of Collingwood's parks can be found in **Appendix G**. This provision can be monitored through the development of future parks, and assessed for update at the next Official Plan Review.
10. Parkland should be required instead of cash-in-lieu as much as possible as part of any applicable development application. When utilizing cash-in-lieu funds, preference should be given to spending it on **park and facility upgrades** and creating trail linkages within the subject lands' planning area. Parkland dedication policies should be monitored and reviewed every 2 years.
11. The Official Plan should be updated to state that **hazard lands and natural heritage features will not be considered for parkland dedication** under the Planning Act. The Town, under special circumstances, should accept woodlots and other natural areas both as a measure of protection of the natural amenity and for the potential use as a passive recreational and educational feature.



7.0 TRAILS SYSTEM



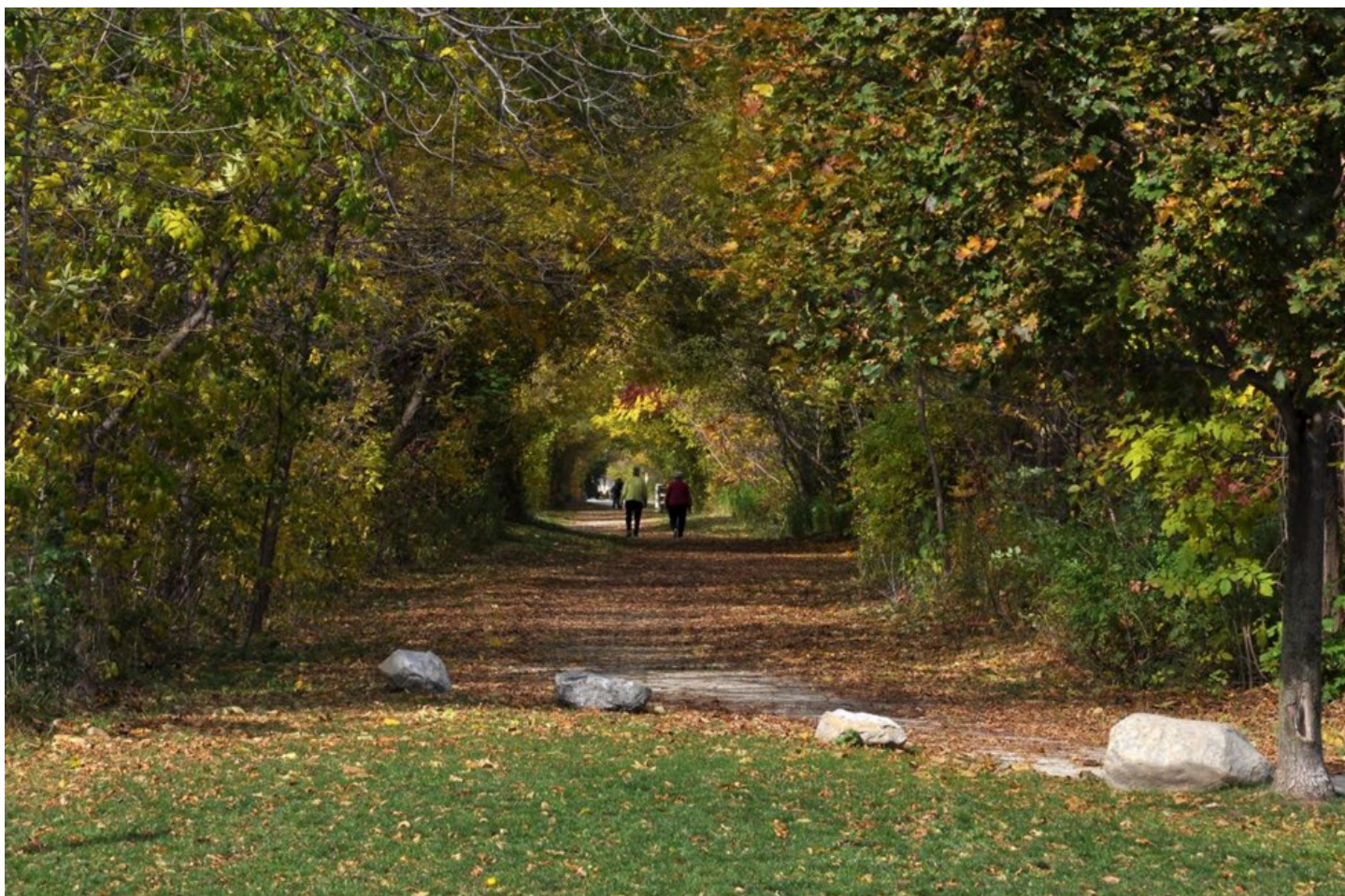
Collingwood's trail system was indicated by survey respondents as the most important PRC asset in Collingwood. Trails play a key role in Collingwood's overall Parks and Recreation system as they provide connections between PRC amenities such as parks, recreational facilities, arts and culture destinations as well as active transportation routes throughout the Town.

Collingwood's trails system is maintained by the PRC Department under the direction of the Manager of Parks. Direction around policies and programs related to trails is provided by the [Trails Advisory Committee](#). The Committee provides recommendations to the Town's Corporate and Community Services Standing Committee on items such as promotion of additional trail usage and increasing awareness of the trail network. The Committee also collaborates with other organizations such as the Historical Society to add features of local history throughout Collingwood's trail network.

While this section is not intended to be a fulsome Trails Master Plan, the PRC Master Plan addresses some high level observations made through site visits and based on consultation with residents and visitors.

7.1 Importance of Trails

There are a number of benefits for communities that can be realized through trails and trail-related activities. Trails support active living and facilitate social benefits by connecting neighbourhoods and outlying community's together. Trails also support broader environmental objectives through the protection of greenspace corridors while providing spaces to educate residents about local habitat and environmental stewardship.



Trails are an equalizer as they are accessible to all income levels, age groups and cultures, and with appropriate design, can be made physically accessible to a wide range of skills and abilities. With the growing interest in passive, spontaneous outdoor recreation, trails provide opportunities for unstructured recreation that can be enjoyed in solitude, by families or as groups. Trails also have economic benefits as they can promote a high quality of life for communities and make it a desirable place to live. A connected trail network can provide access to restaurants, shopping and lodging, thus meeting broader economic development objectives.

The Town of Collingwood Official Plan provides policies that guide the future development of trails. Section 5.2.6 (Transportation) states a key goal of the Plan is *to develop a system of multi-purpose trails connecting the significant community facilities which are scattered throughout the municipality*. Section 5.3.10 (Trail Systems) provides additional guidance pertaining to the development of trails over the longer term. Regional connectedness is highlighted due to the proximity to regional trails such as the Bruce Trail and Georgian Trail. Creating connections to tourist destinations such as Blue Mountain shall also be encouraged.

The Official Plan also provides guidelines to be implemented through trail design. Lands obtained for trails through parkland dedication shall be improved by developers to the satisfaction of the Town of Collingwood. The *Simcoe County Trails Strategy* explores long-range trail opportunities that should continue to be considered by the Town of Collingwood, particularly connections between Wasaga Beach and Collingwood²³.

²³ Simcoe County Trails Strategy, 2014.

7.2 Collingwood's Trail System

At the time of this Master Plan, there were 69 trails, and over 100 kilometers of trails in the Town of Collingwood (see Figure 8). The large number and diversity of trails make the Town a destination for passive recreation (walking/running/biking). Trails play a central role in Collingwood's entire recreational landscape as they connect users with core areas such as the waterfront, Downtown, school and some commercial areas.



FIGURE 8.0: COLLINGWOOD TRAIL'S MAP

7.3 What we've heard

As previously discussed, trails were highlighted by many stakeholders as among the most important recreational asset for Collingwood. 75% of survey respondents use trails once a week or more.

Stakeholders indicated there is strong demand for year-round trail usage. Stakeholders feel this would increase physical activity year-round and create safer routes to schools as well as recreational and cultural facilities. In addition to demand for trails, stakeholders also emphasized the desire for safer bike lanes and routes through Collingwood. It was highlighted that Collingwood should be a hub for both passive and active transportation. At the time the Master Plan was released, the Town was undertaking a Cycling Plan. It is recommended that once the Cycling Plan is complete and adopted by Council, it should be implemented in conjunction with the recommendations of this PRC Master Plan.

There were also concerns regarding the maintenance of trails along the waterfront. With higher water levels in recent years, survey respondents and community stakeholders discussed the need to improve the infrastructure along these trails to ensure they remain usable. These concerns were also

mentioned by Town staff.

A review of the existing trails system was undertaken as part of the PRC Master Plan. An inventory has been included in Figure II. This map shows some comments made by community members through the stakeholder consultation. In particular, the PRC Department should explore options to create safer crossings across busy intersections (E.g. Black Ash Trail crossing at Mountain Road) and incorporate more wayfinding signage to help connect trail users with other PRC destinations. Cyclists also voiced concerns about safe active transportation routes.

There are additional opportunities to coordinate with Town departments such as Planning, Public Works and Transit Staff in the review of development plans or infrastructure projects. Consideration should be given to improving existing and proposed walking and cycling opportunities to schools and other community facilities, along selected roadways and within and between parklands.



FIGURE 9.0: STAKEHOLDER COMMENTS ON THE TRAIL SYSTEM

A key recommendation to the PRC Department is to conduct a complete review of the trails system through the development of a Trails Master Plan. A Trails Master Plan will help the Town to identify options and priorities for developing a comprehensive trails system. The development of some year-round trails could also be considered through a Trails Master Plan.

7.4 Best Practices

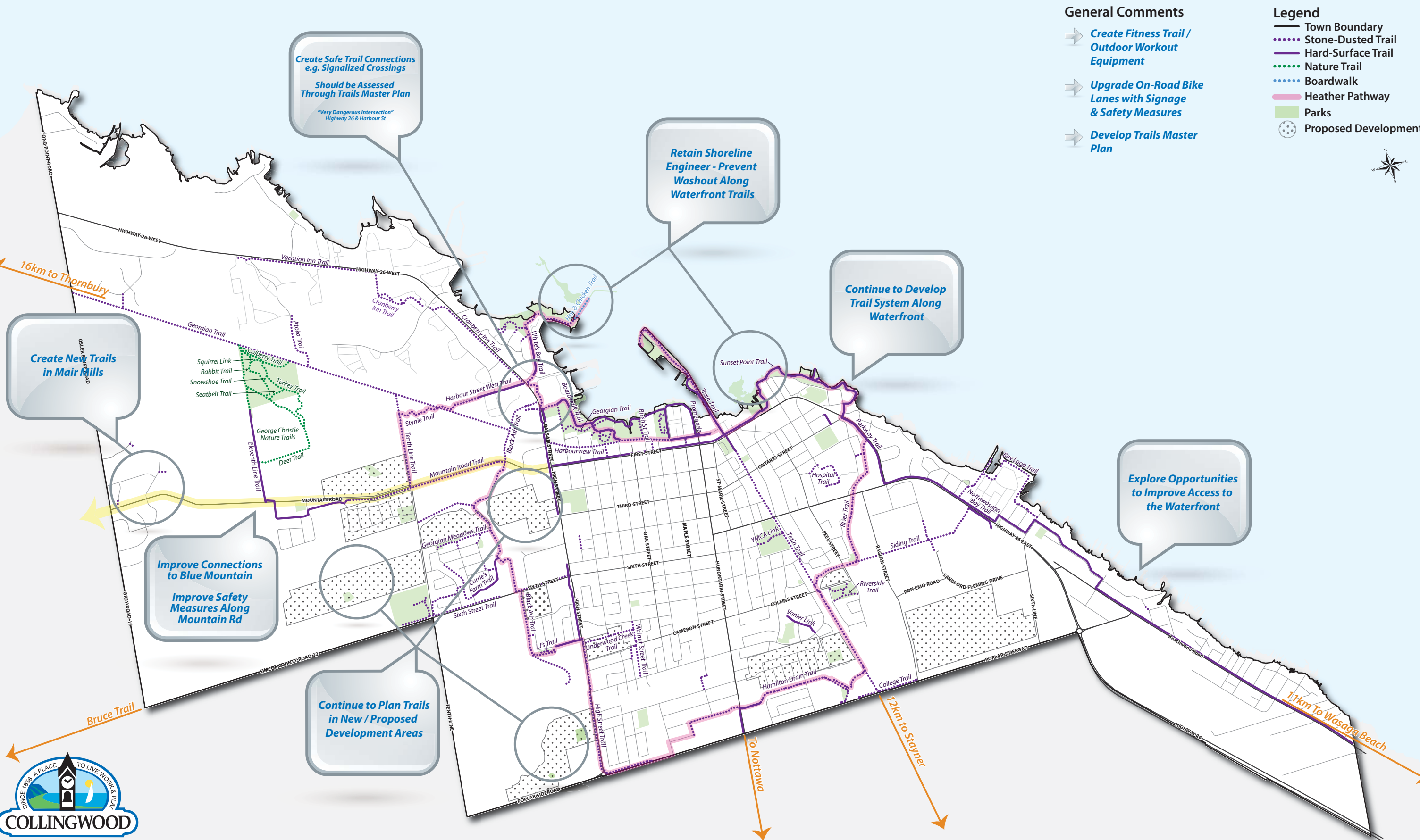
Based on our review of the current trails system, the following are some best practices to consider in the maintenance and development of Collingwood's trail system.

General Trail Design

- Avoid creating trails that cross roadways; wherever possible off-road connections are preferred
- If the route of a given trail is too convoluted to follow easily then consider breaking the trail into more than one trail in a way that will more clearly define the route of the trail and avoid confusion and users getting lost.
- Consider adding more signage at various key locations or minor nodes.

Town of Collingwood Parks, Recreation, & Culture Master Plan - Trails

Figure 11



Mapping & Master Plan Design

- Treat “The Station” as a major trail node.
- Place each of the parks on the trail map in a way that demonstrates their connection to the trails and identifies park amenities relevant to trail users such as water stations and washrooms.
- Identify parks on the trails map: it is more important to identify facilities and names of trails and parks rather than interpretive signs, but if there is room to include a system to identify the location and theme of interpretive signs they would be beneficial as well for those interested in Town history.
- Adjust legend, colours, and line types to more clearly articulate the information desired to be conveyed to trail users.
- Keep snowmobile trails and trails owned by the County on the map to avoid confusion of users on-site, but clearly define them through hierarchical design as not being part of Collingwood's trail system.

Outreach/Community Connectivity

- Trail maps should be posted in and hard copies available on buses. (Buses currently have bike racks on the front to facilitate the transportation of bikes to trailheads.)
- Refer to transit recommendations for missing transit links and connections to parks and trails network

Please note, these are preliminary findings and a thorough inventory and analysis of trail conditions should be undertaken as part of a Trails Master Plan Update in the longer-term.



7.5 Recommendations

The Town should consider undertaking a Trails Master Plan in order to develop a fulsome inventory and understanding of future needs for the trails system. Trails are amongst the most important recreational asset for the Town and should continue to be invested in as they are a key contributor to health and wellbeing in the Town.

Based on an inventory of Collingwood's trail system, the following general recommendations have been provided for future consideration:

1. **Invest in trail enhancements through the preparation of a Trails Master Plan** to assist in identifying options and priorities for developing a comprehensive trails system. The document should include consultation with the public and affected stakeholders and include a phased plan for upgrading existing trails and infrastructure, acquiring new linkages, and developing new neighbourhood and community trails and routes. Key components include:
 - a) Developing year round, multi-use trails, particularly along waterfront trails, the Heather Pathway and Georgian Trail.
 - b) Developing multi-use trails that connect to the Region's key tourist attractions, such as Blue Mountain.
 - c) Promoting/expanding cycling routes/bike lanes, snowmobile trails, cross-country skiing trails and historic walking tours, with consideration being given to support infrastructure, design standards, promotion and marketing, funding/partnership opportunities and cost implications.
 - d) Review trail-road crossings to ensure crossings are appropriately signed and safe for all levels of trail users, regardless of age and abilities and ensure trails are integrated with safe school routes.
 - e) Existing and future trails should be appropriately signed, with trail entry and access points identified. Local trails should be promoted through various means such as publications, brochures and websites.
 - f) Integrate greater range of interpretive signage (AODA compliant) on existing and future trails networks, describing natural, historical and cultural places of interest. Consider as well the use of internet-based and GPS-triggered interpretive systems.
 - g) Develop a strategy to secure abandoned rail corridors and harbourfront lands in partnership with other government agencies/departments/non-profit groups.
 - h) Develop design standards that could be included in update to the Town's Urban Design Manual.
 - i) Consider update to the Official Plan policies and Schedule to further promote, protect and encourage trail development and active transportation.
2. **Retain a Shoreline Engineer** to review and recommend remedial measures to mitigate against existing/on-going flooding impacts along the waterfront trail.
3. Work with all Town Departments/Divisions responsible for Transportation and public services to **implement bike trails in public right-of-ways** (e.g. streets). All development applications should be reviewed by the Town with trail and pathway linkages in mind. Additionally, whenever road construction/reconstruction is planned, the Town should include designated bike lanes and look for enhancements where appropriate through consultation with local trail groups and cycling clubs. Opportunities to include bike lanes or multi-modal linkages to arterial roads should be a priority for enhancing the active transportation network in Collingwood. The Town should consider opportunities to go beyond standards outlined in Ontario's Cycling Facilities

4. Work with Planning, Public Works and Transit Staff in the **review of development plans or infrastructure projects to improve existing and proposed walking and cycling opportunities to schools and other community facilities**, along selected roadways and within and between parklands.
5. Review the Town's Official Plan policies to ensure they **promote and encourage a comprehensive trail network** and active transportation.



8.0 OUTDOOR RECREATION FACILITIES



Outdoor recreation involves both programmed and self-directed activities in natural spaces and focuses on the interactive relationship between the natural environment and people. Outdoor recreation is different from other forms of recreation because it relies on nature as a component of the activity. For example, snow is necessary for cross-country or downhill skiing, lakes, streams, and rivers provide places to fish, kayak or canoe; and mountains, forest lands, create opportunities for hiking, climbing, and mountain biking.

The Town of Collingwood can be viewed as an “Outdoor Recreation Destination” and residents and stakeholders place considerable value on outdoor recreation. This is evident through the finding that the second most popular reason for participating in recreation and cultural activities in Collingwood is to enjoy nature (ranked second after physical activity). The value for outdoor recreation facilities was further reflected by the demand for more programming in nature/outdoor education.

Outdoor recreational facilities such as sports fields are maintained by Parks staff within the PRC Department.

8.1 Importance of Outdoor Recreation Facilities

Recreational users are placing more value on outdoor recreational facilities because they provide an opportunity to participate in activities in an outdoor environment. There has been a shift in recent years in interest and activities in outdoor recreation from risk adventure and specialized activities to more easily accessed opportunities such as hiking, biking, and activity groups. In the development of new parks and with redevelopment of existing parks,

consideration should be given to the provision of opportunities and services based on the identified high demand activities:

- Outdoor water features such as splash pads;
- Walking, hiking, and biking on trails;
- Nature and wildlife viewing and education;
- Outdoor events such as interpretive tours, outdoor concerts and performances, festivals, etc.

The Town of Collingwood has an abundance of outdoor assets with parks, the waterfront, natural open spaces, mountains in its backyard, trails, and is in close proximity to neighboring outdoor recreational areas.

8.2 Inventory of Outdoor Recreation Facilities

The following is a summary of Collingwood's current inventory of outdoor recreation facilities. This inventory includes sports facilities and play structures. This inventory is in addition to the parks and trails system which has been described above. Please also note that this does not include non-municipal facilities (e.g. YMCA pool, pickleball courts, etc.) The inventory is followed by an analysis of the service level required by Collingwood's population, both currently and up to 2031 (projected population of 33,400).

Sports Facilities

Soccer Fields (Rectangular Fields):

The Town provides 2 large lit soccer fields, 3 large unlit soccer fields, 5 medium unlit soccer fields and 4 small unlit fields. These fields are located at Fisher Fields, Harbourview Park and Old Village Park. A majority of feedback on these facilities was positive, however there is demand for improved bathroom facilities. Ensuring garbage is regularly picked up was also a concern raised by outdoor recreational users.

Soccer has experienced enormous growth in participation and popularity over time and is the most popular organized sport among Canadian youth. Taking into consideration soccer's worldwide appeal and relatively low cost to participate, soccer fields remain in high demand in many municipalities. Survey responses indicate that several respondents travel outside of Collingwood to play soccer competitively (GTA, Wasaga Beach, Barrie, etc.) Improving Collingwood's soccer fields by including additional washroom facilities and maintaining the fields could be an effective way to attract and grow the sport in Collingwood.

In order to continue meeting current service levels, the Town will require an additional seven soccer fields by 2031 (see summary of projected facility needs below, Table 6).

Basketball Courts:

Collingwood currently has 1 full basketball court, 1 half-court and 1 three-on-three court. These are located at Black Ash Park, Morbay Park and Walnut Street Park. The Town is currently re-surfacing courts at Heritage Park which will add two three-on-three courts to the inventory (for a total of 3 courts). The main feedback heard regarding outdoor basketball courts was the overall lack of awareness that they existed. Collingwood basketball clubs were not aware that there are outdoor facilities and requested that the Town further promote these courts to their organizations.

Table 6 indicates that the Town will require two additional basketball court by 2031, based on projected demand and current service provision.

Volleyball courts:

In total, there are 8 volleyball courts in Collingwood, including 7 beach volleyball courts and one grass court. These courts are located at Sunset Point Park and Kinsmen Park. With Collingwood's location on the waterfront, stakeholders suggested that the Town improve the maintenance of these courts (raking the sand and ensuring the nets are properly set up) to attract more tournaments/sports tourism opportunities.

Based on the current service level, the Town of Collingwood will require four additional volleyball courts by 2031.

Tennis courts:

There are 7 tennis courts in Collingwood, located at Kinsmen Park, Mair Mill Park, Old Village Park and Princeton Shores. The Collingwood Tennis Club operates out of Kinsmen Park, Mair Mills Park and Princeton Shores. Some feedback was received on improving the overall maintenance of these facilities (e.g. surfacing, removing weeds, etc.)

Consultation revealed that there is demand for more outdoor Pickleball facilities. Currently, there are 7 outdoor, lined pickleball courts (located at Central Park's outdoor rink) and 5 indoor courts at the Curling Club (during the summer months). Pickleball is a fast growing sport in Collingwood due to its accessibility for a range of demographics. While the YMCA gymnasium is used for Pickleball, players would like to see outdoor tennis courts updated to include the painted lines for the sport.



LINED TENNIS & PICKLEBALL COURTS (Source: All Lined Up)

In order to maintain the current service level and meet project demand, there is a need for at least three additional tennis courts in Collingwood by 2031.

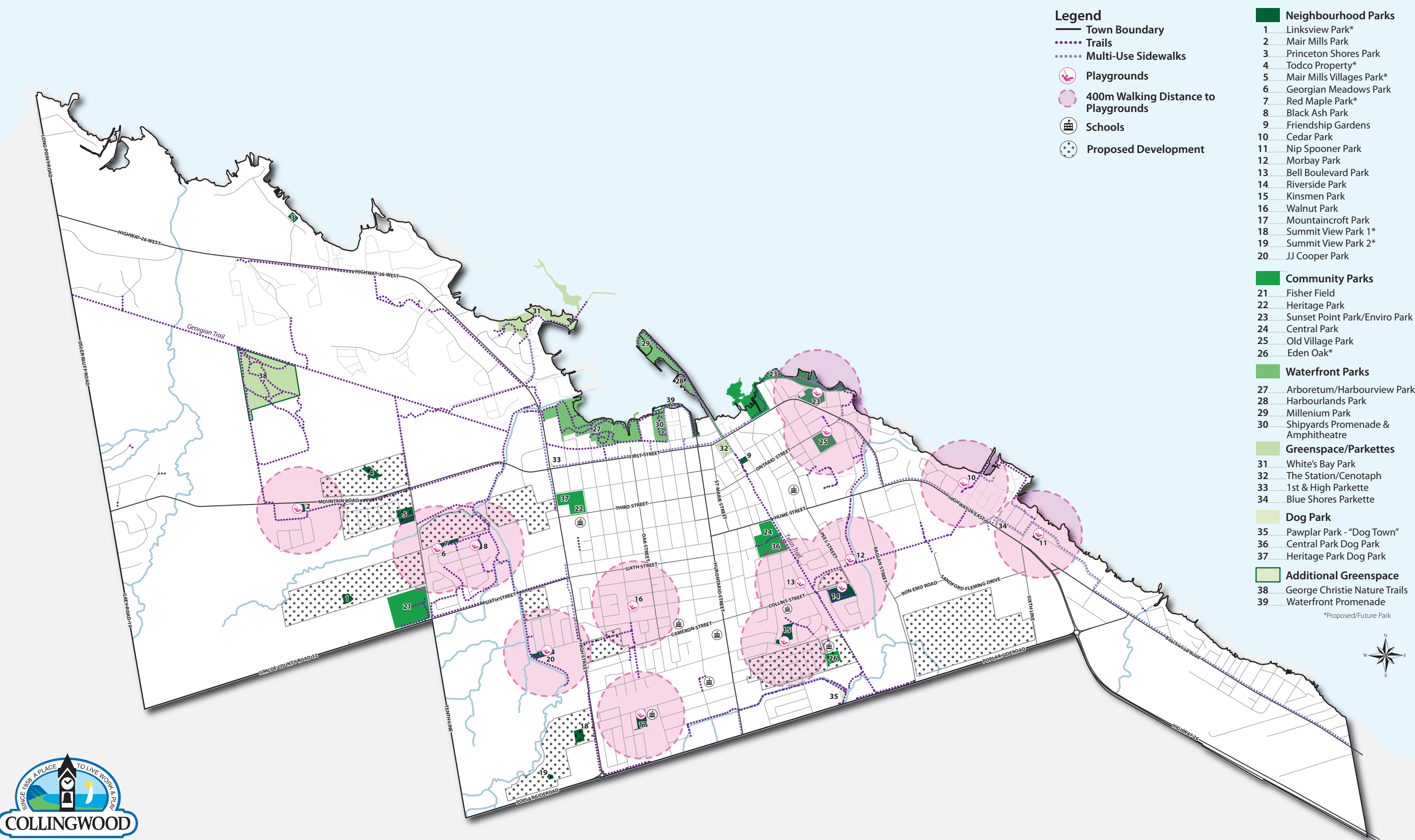
Ball Diamonds:

There are five baseball diamonds in Collingwood. Two lit diamonds are located at Central Park; Heritage Park has one senior diamond and one junior diamond; and Old Village (Legion) Park has one lit diamond. Significant feedback was heard from baseball groups in Collingwood regarding the current state of the diamonds as well as the growing interest in baseball/softball/fastball.

The Collingwood and District Slo Pitch League participated in stakeholder working sessions and provided valuable feedback on baseball diamonds in Collingwood. With over 800 members including men's, ladies, co-ed and a Men's Masters League, the league uses all four diamonds in Collingwood as well as an additional diamond in Stayner. The league relies on Town staff to maintain the diamonds, including drawing the lines, placing the bags/plates out and turning the lights on and off. This is paid for by the league through the diamond time fees.

Town of Collingwood Parks, Recreation, & Culture Master Plan - Playgrounds

Figure III



Specific feedback from this organization includes the following:

- Additional diamonds needed to allow for growth of organization as well as to provide diamonds for practicing;
- Ball diamond lighting needs to be improved;
- Ball diamonds require improved maintenance, particularly for proper drainage both infield and outfield as well as improved fencing; and
- Buildings are needed for storage of equipment and league supplies as well as space for league meetings.

It is recommended that further consultation be undertaken with ball diamond users to further discuss the requested improvements. An analysis of projected demand suggests that Collingwood will require two additional baseball diamonds by 2031.

Outdoor Ice Rink:

An outdoor ice rink is located at Central Park. This rink is typically open from mid-December to mid-March depending on weather conditions. Public events such as Family Day Jam are held at the Central Park outdoor rink. Overall, there was positive feedback from stakeholders about the outdoor rink.

As can be seen in Table 6, outdoor skating rinks are recommended to be supplied at a level of 1 : 5,000 people. Based on feedback, one outdoor rink appears to be appropriate for Collingwood at this time. However, the Town should consider creating an additional outdoor ice rink to increase the supply to two outdoor skating rinks.

Passive Recreation Facilities

Playgrounds:

In total, there are 14 play structures in Collingwood. Most of these sites contain standard create play equipment and swings. Playgrounds serve as neighbourhood-level amenities that benefit early childhood development and fosters cognitive and social skills, and physical activity. Playground are typically located within a reasonable walking distance of residential areas, without having to cross major barriers such as arterial roads and waterbodies.

The following parks contain play structures:

- | | |
|--|------------------------------|
| • Bell Boulevard Park | • Morbay Park |
| • Cedar Park | • Mountaincroft |
| • Georgian Meadows | • Nip Spooner |
| • Black Ash Park (includes accessibility elements) | • Old Village (Legion) |
| • J.J. Cooper Park | • Riverside |
| • Kinsmen Park | • Sunset Point (Enviro Park) |
| • Mair Mills Park | • Walnut Street |

Based on growth projections and in order to maintain Collingwood's current service levels, the Town will require an additional 8 playgrounds by 2031.

With the exception of Sunset Point, Collingwood's playgrounds are located in neighbourhood parks. These parks should target a 400 metre service radius within major residential areas. Based on a review of walking distance to play structures (Figure III), it is recommended that the Town continue to develop play structures at parks within the identified gap area.

Further, it is recommended that the Town develop park guidelines as part of their Urban Design Manual which creates consistent design standards for future parks. Accessibility should also be considered in future playground updates and new playground development. Natural play areas, such as those found at J.J. Cooper Park were mentioned as desirable features to include in future playground development. The following are some definitions related to accessible playground development:

Accessible: Accessibility is a general term used to describe the degree to which a product, device, service or environment is accessible by as many as possible. An accessible playground is one that can be physically accessed and used by everyone.

Inclusive: Inclusion is the practice of ensuring that people feel they belong, are engaged, and connected. Inclusive playgrounds are ones designed specifically to ensure that children of multiple abilities can play together – not just alongside each other.

Universal design: Universal design produces buildings, products, and environments that are usable and effective for everyone, not just people with disabilities, without the need for adaptation or specialized design.

A playground based on universal design means:

- All people can use the majority of features and spaces, instead of having separate "accessible features" for people with disabilities. Features like play equipment, planter boxes, or benches are of different heights and sizes to meet the needs of more people.
- Circulating around and using the play space is simple and easy. Smooth, even surfacing allows access to play equipment with minimal effort. The design provides adequate space for all people to access and maneuver around play equipment and features, regardless of mobility.
- The play space offers physical or learning opportunities to challenge all users, but minimizes hazards. For example, the surface is smooth, level, and shock absorbent.

When planning and designing all features of a playground, consideration should be given to both its natural features and equipment, and how these relate to each other. A play space is more than a structure – it encompasses the total environment in which play occurs. From vegetation to signage, all the elements of a site can become objects of play and learning.

Rick Hansen's "Let's Play" toolkit is a useful resource, as it describes how to apply

The Rick Hansen Foundations "Let's Play Toolkit" uses the term "universal design" to describe all the features making a playground accessible and inclusive. Universal design focuses on creating a space to meet the needs of the greatest number of people. Diversity is built directly into the design. A truly accessible play space can be used by more than one child at a time in more than one way, with a selection of approaches to moving through the space, and a variety of different activities to try.

accessible, inclusive design to many aspects of a play space including entrances; pathways; signage and displays; enclosures; manufactured equipment; game areas; ground covers and safety surfaces; land forms, trees, and vegetation; gardens; water, sand, and dirt; play props; and gathering spaces.

Skateboard and BMX Park:

The Collingwood skateboard and BMX park is located in Heritage Park. Overall, feedback indicates that stakeholders are happy with the recent improvements to the park. The skateboard and BMX Park was part of the recent updates to Heritage Park. This is a popular recreation destination for youth in Collingwood and should continue to be maintained as such. Some feedback indicated they would like to see a larger skateboard park, as Collingwood is a regional hub for extreme sports such as BMX and skateboarding.

With a recommended service provision of 1 skatepark : 20,000, the Town is currently meeting service requirements. However, it is recommended that the Town consider the development of other small skateboard spots to encourage activity closer to neighbourhoods.



Table 6 on the following page summarizes Collingwood's outdoor recreational facilities, including current and future service provision levels.

TABLE 6.0: SUMMARY OF OUTDOOR RECREATION FACILITIES

FACILITY	MUNICIPAL SUPPLY	CURRENT SERVICE LEVEL (2018) ²⁴	FUTURE SERVICE LEVEL REQUIREMENTS (2031) ²⁵	RECOMMENDED SERVICE LEVEL ²⁶
SOCCER FIELDS	2 large, lit 3 large, unlit 5 medium, unlit 4 small, unlit 14 total	1 : 1,557	21 soccer fields	1 field : 5,000 Combined with community park or secondary school playfield; Combined with other outdoor sport facilities can create ability to host larger events.
BALL DIAMONDS	3 lit 1 Senior, unlit 1 junior, unlit 5 diamonds total	1 : 5,448	6 ball diamonds	1 senior diamond: 20,000 (Lit) 1 junior/softball diamond: 5,000
TENNIS COURTS	7 total	1: 3,113	10 tennis courts	1 tennis court: 5,000 Should be lit; At least three courts per location
BASKETBALL COURTS	1 full 3 3-on-3 (1.5) 1 half court (0.5) 3 courts total	1: 7,264	5 courts	1 per school
VOLLEYBALL COURTS	7 beach 1 grass 8 total	1: 2,724	12 courts	1 court: 5,000
WATERPLAY FACILITIES (SPLASH PAD)	0	N/A Recommend installing 2 splash pads	At least 2 splash pads	1:5,500—1:7,500 recommended. Can vary based on availability of an outdoor pool space.
SKATEBOARD PARKS/ SKATE SPOTS	1 total	1: 21,793	Recommend maintaining current park and considering the development of other small skateboard parks to encourage activity closer to neighbourhoods.	1 skateboard park: 20,000 One large skateboard park complimented neighbourhood small skateboard spots.
PLAYGROUND APPARATUS	14 total	1: 1,556	22 play structures	1 playground apparatus: 5,000; Should consider creating playground structures at neighbourhood and community parks.
OUTDOOR ICE SKATING RINK	1 total	1:21,793	Recommend developing 1 additional outdoor rink.	1:5,000 While 4 is recommended, 1 outdoor rink located at Central Park was indicated to be sufficient by stakeholders and Town Staff.

8.3 What We've Heard

Overall, stakeholders are relatively satisfied with outdoor recreational facilities. As discussed above, the Town of Collingwood should consider opportunities to improve outdoor facilities such as baseball diamonds and rectangular sports fields (soccer fields) in order to meet current demand and provide for future anticipated growth.

Key from stakeholders include:

- There is strong demand for a splash pad. This was primarily heard from young families/grandparents. Many are anticipating a splash pad as part of the implementation of the approved Waterfront Master Plan, but it was noted that a splash pad should also be located in a location other than the waterfront. Although a splash pad was recommended through the Waterfront Master Plan, it will not eliminate the need to consider other splash pad facilities within neighborhoods on a strategic geographical basis. When planning for a splash pad, consideration should be given to including multi-functional uses such as an outdoor skating rink.
- There is demand for indoor and outdoor Pickleball facilities. While Collingwood has tennis courts, Pickleball users would like to see space dedicated primarily to Pickleball or updated tennis courts that are also lined for Pickleball.
- When asked to select criteria for considering future PRC projects and facility developments, survey respondents suggested the following:
 - Respond to demands/requests of the Community;
 - Provide greater benefit to the Community; and
 - Provide a facility/amenities that are not readily available in the Community.

Based on the summary of facilities above and the analysis of current and future outdoor facility needs, it is evident that the Town will need to plan for creating more outdoor recreational infrastructure, particularly for the provisions of tennis courts, splash pads, outdoor volleyball and basketball courts and strategically located play structures that provide a neighbourhood benefit. The PRC Department should continue to monitor outdoor recreational service levels as facilities such as new parks are developed.



²⁴Based on 2016 Population of 21,793

²⁵Service level required to continue meeting current service levels based on current service level and forecasted population of 33,400

²⁶Based on the [Guidelines for Developing Public Recreation Facility Standards](#)

8.4 Recommendations

Based on our review, the following actions are recommended:

1. Regularly **audit existing equipment and facilities** and ensure fair and equal access of all facilities.
2. Continue to **monitor outdoor recreation trends** and support expansion of such opportunities in all areas of the Town.
3. Explore opportunity to **develop and implement a splash pad** in Collingwood. This would be in addition to the splash pad proposed near the waterfront in the Waterfront Master Plan. Consultation should be undertaken with residents to confirm the best location to accommodate the splash pad. A second splash pad should be considered over the next 5 to 7 years.
4. The Town should **monitor population growth and facility provision** to ensure facilities and PRC infrastructure (playfields, ball diamonds, etc.) meet the Guidelines for Developing Public Recreation Facility Standards.
5. **Develop a ten year work plan to meet forecasted demand** for outdoor recreational facilities. Particular emphasis should be placed on splash pads, playground structures and sports fields. Additional focus should also be given to increasing the number and locations of outdoor pickleball/tennis courts, volleyball and basketball courts.
6. **Design and construct a fully accessible playground** that incorporates features such as accessible surfacing, ground level activities, sound play elements, etc.
7. Based on a review of walking distance to play structures (Figure III), it is recommended that the Town continue to **develop play structures at parks within the identified gap areas**.



9.0 INDOOR RECREATION FACILITIES



Indoor recreational facilities provide valuable space for year-round activities and events for Collingwood. Both the Town and community organizations use these spaces to help keep residents of all ages active, healthy and engaged. Major indoor facilities include Central Park and Eddie Bush arenas, the Centennial Aquatic Centre and the Curling Club.

Collingwood's indoor facilities are managed by the Recreation Facilities division of the PRC Department. The Town also provides facility booking opportunities for events, parties, etc. The Coordinator of Registration and Permits is responsible for permitting all facilities and coordinating programs registration. In terms of indoor facilities, this includes:

- Eddie Bush Memorial Arena and Central Park Arena ice rentals
- Station rentals and programs
- Centennial Aquatic Centre rentals and programs
- Curling Club (from April to October)
- Tables, chairs, staging
- Arena advertising

9.1 Importance of Indoor Recreation Facilities

Indoor recreational facilities play an important role in facilitating year-round recreational opportunities for residents and visitors. In addition to providing space for competitive and non-competitive sports and events, indoor facilities create opportunities for social interaction in passive spaces such as lobbies. Collingwood makes efficient use of their indoor spaces through family events such as the Family Day Jam. This event uses both indoor and outdoor facilities to provide visitors with a unique recreational experience that includes skating, crafts, outdoor shinny hockey, learn-to-curl events and more.

Collingwood's indoor recreational facilities are crucial venues for the PRC Department and other community organizations.

9.2 Inventory of Indoor Recreation Facilities

Central Park Arena:

The indoor ice rink at Central Park includes a full size, 85 foot by 200 foot ice surface, complete with premium dasher boards and glass. The arena includes interior spectator seating for 390 people, as well as a mezzanine lounge for viewing or renting as a community space for special events and presentations. The facility also includes six player dressing rooms (one dedicated female dressing room) and a referee room capable of accommodating eight referees. There is also a community room that can be rented for meetings and events.

A variety of drop-in programs are offered at the Central Park arena, including public skating events, kids and adult skates, parent and tot skates, and older adult shinny. The PRC Department makes use of this facility for events such as February Family Jam (free skating at both the indoor and outdoor rink).

Based on recommended service levels and current service provisions (see Table 7 below), Collingwood will require an additional ice pad by 2031. This contributes to the overall recommendation to consider a multi-use recreational facility that would include a double ice pad facility.

Eddie Bush Memorial Arena:

Built in 1949, the Eddie Bush arena is open year-round for hockey, figure skating and special events such as the Elvis Festival. With a full ice pad and dressing rooms, the arena hosts several competitive hockey events each year. Feedback from stakeholders and Town staff indicate that this is an aging facility in need of some significant updates and improvements. Hockey leagues that participated in stakeholder working sessions also indicated that it has been challenging to secure ice times, particularly for girls/women's hockey leagues, which continues to grow in participants.

As mentioned above, Collingwood will need to consider the addition of one more ice pad by 2031.



CENTRAL PARK ARENA (LEFT) AND EDDIE BUSH MEMORIAL ARENA (RIGHT)

Centennial Aquatic Centre:

Originally built in 1967 as an outdoor pool, the facility was upgraded and enclosed in 2013 with a Sprung structure in order to be used year-round. The Centennial Aquatic Centre is located at Heritage Park and includes a recently upgraded six lane, 25 metre pool and a new accessible warm-water pool. The facility includes spectator seating for 250 people as well as a viewing room that

overlooks both pools. Four insulated doors allow for an open environment in favourable weather, while daylighting roof panels maximize natural light. As previously mentioned, this creates a unique recreational experience in which both indoor and outdoor environments are accessible. The Aquatic Centre includes a multi-purpose room that can be rented for events such as birthday parties.

Significant feedback was heard regarding the Centennial Aquatic Centre, particularly in terms of layout and design (see comments in 'What we Heard' below). While Collingwood is currently meeting service level requirements for an aquatic centre, it is recommended that indoor aquatic facilities be considered as part of a feasibility study for a multi-use recreational facility.



CENTENNIAL AQUATIC CENTRE

Curling Arena:

Originally built in 1909, the Curling Club in Collingwood has over 500 members and continues to grow each year. The club includes six sheets, and hosts several leagues and bonspiels. The recently renovated clubhouse area overlooks the arena and can be rented for events during the off-curling season.

Based on future service level requirements, the Town and Collingwood Curling Club may want to consider adding three more sheets over the longer-term.

Other Indoor Recreational Facilities:

In addition to the facilities managed by the PRC Department, there are several private indoor recreational facilities that serve Collingwood and the wider region. For example, the Collingwood YMCA is a private facility that provides several fitness and wellness amenities to members. The YMCA includes yoga and spin studios, a gymnasium (with pickleball facilities), a swimming pool and leisure pool, multi-purpose space and child minding services. While this facility offers important recreational and wellness services, it is a membership facility, and thus not accessible to all residents in Collingwood.

Table 7 is an overview of Collingwood's indoor recreational facilities, including current and required service levels to meet project population growth.

TABLE 7.0: SUMMARY OF INDOOR RECREATION FACILITIES

FACILITY	MUNICIPAL SUPPLY	CURRENT SERVICE LEVEL (2018) ²⁷	FUTURE SERVICE LEVEL REQUIREMENTS (2031) ²⁸	RECOMMENDED SERVICE LEVEL ²⁹
ICE PADS	2	1 : 10,896	3 ice pads	1: 12,000
INDOOR AQUATIC CENTRE	1 25 metre pool 1 warm water pool	1: 21,793	1.5 Recommend considering additional aquatic facilities as part of exploring multi-use recreational facilities.	1:30,000 Should accommodate 3% of population at one time; Minimum capacity of 200 people per pool using 27 square feet per swimmer.
COMMUNITY CENTRE / MULTI-USE RECREATIONAL FACILITY	0	N/A	While facilities such as the Eddie Bush Arena and Central Park arena provide multi-use rooms, there is currently no community centre that provides users with several recreational uses (aquatic, fitness classes, walking track, etc.)	1: 25,000 Often include indoor pool or arena.
CURLING RINK	6 sheet arena	1 sheet : 3,632	9 sheets	12 sheets per 25,000

9.3 What we've heard

We heard clearly that there are many gaps in quality indoor spaces primarily as a result of single use facility design which limits quantity of existing programs, future growth and the Town's ability to be efficient and effective in overall Parks, Recreation and Culture service delivery to residents and visitors of the Town and region.

We heard consistently from the community engagement process involving residents, organizations, Council, and staff that the Town should consider a multi-use recreation facility delivery structure in order to address the existing demands and future growth of recreation and culture programming in the community. The development of a sustainable and multi-use facility on a large scale that will be designed to accommodate the growth in population with a very diverse demographic will require inter-municipal collaboration, partnerships and a shared vision.

²⁷ Based on 2016 Population of 21,793

²⁸ Service level required to continue meeting current service levels based on current service level and forecasted population of 33,400

²⁹ Based on the Guidelines for Developing Public Recreation Facility Standards

The Town of Collingwood has already invested in exploring opportunities for a multi-use recreational centre. In 2011, Council endorsed Town staff to work cooperatively with the YMCA of Collingwood to investigate matters of design, cost and funding for recreational facilities at Central Park focused on ice and water uses. This included preliminary designs from an architectural firm, community consultation, exploring funding options, forecasting operating budgets and defining an operational framework. The Central Park Redevelopment Report summarizes key findings and provides rationale for recommendations if the Town were to move forward with the redevelopment of Central Park. Key findings from the report demonstrate that there was very strong support for redevelopment, and that Central Park was the appropriate location. Ensuring partnerships are well defined and executed to provide benefits to the community was also a key takeaway.

These findings were reiterated through the PRC Master Plan consultation process. A multi-use facility that is operated through a partnership with an organization such as the YMCA is still supported by stakeholders. Owen Sound's Julie McArthur Regional Recreation Centre is an example of a facility that successfully operates under a partnership between the municipality and the YMCA.

Below are additional comments regarding the demand for a multi-use recreational facility and current supply of indoor facilities:

- Stakeholders felt that similar/smaller communities have such facilities and indicated that this is a significant gap in Collingwood. The assessment of existing single purpose facilities, e.g. arena's, and pool, indicates that overall demand for ice related programming is not increasing even though there is a gradual increase in population. This, along with increasing lifecycle cost of aging infrastructure, requires that the Town and region evaluate its long term supply needs for arenas and indoor pools. This evaluation will allow for a futuristic look at a facility designed to meet the changing demographic demands of the area, provide spaces that are sustainable, accessible/inclusive, and have cross-programming value. This would include such spaces as: activity rooms, meeting spaces, youth and senior spaces, gymnasiums, arenas, leisure pools, social nodes etc. **A feasibility study for this facility is recommended.**
- Parking at Central Park, particularly when there are piles of snow from snow removal, was mentioned as a concern. With the arena, Curling Club and YMCA located in Central Park, it has become challenging to provide parking for all users.
- Aging infrastructure (E.g. Eddie Bush Arena) was suggested as something that also limits recreational offerings in Collingwood. The Plan recommends that the Town work in collaboration with neighbouring communities to address the provision of a multi-use community recreation centre that would allow for a twin ice pad which would allow for the possible repurposing of the aging Eddie Bush Arena for other community recreation uses, pending further analysis.
- Stakeholders voiced dissatisfaction and concerns with the Centennial Aquatic Centre
 - Several feel the overall design, and particularly the change rooms, are in poor condition
 - Some also have concerns regarding the accessibility of the facility as well as the quality/cleanliness of the facility
 - The physical design constraints of the existing pool facility as well as the ability to address program demand would be addressed in the feasibility process for a multiuse community recreation centre.

- When asked to select criteria for considering future PRC projects and facility developments, survey respondents suggested the following:
 - Respond to demands/requests of the Community;
 - Provide greater benefit to the Community; and
 - Provide a facility/amenities that are not readily available in the Community.

Based on the criteria suggested by stakeholders, the Town should consider utilizing a Project Scoring Metric. An example of this metric to evaluate development of new facilities. An example of a Project Scoring Metric has been included in **Appendix B**.

- 49% of survey respondents indicated they participate in recreational activities outside of Collingwood. Comments indicated that recreational users are travelling outside of Collingwood specifically for indoor facilities that are not present in Collingwood (e.g. indoor turf/soccer facilities). The mobility of residents in today's communities is a trend that will continue to grow so in the future along with the interdependence of communities for facility and program delivery. As discussed in other sections of this plan the evaluation of a multiuse facility is recommended and should be completed on an inter-municipal collaborative basis based on user demand and sustainability within the region.
- Stakeholders also mentioned the lack of a large, performing arts facility that can host larger events. Many mentioned that they go to other communities such as Meaford or Barrie for such events. This is discussed further in Section 11, but is worth noting, as it should be considered through any feasibility analysis of a multi-use recreational facility.

9.4 Best Practices

The following best practices should be considered in conjunction with earlier trends described in Section 4 of this report, including: inclusivity, social interaction, multi-purpose spaces and expandability.

9.4.1 Facility Decision Making Processes

The planning and design of future recreation infrastructure needs to balance a number of considerations including: growth and utilization in the Town and catchment region; the life span of current facilities; desired service levels; and expected trends in recreation participation. As such, planning for public recreation facilities and spaces should include a project-specific feasibility analysis whenever major project development is considered.

Figure 10 (following page) outlines the steps associated with major recreation facility and space development. The same steps and framework can be applied to local recreational facility and space development as well.

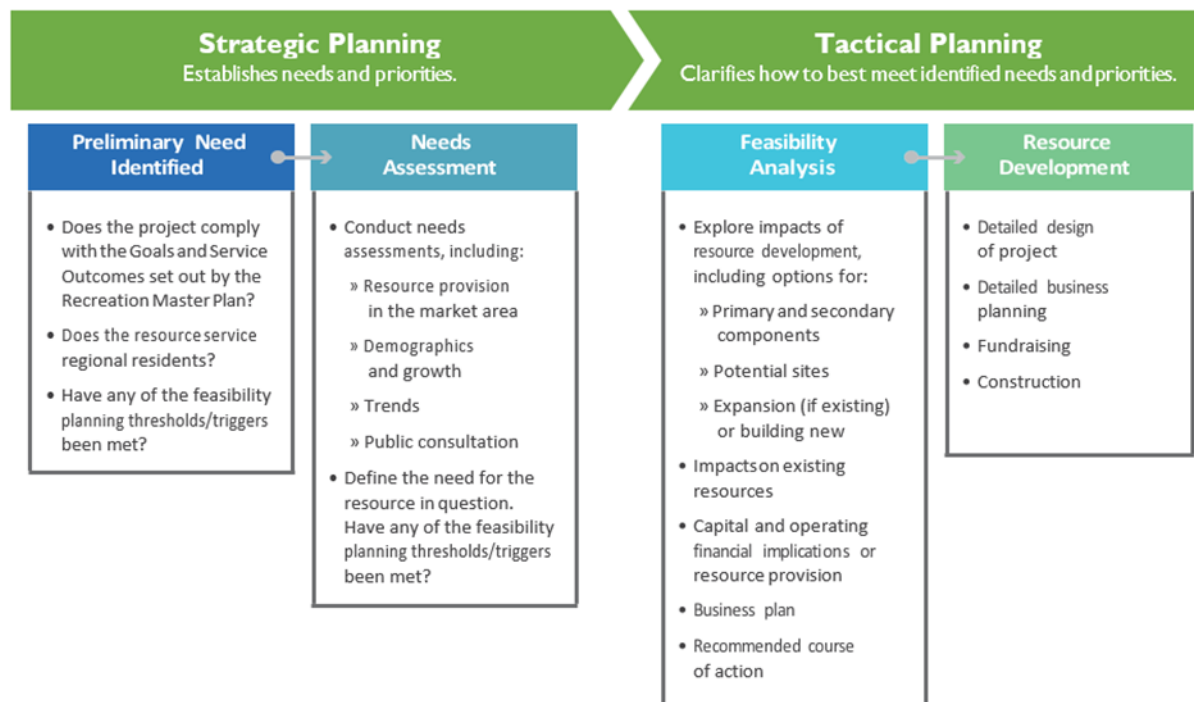


FIGURE 10.0: FACILITY DECISION MAKING PROCESS - STRATEGIC PLANNING FOR PRC DEPARTMENTS

Since feasibility analysis is required to provide decision-makers with the information necessary to make informed judgments, it is recommended that **significant public investments in recreation facilities and spaces should not occur without undertaking market feasibility analysis and business planning**. This applies not only to initiatives championed by the Town, but also to those projects led by not-for-profit groups and associations where public funds are required for the capital and/or ongoing operations of facilities. The entire process, including needs assessment, feasibility analysis, design and construction can take between 18 and 30 months (or longer) and requires the input of a variety of internal and external stakeholders.

Further to this approach, the following planning triggers are proposed to help municipalities determine when, and if, feasibility analysis related to future facility and space development is warranted. Undertaking a feasibility analysis requires investment and resources, and sets public expectations. Since this is the case, the following **feasibility planning “triggers”** outline when a municipality(ies) could/should initiate (or facilitate in the case of a non-profit-based project) feasibility analysis and business planning.

Market feasibility analysis and business planning could occur when one or more of the following criteria are met.

1. Facility spaces currently being offered approach **80% to 90% utilization levels** on a sustained basis.
2. Facility or facility spaces currently being used have **less than 25% remaining lifecycle or require investment of over 50% of replacement costs** (Facility Condition Index) as a functional and modern resource (as determined by ongoing lifecycle planning).
3. **Current and future demands**, as impacted through expression of needs, as a function of public input, trends and majority impact, and/or market growth, can be proven.

4. The facility in question and program services proposed provide **equitable access** for all residents as a public service.
5. Facility type and function **conform to the core recreation service functions** of local municipalities or new functional areas as contained within the broader strategic planning.
6. Facility type and function **are not currently and/ or adequately provided** through other agencies or private sector services in the town and broader region.
7. Potential and/or confirmed **operational or capital partners are committed and established** as registered societies, institutions, or municipal governments and collectively represent sufficient membership or market segments to sustain use of the development for the life of the development.
8. The external partner (institution, neighbouring municipality, volunteer and/or non-profit group) leading a facility development initiative has, or **has access to, significant capital and/or operating resources**.

The previously noted process and associated planning triggers will help the Town of Collingwood formalize and prioritize potential recreation projects in the future. If a combination of these criteria are met, further feasibility analysis may be warranted. A feasibility analysis requires public investment, the following **general guidelines for feasibility exploration** should be achieved:

- There must be **public engagement** in the planning process, preferably through the use of statistically reliable surveys.
- A **market assessment** for component service delivery functions must be completed.
- A thorough and transparent **site/location analysis** must be completed.
- There must be a **biophysical/environmental** impact statement.
- There must be a **concept development plan** including infrastructure planning, costs and impacts of ongoing operations.
- The project must demonstrate **conformity to broader municipal strategic planning, such as the Town's Strategic Plan and Official Plan**.
- **Business planning** outlining capital partners, operating partners, sources of capital, capital amortization, and projection of operating costs must be completed.
- **Opportunity cost analysis** must be undertaken, which demonstrates that the project represents the best way of achieving the intended goal.

Should a feasibility analysis be warranted, these guidelines will ensure that decision-makers have undertaken the due diligence they need to make informed decisions in the best interests of the community and public good.

In addition to a feasibility analysis, there are also frameworks for assessing the condition of recreational facilities. **Appendix C** includes an overview of the **Facility Condition Index** which should be utilized by the PRC Department and any other stakeholders when making decisions regarding facility reinvestment, repurposing or decommissioning.

9.4.2 Lifecycle Budgeting

Recreation facilities are some of the most heavily utilized, costly (both operational and capital), and complex assets in a municipal asset inventory. Not only do they require high capital investments, they are also costly to maintain and require specialized, extensive human resources to program, operate, and repair. Lifecycle budgeting is the practice of including annual budget allotments for the reinvestment and ultimate replacement of existing facilities and spaces.

The concept of lifecycle budgeting is becoming more commonplace in Canada. Municipalities plan for lifecycle replacement and repair of recreation infrastructure in a variety of ways. Although there is no standard approach to lifecycle budgeting, those municipalities who practice it do so by budgeting between 1% and 2% of facility or space replacement value annually, building capital reserves that can ultimately be used to offset the cost of major repair and replacement.

A concept related to facility and site lifecycle replacement budgeting is **facility amenity refreshment planning**. Amenity refreshment suggests that the program elements, such as leisure amenities in a swimming pool have a functional shelf life shorter than the life spans of the facility envelope and mechanical systems. Some facilities require periodic reinvestment to ensure functional use and relevance, and to ensure that users receive the experience they would get in similar modern facilities. Amenity refreshment is a concept more commonly found in cultural facilities such as art galleries and museums, but is an important consideration for all new or existing recreation and parks facilities and spaces.

As the life span of recreation facilities and spaces is typically between 40 – 60 years, annual replacement planning would theoretically put smaller amounts away each year. When a facility is decommissioned and needs to be replaced, a substantial portion of the capital replacement value is already in reserves.

For its recreation facilities and spaces, the Town of Collingwood should consider adopting annual contributions to lifecycle reserves to better represent the true costs of lifecycle repair and maintenance, and to account for facility amenity refreshment.

9.4.3 Spontaneous Recreation

As mentioned in the trends review, multi-use recreational facilities provides space for spontaneous and unstructured activities. Multi-use facilities result in clustering which enhance cross-programming. The provision of spontaneous, unstructured recreation and parks opportunities should continually be considered by the Town of Collingwood in the programming of existing and new spaces. Some existing facilities, such as the pool and trails, enable spontaneous participation, yet much of the investment lies with structured, rental-use facilities.

The supply/demand relationship for spontaneous use areas is not as straightforward as is the case with programmable/rentable spaces. This is primarily due to the fact that capacities cannot be clearly identified for spontaneous use areas, as the point at which a facility is "too busy" and thereby prohibitive to participant use is subjective and based on individual perception.

Spontaneous use of facilities occurs in two ways. A spontaneous user may visit a facility for the purpose of participating in a desired activity or a user may participate in an activity because it is convenient to do so, yet it wasn't the intended purpose for the facility visit. Recognizing that spontaneous users are comprised of both user types, planning for spontaneous use facilities should

consider the following:

- Spontaneous use areas provide users the opportunity to participate at irregular times, thereby enabling users to partake in physical activity or creative/social endeavors even if they cannot commit to signing up for a scheduled team or program. Therefore, spontaneous use areas must provide optimal flexibility during hours of operation.
- Spontaneous use activities are best offered in clusters depending on the type of activity and the adjacent facility amenities. Therefore, spontaneous use opportunities must be provided in clusters that work well together, including change rooms for both wet and dry uses.
- Spontaneous use activity-clusters must consider cross-use and convenience of potential users. Clusters that seem to work well include:
 - Fitness/wellness and child minding
 - Leisure/ lap swimming and fitness/wellness
 - Leisure/lap swimming and child minding
 - Fitness/wellness and major scheduled use activity (e.g. arenas, field houses, etc.)
 - Fitness/wellness and therapeutic/ program aquatics
 - Leisure skating and ice arenas

Considering these points, it is apparent that many future spontaneous use spaces should piggyback on major programmable/rentable spaces. It is important to note that rental spaces such as traditional ice arenas and gymnasiums/multipurpose spaces can also be spontaneous if they are not rented out for exclusive use.

It is recommended that the Town of Collingwood re-visit the exploration of a multi-use recreational facility that provides for spontaneous and unstructured activities, as it is evident that the need for such a facility will continue to grow.

9.5 Recommendations

Given the consultation findings, best practices and trends in indoor recreational facilities, the following recommendations should be considered by the PRC Department:

1. Regularly **audit existing equipment and facilities** and ensure fair and equal access of all facilities.
2. Continuously **explore partnership options** to provide multipurpose space/services including in-depth evaluation of capital reinvestment/repurposing/expansion needs.
3. Develop **innovative and collaborative facility and operational models** to strengthen partnerships between sport and stakeholder organizations. (E.g. City of Mississauga Sport Plan 2013).
4. When planning new facilities or updating existing spaces, **align facility development/space clustering with like-minded partners** so as not to duplicate efforts and to ensure that expertise of any given organization is maximized.
5. Through future facility renovations/updates, **create spaces that encourage an atmosphere that**

feels welcoming and where users can feel self-sufficient. Enhance and encourage non-structured social and community engagement (e.g. more modular seating, access to power source for multiple charging connection along with Wi-Fi use).

6. When designing new or repurposing existing spaces, consider **creating facility clusters that enhance cross-programming value and sustainability.** For example, any new sport conditioning centre, fitness room or training rooms should be clustered with the arenas, walking tracks, etc. (avoid single use facility spaces).
7. In planning new facilities, or renovating/revitalizing existing ones, consider the potential for **optimal flexibility through planning for multiple uses and users.**
8. Develop a **Lifecycle Reserve Policy** for indoor and outdoor recreation infrastructure.
9. Utilize the **Facility Condition Index (FCI)** approach to determine whether or not significant reinvestment in existing facilities should be pursued. Those facilities or spaces that have repair or replacement ratios of over 50% (FCI) are candidates for repurpose or decommissioning. Those with FCI of under 50% are more likely candidates for reinvestment. (See **Appendix C**).
10. Develop a **Facility Feasibility Study for a new multi-purpose community recreation facility at an appropriate location.** The completion of this Study will ensure that Town/ region is best positioned should one or more of the following occur:
 - Major new sources of funding become available
 - The population of the region experiences rapid growth
 - Replacement of a major community facility is required (e.g. pool/arena). See FCI model, Appendix C.
 - Utilize the suggested Facility Decision Making Process (see Figure 10 in this report) when making future decisions on a major, multi-purpose community recreation facilities and spaces.
11. Ensure all **activity rooms or facilities do not have specific 'label'** (e.g. Youth or Senior's room) to maximize flexibility of available rooms and provide for cross-programming of existing space.
12. All organizations renting/utilizing Collingwood facilities should continue to be required to **report annually on the number of registered participants by municipality.** This information should be included in each facilities' allocation policy. Use this data to enhance the understanding of parks, recreation and culture participation in the community including program registration, facility usage, capital and operation expense and revenue tracking and other data critical to informed planning and management.

10.0 ARTS & CULTURE

ARTS & CULTURE MASTER PLAN



Collingwood is a regional hub for arts and culture, rich in cultural capital³¹. In order to guide the future of arts and culture in Collingwood, this Collingwood Arts and Culture Master Plan has been prepared as part of the PRC Master Plan to provide the Town with a forward-looking strategy. Although this Arts and Culture Master Plan can be considered on its own, arts and cultural activities are often inter-connected with parks and recreational activities. As a result, most of the discussion and recommendations of this report relate equally to arts, culture, parks and recreation. This is certainly evident in the structure of the PRC Department where activities, resources and staffing often cross lines between arts and culture and recreational programming and activities.

This cross-over was further heard from stakeholders as a key asset for the Town of Collingwood. Some key events are held in Collingwood's parks and outdoor recreational facilities, such as live music at the Shipyards Amphitheatre. There is a desire for more events (e.g. Art in the Park) like this as they leverage Collingwood's unique position as both a recreational and arts and culture hub for the Region.

The PRC Department play an active role in managing and executing several cultural events for residents and visitors to enjoy. This includes signature events, such as the Elvis Festival and Sidelaunch Days, as well as supporting the operation of Collingwood's museum. The following section of this report defines key terms and provides an overview of feedback received on Collingwood's current arts and culture landscape. Recommendations have been discussed

³¹ Cultural Capital is defined as the product of shared expressions through traditional customs, values, heritage and identity. (Source: Roseland, M. (2012). *Toward Sustainable Communities: Solutions for Citizens and their Governments*).

and additional interpretation of these recommendations has been provided.

10.1 Importance of Arts & Culture

Arts and Culture is a large and important industry in Ontario. Recent (2016) work by the Ontario Ministry of Tourism, Culture and Sport has shown that it is an industry worth over \$20 billion dollars annually in GDP in the province and is responsible for 222,000 jobs (just over 4% of the total workforce). Collectively it is responsible for 3.7% of the entire provincial economy. So clearly, 'culture' is worth paying attention to as an economic force and job creation engine³².

Beyond its economic benefits, 'culture' is also important as a fundamental human activity. Every human being is creative and engages in arts and cultural activities of some type. Indeed, there is a wide body of evidence to support the contention that to be truly happy and healthy, human beings require creative and artistic outlets. From a municipal standpoint, it is important to pay attention to the culture sector in order to provide a full set of programs and activities to residents, as well as to nurture the local economic base.

Recognizing this, Collingwood is demonstrating its progressive and innovative nature through the preparation of a Cultural Master Plan through the overall PRC Master Plan. Only 15% of Ontario's municipalities have culture plans, and those that do are typically larger municipalities. This demonstrates Collingwood's commitment to becoming a leader in creative arts and cultural programming in Ontario and Canada.

Cultural Capital is defined as the product of shared expressions through traditional customs, values, heritage and identity. (Source: Roseland, M. (2012). *Toward Sustainable Communities: Solutions for Citizens and their Governments*).

Environmental Scan of the Culture Sector, Ontario Culture Strategy Background Document, Ontario Ministry of Tourism, Sport and Culture, April 2016.

10.2 Some Key Terminology

Below are some key definitions that are used throughout the Cultural Master Plan.

Culture: UNESCO defines culture as the "complex whole which includes knowledge, beliefs, arts, morals, laws, customs, and any other capabilities and habits acquired by a member of society." In this Master Plan, 'culture' is used to mean the visual arts, performing arts, literary arts, digital/media arts, cuisine, and special events and traditions (which themselves may incorporate visual arts, performing arts and cuisine elements). Culture may be professional or amateur, and people involved in culture may be performers/creators, or spectators. Similarly, they may engage in cultural activities as a hobby or pastime, or as a revenue-generating enterprise. All of this is embraced and referenced by the relatively broad term 'culture'.

Arts: Typically, the term 'the arts' refers to the process of creating or consuming/viewing visual, performing, literary or digital/media arts. The term 'art form' usually refers to one of these forms of expression, or even a narrower branch within an art form (for example, 'acrylics' being a style of painting within the 'visual art' form). All forms and expressions of the arts would be contained within the broad definition of culture above.

³² *Environmental Scan of the Culture Sector*, Ontario Culture Strategy Background Document, Ontario Ministry of Tourism, Sport and Culture, April 2016.

Multicultural: When the term 'multicultural' is used, it refers to the customs and traditions of ethnocultural or national groups and how these may be expressed in various art forms. Again, this would be considered within the broad definition of culture above.

Heritage: In this plan, the use of the term 'heritage' refers to the history of the community as expressed through a variety of formats: the museum and archives of the Town; its roster of heritage buildings; its physical development over time (and how the evolution of its businesses and residential areas has responded to the site and situation of the Town); and the more intangible memories and reflections of residents. While somewhat distinct from the definition of 'culture' in the foregoing, the ways in which history is interpreted and reflected to the community is a form of cultural expression (e.g. through the Museum). Accordingly, while 'heritage' is not a direct focus of this plan, heritage activities undertaken by the Town are addressed to some extent within the context of this Culture Plan.

Creativity: For the purposes of this plan, 'creativity' is the act of creating art (i.e. engaging in an art form), as defined above. A philosophical position adopted throughout this plan is that **everyone** has the potential to be a creative individual – not just those who have special training in a certain art form, or those who have a particular talent. It follows from this that the Culture Plan is oriented towards ensuring that **all residents** have an opportunity to participate in cultural activities regardless of age, gender, economic position, or physical ability. This is fundamental to the notion that a truly healthy society provides opportunities for physical and mental stimulation to all, which is essential to full and complete wellbeing. Elsewhere in the full PRC Master Plan there is a discussion of 'inclusiveness', 'universality' and 'fair and equal access', and the concept of creativity very much reflects these ideals.

Cultural Innovation: This refers to the process of creating new cultural product or expression (which may be live music, new works of art, new festivals and events, etc.). The end result of the creative process is cultural innovation, so a key aspect of the Culture Strategy is to identify ways and means through which cultural innovation can be encouraged and stimulated (thus engaging more people in the creative process). A side benefit of this is that often elements of cultural innovation that are highly visible and public in nature become of interest to visitors and tourists, whose expenditure of time and money in the Town can create economic benefit.

Sponsorships and Partnerships: The overall PRC Master Plan, and certainly the Culture Plan component, relies heavily upon the concept of creating partnerships and using sponsorships in the development and delivery of programs. There are several different forms of partnerships and sponsorships, but all share one fundamental requirement: there must be an advantage to both parties in the arrangement. In other words, the benefit to each party exceeds the cost of the partnership. This 'win/win' nature is critical for any such arrangement to sustain itself and have any sort of longevity.

Three types of partnership can typically be identified: the most common is probably a **financial partnership**, where one party provides financial support and the other provides (typically) recognition and acknowledgement. This is also frequently called a **sponsorship**. A second type is the **in-kind partnership**, where one party contributes in-kind support (which may be the use of facilities or equipment, staff, product manufactured by the company, services provided, etc.) and the other, again, recognition. A third type is a **marketing partnership** where one party uses its special access to a particular community or constituency to promote a product, service or event, in return

for (yet again) recognition. Often a partnership arrangement between two parties may involve elements of all three forms of association. What is critical to bear in mind here is that when the plan suggests that the Town of Collingwood engage in the formation of partnerships or sponsorships, this should not be seen as a cost to the municipality but rather an **investment** that yields a greater return than would otherwise be the case. An example of a Sponsorship Policy has been developed for the PRC Department to consider (See **Appendix E**).

Signature Events: At various points in this plan reference is made to 'signature' events. Signature events refers to those events where the primary purpose is to draw visitors and tourists into the community, who then will spend time and money in Collingwood. Signature events are thus primarily economic development activities. While they can (and probably should) reflect the history and culture of the Collingwood to be credible and effective, and thus are part of the cultural life of the community, it should be clear that the primary rationale is to create positive economic impact in the community. The cost of sponsoring the event should be more than offset by the economic benefit generated. As well, given that they are economic generators, there should be a variety of partners who contribute to the cost of mounting the event (such as business organizations, individual enterprises, even surrounding municipalities). Signature event thus differ from local and community events, whose purpose is primarily to provide opportunities for local residents rather than economic development. While they still may involve (or require) partnerships and sponsorships, these events naturally tend to be smaller-scale and less elaborate and costly than signature events.

10.3 Trends in Arts & Culture

Participation in arts and culture and creative activities is an essential component to overall community wellness. This philosophy is integral to this entire PRC Master Plan. The notion is well expressed in the 2014 Report on Wellness in Ontario undertaken by the Ontario Trillium Foundation and the University of Waterloo:

"By participating in leisure and cultural activities, whether arts, culture, or recreation, we contribute to our wellbeing as individuals, to our communities, and to society as a whole. The myriad of activities and opportunities we pursue and enjoy benefit our overall life satisfaction and quality of life. As forms of human expression, they help to fully define our lives, the meaning we derive from them, and ultimately, our wellbeing."³³

The recent Ontario Culture Strategy³⁴ **Telling Our Stories, Growing Our Economy** also espouses this philosophy.

In this preamble, the various trends in Ontarians' participation and involvement in arts, culture and historical activities is highlighted. This is essential contextual information in which the various recommendations for arts and cultural in Collingwood are made. Each trend is articulated, and then the broad implications for Collingwood's PRC Master Plan are drawn.

1. **Increasing recognition that participation in arts and culture activities is essential to holistic well-being:** As the quote above indicates, there is an increasing recognition across communities in Ontario as to the importance of arts and culture activities as essentially to overall happiness and well-being. This includes a growing consensus that **everyone** has the potential to be a

³³ **How Are Ontarians Really Doing?**, University of Waterloo and the Ontario Trillium Foundation, Canadian Index of Wellbeing, 2014.

³⁴ The Ontario Culture Strategy: Telling our stories, growing our economy. Province of Ontario.

creative individual and that an obligation of healthy communities is to provide opportunities and outlets for that creative impulse. Moreover, communities are increasingly understanding that for years much attention has been paid to the 'sports and recreation' side of providing for healthy lifestyles, and that the 'arts and culture' side may have been given short shrift. However, the pendulum has swung back and many communities are now spending more time and effort ensuring that the culture side is now being adequately addressed.

Implications for Collingwood's PRC Master Plan: *The very fact that Collingwood is undertaking the development of this integrated PRC Master Plan demonstrates that the community understands this holistic approach and agrees with it. Beyond this, the fact that there are considerable economies of scale and synergies with this integrated approach shows a responsible attitude towards the provision of service.*

2. **Particular needs for arts participation in younger and older age groups:** While everybody needs opportunities and options for creative expression, this is particularly important for certain age groups. Several studies have noted that arts involvement and outlets for creative expression are particularly important for younger age cohorts, where they can contribute strongly to feelings of self-confidence and self-worth, as well as set life-long patterns in terms of participation in, and enjoyment of, the arts. Furthermore, involvement in cultural activities is important to older age cohorts (which now characterizes the baby boomer segment) as they can slow cognitive impairment as well as provide opportunities to socialize and build community.

Implications for Collingwood's PRC Master Plan: *The PRC Master Plan needs to ensure that there are specific cultural activities geared towards the special needs of younger and older age groups.*

3. **Strong competition for arts and culture participation from other forms of entertainment:** A significant competitive factor to participation in the arts is in-house entertainment activities. This trend was noticed over 20 years ago³⁵, but and has likely been exacerbated over the last decade through the rise of streaming entertainment services such as Netflix. As well, to some extent, other forms of 'entertainment' such as on-line shopping, gaming and gambling are competing for the time available to engage in cultural activities outside the home. Finally, the rise of on-line³⁶ communities through Facebook, Twitter, Snapchat, etc. also encourages individuals to spend time at home rather than get out and engage with the community (Obviously this affects sports and recreation activities as much as cultural ones). The average American spends 24 hours per week on-line (Although an American statistic, similar trends are experienced in Canada) and this figure is even higher for 'Generation X', 'Millennials' and Post Millennials'³⁷.

Implications for Collingwood's PRC Master Plan: *The implications are two-fold. The first is to offer **compelling** arts and cultural activities that will encourage people of all ages to get out of the house and join in with something, and the second is to use online (social media) channels to create community and build awareness of what activities are available.*

³⁵ Age and Arts Participation, with a focus on the Baby Boom Cohort, National Endowment for the Arts, Research Division Report #34, 1996.

³⁶ MIT Technology Review: The average American spends 24 hours a week online. 2018.

³⁷ There are not precise definitions for these terms, but 'Generation X' (Gen X) is typically thought to be the generation immediately following the Baby Boomers, born in the mid-1960s to the mid-1980s. 'Millennials' are the generation following Gen X, born in the mid-1980s and through to about the year 2000. The current crop, born in 2000 and later, is variously referred to as 'Generation Z', 'Post Millennials' or the 'iGeneration'.

4. **Increasing cultural diversity:** The province of Ontario is rapidly becoming increasingly diverse with a wide variation of ethnocultural groups from across the globe now calling the province home. Each of these groups has its own cultural traditions, which embraces cuisine, events, visual and performing arts, history and heritage, costume, etc. Increasingly, arts and culture activities across the province will reflect and celebrate these diverse traditions (note, that this phenomenon also affects supply and demand for sports and recreational activities).

Implications for Collingwood's PRC Master Plan: Collingwood is not yet as diverse as the province overall, and may never be. The following table, taken from 2016 Census data, is indicative of this:

TABLE 8.0: PERCENTAGE OF POPULATION THAT IS FIRST GENERATION CANADIAN

GEOGRAPHICAL AREA	% OF POPULATION THAT IS FIRST GENERATION CANADIAN (I.E. NOT BORN IN CANADA)
ONTARIO	31.1%
SIMCOE COUNTY	13.8%
COLLINGWOOD	13.0%

Nevertheless, as table 8 shows, 13 per cent of Collingwood's population was born outside Canada. Even though this is far less than the province as a whole, it is still a significant percentage of the population base of the municipality. And all indications are that this percentage will increase in future. The PRC Master Plan must recognize this increase in diversity and ensure that the provision of cultural opportunities (as well as sports and recreation) recognizes this reality.

5. **Increasing cultural fluidity and fusion:** To an increasing extent, artists and creative individuals are exploring a variety of media and are not restricting themselves to just one form of artistic expression. Increasingly visual artists work in a number of media - not just 'oils', 'acrylics', 'sculpture', ceramic arts, or 'cultural arts'. Performing artists too work in a number of expressions – music, dance, drama, etc. Digital arts cross all boundaries, and become increasingly expressive as technology develops. This appears to be especially a trend amongst 'Gen X' and 'Millennials' who are less bound by the traditional creative silos and traditions as previous generations³⁸.

Implications for Collingwood's PRC Master Plan: Collingwood's PRC Master Plan should provide for fluid and all-encompassing forms of creative expression, particularly for arts and culture activities focused upon younger generations.

6. **Emphasis upon inclusion:** As mentioned elsewhere in this Master Plan, communities are increasingly recognizing the importance of being inclusive in providing activities and services

³⁸ L. Rochon. Why the cities of the future belong to the millennial generation. Globe and Mail: 2018.

across all municipal departments and agencies. This acknowledges the special interests and needs of all groups within the community, especially those that in the past may have been marginalized or outright excluded such as those with physical or mental disabilities, the economically disadvantaged, the LGBTQ community, and recent immigrants. As well, arts and cultural activities should, where appropriate and necessary, recognize the rights of First Nations and Aboriginal Peoples. This will be particularly important in terms of the Truth and Reconciliation agreements, and the ways in which the arts and cultural offerings of the Town recognize and reflect these principles.

Implications for Collingwood's PRC Master Plan: *Collingwood is already doing an impressive job in terms of striving to be inclusive in all of its public activities. (For example, the recognition of a First Nations presence in the Waterfront Master Plan³⁹ is an active move towards inclusion.) Throughout the implementation of the PRC the Town should be actively mindful of the importance of inclusion at all levels.*

7. **Understanding that 'culture' is an economic engine:** Increasingly communities are recognizing that the cultural sector can be a key component in the overall economic base of the area, and thus a contributor to the wealth of the region. This recognition can take many forms: at the most basic level it involves an appreciation of the private sector side of the cultural community, with working artisans, professional musicians, etc. (and this could expand into a perspective embracing the entire **creative economy** which would include architects, graphic designers, engineers, inventors, entrepreneurs, etc.⁴⁰). Another perspective recognizes that some amateur artists and artisans are on the threshold of commercialization and that with appropriate support and resources, they may be able to become viable enterprises (i.e. an incubator role). Still another perspective (discussed separately in the next point) recognizes the tourism potential of the cultural sector in the community and the value that this may represent in terms of visitors spending time and money in the community.

Implications for Collingwood's PRC Master Plan: *In implementing the PRC Master Plan, municipal staff should be cognizant of the economic development potential of the sector and ensure that opportunities to promote economic development of the sector where they are feasible should be pursued.*

8. **Realizing opportunities for cultural tourism:** Many communities are recognizing that their unique cultural assets are a basis for developing cultural tourism, where visitors and tourists are encouraged to come into the community to experience unique offerings. Often these events and activities are located in the downtown part of the community, where the history of the town or city is best represented (as well as a concentration of its unique historic buildings and places). Cultural tourism is a growing sector within the overall tourism industry and can bring significant economic benefits into a community. Many jurisdictions are actively promoting the development of cultural tourism within their areas.⁴¹

Implications for Collingwood's PRC Master Plan: *The development of a cultural tourism strategy building upon the unique cultural assets in Collingwood is a logical step for the municipality, and an opportunity that should be pursued as part of the implementation of this strategy.*

³⁹ J. Edwards. [Collingwood waterfront project to recognize Indigenous heritage](#). Simcoe.com, 2018.

⁴⁰ [The Creative Economy: Key Concepts and Literature Review Highlights](#). The Policy Research Group, Canadian Heritage, 2013.

⁴¹ See, for example: [Culture and Heritage Tourism Development Guide](#), Destination British Columbia.

9. **Diminishing and Aging Volunteer Base:** Similar to recreation trends overall, cultural organizations are also seeing their base of volunteers aging and diminishing over time. Many cultural organizations and events have depended heavily on volunteers, and the fact is that older ones who are no longer able to participate as actively as they may have in the past are not being replaced by younger volunteers. This is an issue recognized to be of particular concern in rural communities, especially where there is a declining population base⁴².

Implications for Collingwood's PRC Master Plan: While Collingwood is certainly not experiencing any sort of population decline⁴³, it is true that its organizations are experiencing the same sort of volunteer fatigue as in other communities. This affects sports and recreation groups as much as it does cultural and heritage organizations. The PRC plan should promote the recruitment of a base of new volunteers through ensuring meaningful volunteer opportunities for older adults, ample recognition and appreciation programs, and to the extent possible, the provision of job-relevant volunteer opportunities for younger people.

10. **The Digital Revolution:** There is no doubt that the digital revolution has dramatically influenced the creative process. Not only do new digital technologies make new forms of art possible (e.g. 3-D printing) but also in a sense it has 'democratized' the creative process. Nowadays, for example, anyone can take high-quality photographs on their smart phone, or post a song on YouTube, or post a blog⁴⁴. In many ways the digital revolution has provided an outlet for anyone to tap into their creative potential (which perfectly aligns with the philosophy that everyone is a creative individual in the first place).

Implications for Collingwood's PRC Master Plan: Opportunities to involve everyone in creative and cultural projects and events using digital technologies should be explored and promoted through the PRC Master Plan.

10.4 Inventory of Arts & Culture Facilities/Events

Table 9 provides an inventory of both the public and private facilities and events that make up Collingwood's cultural capital assets. While the PRC Department does not manage all of these facilities, it plays an important role in promoting their programming and services.

TABLE 9.0: TOWN OF COLLINGWOOD ARTS & CULTURE FACILITIES

FACILITY	FEATURES/COMMENT
COLLINGWOOD MUSEUM (THE STATION)	• Offers exhibits, special events, educational programs, archives and research facilities • Store/gift shop • Also home to the Georgian Triangle Tourist Association
COLLINGWOOD SHIPYARD AMPHITHEATRE	• Community park that also features an open-air natural amphitheatre • The amphitheatre is also available for rental
THE HISTORIC GAYETY THEATRE	• Seats 350 people • Sound system, theatrical lighting, sprung stage • Air conditioning; raked seating

⁴² See Rural Ontario Institute: [Rural Volunteerism](#).

⁴³ In the 2011 to 2016 period, Collingwood's population grew by 13.3%, nearly double the rate of Simcoe County and almost three times the growth rate for Ontario overall.

⁴⁴ See, for example: New Statesman: [How digital technology has changed what it means to be an artist](#)

FACILITY	FEATURES/COMMENT
SIMCOE STREET THEATRE	• 100 seat, black-box studio theatre • Available for long and short-term rentals
TREMONT STUDIOS	• Built in 1889; restored in 2010 • First floor is home to the Tremont Café and a music school • Second floor includes studio space for 12 working artists
ALEXANDER ART GALLERY & ART SUPPLIES	• Art supply store located in downtown Collingwood
BUTTER GALLERY	• A private art gallery, specializing in local art, and offering art consultation services
PRESS ROOM GALLERIES	• A working studio with rotating shows
BLUE MOUNTAIN FOUNDATION FOR THE ARTS	• A non-profit, community arts organization that has monthly exhibitions of traditional and contemporary art from local and regional artists/artisans
ELEPHANT THOUGHTS	• A teacher-run organization working for positive social change through education, working locals, across Canada, and around the world
EVENTS	• The Town hosts more than 100 events for the community. PRC-facilitated events include: – Elvis Festival – Sidelaunch Days – Canada Day – Community Clean-Up Day – Family Day Jam – Frozen in Time – Peak to Shore Festival – Live music events

While not reviewed through this Master Plan, it is important to recognize the Library as a central community facility that hosts art exhibits, workshops, concerts, classes and clubs.

10.5 What We've Heard

Key issues that emerged from the consultation process and the project team's review of arts and culture activities are as follows:

- Lack of awareness of events at cultural facilities was a common theme; many felt that the Town needed to do a better job of creating awareness and interest in cultural events and activities (note that fully half of all respondents to the survey felt 'improved marketing' to be the number 1 priority for all community programs (including sports and recreational programs) – also the second-most significant barrier to programs of all times (after 'not enough time', with 51% stating this) was 'I do not know what is being offered,' with 46% stating this.
- Working session participants suggested an app or website that works like Google calendar. Users would be able to search events based on criteria (e.g. demographic, cost, type of

event, etc.). This would reduce duplication of similar initiatives/events, and help increase attendance.

- Possibly reflecting the point above, there was a considerable outflow from Collingwood to arts and culture events outside the community – while this is natural to some extent in any community, it could represent some lack of awareness on the part of residents as to what might be available within their own community
- Cultural facilities were seen as important by some respondents to the survey but they did not necessarily themselves visit the facilities or engage in the activities - the community survey demonstrated that use of arts and culture facilities is typically lower than the use of parks and recreation facilities - overall usage of arts and culture facilities is quite low - for example, there were high rates of respondents who indicated they had never visited specific cultural facilities:
 - Press Room Galleries (89%)
 - Alexander Art Gallery & Art Supplies (86.2%)
 - Butter Gallery (82%)
 - Blue Mountain Foundation for the Arts (65.6%)
 - Tremont Studios (63.5%)
 - Simcoe Street Theatre (58.5%)
 - Collingwood Museum (54.5%)
 - Elephant Thoughts (52%)
 - Shipyard Amphitheatre (47.5%)
 - The Historic Gayety Theatre (39.1%)
 - Farmers' Market (10.4%)
- In terms of cultural events/festivals in Collingwood, Canada Day, Sidelaunch Days and Elvis Festival are among the most popular events put on by the PRC Department – response to the question which cultural events/festivals do you attend in Collingwood? was as follows:
 - Canada Day (82.2% attended)
 - Sidelaunch Days: Collingwood Harbour Festival (61.9% attended)
 - Elvis Festival (55.5%)
 - Live & Original Music Series (34.1%)
 - February Family Jam (Family Day) (22.5%)
 - Collingwood Community Clean-Up Day (Earth Day) (16.3%)
 - Clear Canadian Song Contest (3.7%)

Frozen in Time was not included as the Town already had data on this event made available to the Project Team.

- A significant proportion of those in the community survey (40%) agreed or 'strongly agreed' that there was a need for more arts and culture opportunities in Collingwood – some specific suggestions were:
 - Some desire was expressed for creating more cultural events focused around building community and capitalizing upon existing community assets – such as Jane's Walks and art crawls
 - Also some desire expressed for literary activities: book clubs, film clubs, writing groups (this may be an area where PRC could discuss joint programming opportunities with the Library)

There was also some desire expressed for more, and more diverse, musical offerings (e.g. jazz)

- The Museum in particular appears to be an underutilized asset – just over one-third (36%) rated the Museum as 'important' or 'very important' and it was well down in the list compared to other community sports and recreational facilities - over half of the survey respondents (55%) reported never having even visited the Museum. While this is not unusual for a community museum, it does point to an opportunity for a refreshment or repositioning of the Museum as an essential community asset and a 'must see' facility.
- Some expressed a desire for some sort of collective arts hub in the community – expressed as either a 'performing arts centre', or a 'community arts centre.' Some commented that arts and cultural activities could be incorporated into a multi-use recreational centre (discussed previously in this report).
- Some desire was expressed for more cultural programming offered by the Town – 20% expressed an interest in more performing arts-related activities, and 12% for more visual arts activities. While this demand was lower than recreational programs (e.g. 51% expressed a desire for more general recreation programs), it does nonetheless indicate the wishes of a significant proportion of Town residents.
- A common theme heard was the importance of involving teens and young adults in arts and culture activities and the need to develop more programs aimed at the needs of this important segment (this was also a theme heard with respect to involving this group in sports and recreational activities).
- Some mentioned the opportunity to involve older adults in cultural activities and the need for more programs and services in this area. Several mentioned the need to provide activities to seniors in older-age facilities such as transitional housing and nursing homes.
- Another theme heard repeatedly throughout the interviews was the need to ensure that cultural activities offered were inclusive and open to all participants.
- Several mentioned the desirability of encouraging a philosophy of 'getting involved' rather than 'just watching' with respect to arts and culture activities.
- When asked: *What are the top three new arts and culture activities/programs you would like to see offered in the Town of Collingwood?* the most frequent responses were:
 - outdoor performing art events (live music at the amphitheatre)
 - youth programming – art, music, theatre
 - desire for larger performing arts centre to attract larger acts
 - "Life Long Learning" – lectures, readings, workshops, etc.
 - drop-in art centre
 - culinary events / culinary tours
 - Food and Drinks of Collingwood (Similar to Whiskeylicious)
 - historical walks
 - comedy/improv events
 - woodworking
 - summer music festivals

- Art in the Park events
- open mic events
- more events that focus on ship building history

***Note – Echoing a theme heard above, several of the suggested events/activities/programs are already offered by the Town of Collingwood, suggesting that people are simply not aware that these events already exist.*

- Some interviewees and survey respondents mentioned that Collingwood's image to the outside world was 'a place to retire and the Elvis Festival', but that there could be more interesting potential to use Collingwood's unique arts and culture assets to promote the Town differently to visitors and tourists (i.e. a 'cultural tourism' marketing approach).

10.6 Best Practices

A review of arts and culture plans in other communities in Ontario has revealed a wide range of 'best practices' that could be emulated by Collingwood and incorporated into a Cultural Master Plan. However, some of these are drawn from larger communities with a more extensive resource base than Collingwood, and may not be appropriate or necessary for the community at this stage in its evolution, where they are deemed appropriate and useful, of course, they have been incorporated into this Master Plan. There are 111 in total, covering the following 16 categories:

1. Leadership and Governance
2. Facility Development and Provision
3. Programming and Product (Experience) Development
4. Festivals and Events
5. Public Art
6. Community Arts and Heritage Education
7. Marketing and Public Relations
8. Economic Development
9. Audience Development
10. Volunteer Development and Recognition
11. Information Management
12. Funding and Resource Procurement
13. Market Research
14. Accountability
15. Advocacy
16. Sector Training and Development

For reference, all of these best practices are identified with a brief explanation in **Appendix D**.

10.7 Recommendations

The recommendations presented below are those that specifically relate to the provision of arts and culture programming. However, they need to be seen within the context of the full set of recommendations, many of which relate equally to arts and culture programming as they do to sports and recreation. For example, the recommendation to hire a Youth Coordinator, is a position that would be as invested in the provision of arts and culture opportunities for youth as it would be sports and recreation opportunities.

1. The **Community Recreation and Culture Grant should be re-written** in the short term (i.e. for

2019) to be more specific and generally reflect the aims of the PRC Master Plan that has been developed here. In the medium to longer term, the program should be re-drafted to more specifically ensure that the groups and organizations supported are contributing to PRC's Vision through their programs and services (as well as being sustainable) and that there is measured accountability from them in so doing.

Comment: At present information on the grant program on the municipal website is stale-dated and does not necessarily reflect the emerging Vision that this PRC Master Plan process has created. Over time, the community grant process should sharpen its focus to ensure that the organizations supported are helping to contribute to achieving the PRC Vision overall, and that a transparent and consistent process is in place to measure results in this regard. An example of a community grant process that could be emulated in this regard is the City of Kitchener: see <https://www.kitchener.ca/en/city-services/grants.aspx#>

2. Town and community service partners should **explore new ways to provide opportunities that enable spontaneous and drop-in recreation and cultural activities.**

Comment: On the cultural front, the Collingwood Youth Centre and Elephant Thoughts may be particularly helpful partners in this regard.

3. **Promote the use of unused and underutilized spaces** to community groups including those involved in the arts and cultural community. Leverage the County-wide platform [SpaceFinder](#) to populate the inventory of available spaces throughout the Town where PRC activities can occur.

Comment: This initiative would clearly apply equally to the use of spaces for arts and culture purposes as for recreational ones.

4. Articulate a philosophy of **participation rather than simply spectating** for cultural as well as recreational programs. Embody this in the Vision or Mission of the PRC Department.

Comment: What is espoused here is a philosophy where the PRC tries to encourage active participation rather than simply 'watching'. This is as important for cultural activities as recreational ones. The "I'm not good at drawing" and "I can't sing" kinds of perceptual barriers should be overcome wherever possible.

5. Consider provision of a **greater range of cultural activities to seniors in nursing homes** and related care facilities. Work with the service providers to determine the range of activities and services that could be made available.

Comment: This is a good example of where partnerships and sponsorships could be useful. (See the earlier section for a definition of 'Sponsorships and Partnerships'.)

6. Test the community appetite for a **wider range of literacy-oriented arts and culture programs** such as book clubs, language groups, writing groups, games nights (e.g. Scrabble), etc. The Collingwood Library would be a logical delivery partner in such an initiative.

Comment: The community survey demonstrated considerable interest in these kinds of programs.

7. Expand on the Simcoe County Music Strategy by exploring a wider range of opportunities for

the municipality to act as a vehicle to **sponsor and showcase local live music**.

Comment: *The Music Strategy is at an early point in its implementation, and it is unclear exactly what sorts of resources might be available from the County level of government to support Collingwood's music industry. PRC should remain plugged into this initiative, and explore ways and means of developing local support through sponsorships and partnerships to help further the goals of the strategy, all the while ensuring that there is a "win/win/win" for the Town, the County, and the participating musicians. (See the earlier section for a definition of 'Sponsorships and Partnerships'.)*

8. **Review Public Art Standards and Public Art Policy** to determine if changes need to be made to implement a "Percent for Art" clause(s) in municipal and external development proposals. This could be directed by Council through Urban Design Guidelines. An example of a Public Art Policy – [City of Peterborough](#).

Comment: *Collingwood has an existing Public Art Policy (dated 2011) which should be updated in light of this PRC Master Plan. In particular, opportunities to more actively explain the policy to the public, identify opportunities where public art could be located, and work actively with the development community to ensure they understand and are in compliance with the policy should be explored. (Peterborough, Kitchener and Markham are good examples of best practice in this regard.)*

The PRC Department has successfully implemented a number of Percent for Art public art projects within Park budgets over the last 3 years such as Mountaincroft and Riverside Parks. A formal public art policy and strategy should be incorporated into the Urban Design Guidelines to strengthen this process. Public art can be an important part of urban design, and can send a clear message to residents and visitors that art is important and adds to a community's sense of unique place and pride.

9. The PRC Department should help **facilitate the development of a community-wide Volunteer Strategy** with other sectors that rely on volunteers.

Comment: *For many communities, the use of volunteers is not a means of obtaining low cost labour to do tasks that otherwise would not get done, but rather a service provided to the community by providing opportunities for meaningful involvement on the part of residents. Often, and particularly in cultural institutions (e.g. a library, museum, or art gallery), volunteers share a sense of identity with the organization and want to help further its goals. A Volunteer Strategy that dealt with all aspects of recruitment, training, management, and recognition would be a tremendous asset and tool for the municipality. The framework developed could be used beyond just the PRC Department, but also used in other aspects of municipal operations as well. The 'Community Connection' (Collingwood and District Information Centre) could be a possible partners in this initiative as well.*

10. **Increase opportunities for sponsorship, corporate volunteerism and shared expertise** by providing a list of all potential sponsorship opportunities within recreation/culture and develop a menu that potential sponsors can select from to support healthy lifestyles. (E.g. facility naming, program sponsorship etc.) See Appendix E for an example of a Sponsorship Policy.

Comment: These opportunities will enhance the entire PRC landscape by leveraging existing expertise.

11. **Hold a Town Parks, Recreation and Culture Roundtable** with stakeholders and the public each year to review the progress on implementing the Master Plan; to receive input on issues affecting PRC; and to receive input on priorities for implementing the Master Plan. This could be extended annually in the form of an Annual Summit, e.g. a workshop/meeting with community organizations to identify on-going and evolving programs needs and ensure facilities, parks, trails and cultural activities remain relevant. Distribute invitation and summary of meeting to all applicable service providers.

Comment: Providing an opportunity to identify synergies and reduce duplication of efforts in recreation and cultural programming is crucial. Initially this may take the form of a Roundtable, where all cultural challenges and opportunities. Over time meeting ('Annual Summit') with recreation and culture groups to discuss common cause in support of a health community.

Note that many of these recommendations relate to basic communications between the PRC Department and a wider audience (which may be internal within the municipality, or external in terms of community groups and organizations or even the general public). The recommendations thus apply equally to 'culture' as to 'parks and recreation'.

organizations meet to discuss common this initiative could be merged into a similar

12. Research the potential of a data management system to better **maintain and utilize the current comprehensive data on key stakeholders** for recreation and culture organizations. Key to the success of this initiative is the designation of a staff person with the responsibility of keeping the database current.

Comment: An up-to-date data base will provide the Department with a current list of those who should be engaged in community development initiatives.

13. Create a '**Culture Month**' for Collingwood where groups and organizations make a special effort to increase awareness through events, programming and promotions aimed at the local market at a time when a focus on such local activities might be desirable (e.g. November). It might also involve a 'Culture Pass' where residents could access a variety of events free of charge.

Comment: An event of this type can be very effective in focusing the attention of the community for a relatively short period of time primarily upon culture, and result in greater awareness and interest amongst the community upon the range and variety of cultural activities available. (A common reaction in the interviews and surveys was "I didn't know we have that in Collingwood!")

14. Create a **'First Friday' event** where cultural businesses and organizations offer a variety of programs and events to bring residents and visitors into the Downtown.

Comment: *Examples of communities holding such 'First Friday' events are Sarnia, Richmond Hill and Ottawa.*

15. In the longer term, with the further development of arts and cultural facilities and programs, Collingwood should explore the potential to develop a **Cultural Tourism Strategy** with the objective of using the natural, cultural and historic assets of the Town to attract more visitors and potential seasonal and permanent residents as an economic development initiative.

Comment: *The development of a Cultural Tourism Strategy can be a very effective means of increasing the sense of place and resulting pride in the community on the part of residents. As well, of course, there can be significant economic benefits when additional visitors and tourist come into the community and spend time and money.*

16. Develop and maintain an **integrated PRC website tool** that would consist of the following components include the creation of a Collingwood Cultural Portal based on examination of best practices in other municipalities. Explore opportunity to develop a regional portal serving all municipalities neighbouring Collingwood.

Comment: *The last element in this list is particularly noteworthy. Some communities have had significant success with such a portal while others have not. The relevant determinant appears to be whether the organizer is proactive about updating the information and keeping it current by contacting the groups on a regular basis and obtaining the information. Experience seems to be that if the portal is reliant upon the groups themselves to supply the information then many of them will not do so (they forget, it's a low priority for them), and the information gets stale-dated and inconsistent.*

17. Introduce an **access pass system** for all fee-based PRC programs.

Comment: *Initially this would likely apply to cultural and recreational programs separately, but it is conceivable that in future a one access pass to all PRC programs might be possible.*

18. **Play a leadership role in the delivery of major "signature" events** that draws attention to the cultural life and cultural resources of the Town and area; work in collaboration with interested cultural groups, business and community leaders in the Town and surrounding areas.

Comment: *While primarily economic development initiatives (because they bring in tourism dollars to the community) signature events clearly have the potential to engage local residents as well. They also tend to 'brand' the community and create a certain image and identity around the municipality.*

19. **Develop "Learn to ____" events** that provide recreational users with an opportunity to develop a new skill or learn a new activity.

Comment: *This can be particularly effective with arts and culture activities such as 'Learn pottery' or 'Learn to draw' that might be oriented particularly towards a younger demographic in order to engage them in arts and culture activities at an early age (so they will not be intimidated by these activities in later life). Also, there are a variety of partnership opportunities that could be possible in implementing this recommendation.*



20. Develop a **'cultural innovation initiative'** for individuals, groups and organizations to develop new and innovative activities and events to engage citizens in cultural activities in Collingwood. For example, establish a prize of \$5,000 per year to be awarded to whichever applicant suggests the most unique and interesting idea. Establish a jury of municipal staff and appointed citizens to evaluate proposals and recommend award.

Comment: *This can be a very cost-effective way to engage the community in a way that results in some very innovative and exciting initiatives. It also is a good way to promote the fact that Collingwood is a community that is interested in the cultural life of its citizens.*

21. Consider sponsoring (or co-sponsoring with a local business or community organization) a **'Landscapes of Collingwood' photography or painting contest.**

Comment: *One of the ways to develop and reinforce a unique sense of place and community identity is through the celebration of views and scenes of the area that cannot be seen or appreciated anywhere else. A contest such as this would be a statement that such scenes in Collingwood are significant and important, and would contribute to a growing sense of unique community identity.*

22. Consider identifying and designating **unique cultural heritage landscapes** in Collingwood in the Official Plan of the municipality. (E.g. waterfront, grain elevators, Sunset Point Park, Downtown etc.) Incorporate cultural heritage landscapes with photography platforms such as ShotHotSpot, which identifies the best photography landscapes in Collingwood.

Comment: This should be considered through the next Official Plan review.

23. The **iconic grain elevators** which are such a distinctive part of Collingwood's identity, should be celebrated in some way. The Waterfront Master Plan also suggested some ideas for repurposing these silos. They should be utilized in the short term as a backdrop to summer laser shows, lighting treatments, etc. In the longer-term, an assessment of the feasibility of using them for some strategic cultural purpose should be examined.

Comment: see, for example: Cape Town's grain silo complex.

24. When designing new or repurposing existing spaces, consider creating **facility clusters that enhance cross-programming value and sustainability**. For example, any new sport conditioning centre, fitness room or training rooms should be clustered with the arenas, walking tracks, etc. (avoid single use facility spaces).

Comment: When planning such spaces, consider the incorporation of cultural spaces into the mix as well. For example, the McBain Centre in Niagara Falls combines a YMCA, a swimming



Dave West

pool, and a library branch in one community centre facility. There are many other similar examples.

25. The **Collingwood Museum's current update of its Strategic Plan** should be undertaken in conjunction with this PRC Master Plan and should reflect the priorities developed here. In particular, the strategic co-location of the Museum with the Tourism Information Function (which appears to cause governance and operational issues) should be reviewed.

Comment: The co-location of the Tourism Information function creates both problems and opportunities. On the positive side, it has the potential to bring in an additional audience in the form of groups and individuals who primarily are seeking tourism information, but who may become visitors once they realize that they are in a museum. On the other hand, the co-location has occasionally (reportedly) caused operational issues that need to be addressed. This situation needs to be reviewed, particularly in terms of the full set of PRC responsibilities at the time.

26. The PRC Department should staff arrange a **workshop session with the Library Board** (and possibly staff) to present the PRC Master Plan, and discuss ways and means through which the Library programming could be aligned with PRC initiatives for mutual benefit. The Collingwood Library is obviously a key element of the cultural life of the community and should be 'brought into' this PRC Master Plan to the extent appropriate.
27. The Town's current pilot program of managing the **Simcoe Street Theatre** should be carefully monitored in terms of utilization, costs and revenues, and this experience reviewed after the first year (e.g. in January 2019). In addition to the financial performance of the operation, consideration should be given to evaluation of user satisfaction and suggestions for improvement in terms of both programming and operations.
28. PRC staff should arrange a **workshop session with the Collingwood Youth Centre** (and possibly staff) to present the PRC Master Plan, and discuss ways and means through which they could be involved to mutual benefit. A similar session should be arranged with Elephant Thoughts.
29. **Review feasibility and sustainability of a multi-functional arts and cultural centre for Collingwood.** This could be done in conjunction with the Town of the Blue Mountains to optimize the needs of both communities. Given Collingwood's recent current involvement in certain facilities (e.g. Simcoe Theatre) this would need careful consideration in the determination of the need for additional performing arts facilities.
30. Develop a **Facility Feasibility Study for a new multi-purpose community recreation facility at an appropriate location.** The completion of this Study will ensure that Town/ region is best positioned should one or more of the following occur:
- Major new sources of funding become available
 - The population of the region experiences rapid growth
 - Replacement of a major community facility is required (e.g. pool/arena)

Comment: The potential to incorporate arts and culture facilities into this major facility should be strongly considered. As described earlier, there is ample precedent for such a development.

31. Invest in trail enhancements through the **preparation of a Trails Master Plan** to assist in identifying options and priorities for developing a comprehensive trails system.

Comment: The PRC Master Plan contains considerable detail regarding the Trails Master Plan. From a cultural perspective, the most relevant aspect of this would be to consider the possibilities for interpretation of the cultural and historical evolution of the Town through physical or virtual signage along the trails. As well, possibilities for the siting of public art along the trails system should be considered.

32. Create a defined **events provision framework** that categorizes events supported (in whole or in part) as either: a) community events, or b) tourism events. The rationale for community events is that they should provide affordable and accessible events for the resident community. Financial payback, while desirable, should not be the primary consideration. Tourism events should create positive economic impact for the entire community and should involve other partners who are beneficiaries of the overall event.
33. Create **more small-scale local cultural events** such as Jane's Walks, Art Crawls, Small Halls Festival, etc. that focus upon and celebrate the historic and cultural resources of the Town.
34. The recommendations of the recently-completed **Simcoe County Music Strategy** should be reviewed in terms of the role that the Town (through PRC) can play in implementing this County-wide initiative.
35. The Elvis Festival, has accomplished much in terms of putting Collingwood 'on the map' and creating widespread awareness of the community. While clearly a tourism event in terms of creating positive economic impact, it is tired and in need of refreshment. Consideration needs to be given to **repositioning or honorably retiring this major event in favour of some other signature event(s) that create an equally impactful but Collingwood-unique experience**. PRC staff should also review the festival's economic impact in terms of return on investment and attendance numbers.
36. As part of the Town's economic development strategy, **develop approaches to attract, develop, sustain and promote cultural businesses**.



EXAMPLE OF PUBLIC ART IN THUNDER BAY, ONTARIO

11.0 PROGRAMMING & STAFFING



The PRC Department is a frontline service provider for the Town of Collingwood and plays a crucial role in facilitating recreational and cultural programs and events. The PRC Department currently operates from a community development model framework and is reflected in its current mandate which states:

The Parks, Recreation and Culture mandate is to promote and facilitate healthy and active lifestyles in Collingwood. We do this by taking a leadership role through programming, facility development and creative partnerships with public and private sector groups who share our passion for dynamic, inclusive, innovative and fun community.

In order to deliver its mandate, the PRC Department must be nimble and respond to the ongoing strategic and operational requirements while freeing up limited resources to address emerging issues. PRC staff stand out as a key asset and provide a range of services from infrastructure maintenance, to event management and strategic planning.

Parks, Recreation and Culture services are an operational department of the Municipal structure for the Town of Collingwood and is separate from other municipal functions related to the provision of recreation opportunities such as planning services, public works, marketing and business development, treasury, communications, and clerk's services.

Town Council is the overarching decision making authority for parks, recreation and cultural service delivery. PRC services is dedicated to implementing the decisions of council and is responsible for advising them on current research, leading trends and best practices, and the current state of PRC in the community.

11.1 Importance of Programming & Staffing

The parks, recreation and culture field is recognized as a vital element in overall community health, including improving fitness behaviours of residents and addressing social issues at the community level. Indeed, the largest impact in people's health, well-being and happiness comes from improving where we live, work and play and participation in recreation can result in a more cohesive community.

The Community Development Model used by the PRC Department has led to the growth of many new programs and services, enhanced cultural festivals and events, health living programs for children and youth, enhancements in outdoor and indoor facilities and an overall improvement to community life in Collingwood. The Parks, Recreation and Culture Department has been, and continues to be, a key contributor to a sustainable Collingwood, with its main focus being on the delivery of programs and services that are complementary to those offered by community groups, schools, not-for-profits, and the private sector.

Parks, Recreation and Culture Departments play a role in improving quality of life within the broader community that includes people living on lower incomes or with disabilities as well as members of visible minorities. As noted in the public engagement process for this Plan, the following barriers to participation were identified: cost; lack of information; program or event times; and transportation. Importantly, health constraints, language and cultural barriers are other barriers to keep in mind. Programs and services with continued emphasis on inclusion and access will be important as will a priority of creating safe and engaging public places, in order to build community.

More than other service, recreation has the ability to reach all citizens, and to bring people together in a non-threatening, pleasurable atmosphere. However, a rebalancing of recreation is necessary if it is to strategically address the barriers and constraints to participation faced by some people, and to celebrate the rich diversity of Canada's population (A Framework for Recreation in Canada 2015 -Pathways to Wellbeing).

11.2 What we've heard

Municipal recreation departments are increasingly challenged to provide and maintain top quality facilities, services and programs with defined budget envelopes. This has resulted in departments examining new and creative service provision models including alternative delivery approaches such as partnerships. Collingwood's PRC Department already works collaboratively with many community partners and organizations (e.g. Sport organizations, festival and event organizers) and seeks to build capacity within the community before offering services and programs directly. PRC staff confirmed that this trend is impacting how they approach program and service delivery.

The PRC Department should continue to identify beneficial partnerships in order to meet the evolving demands of Collingwood residents. Through consultation, participants identified the following recreational programs and activities as new programming they would like to see offered in Collingwood:

- Waterfront activities (Kayaking, stand up paddle boarding, canoe/kayak rentals and storage, kite surfing, etc.)
- Outdoor recreational programs/classes (E.g. Yoga in the Park)
- Outdoor group activities (Hiking)
- Outdoor performing arts events

- Youth programming
- Lifelong learning events ("Learn to _____" events)

Overall, there is also demand for more recreational programming in Collingwood summarized as follows:

- 61% of survey respondents believe there is a need for more recreational opportunities in Collingwood; and
- 69% of survey respondents believe there is a need for greater access to recreation programs and services that encourage healthy lifestyles.
- In contrast to the demand for more recreational programs, the online survey indicates there is less demand for an increase in arts and cultural opportunities in Collingwood (34%). Based on other findings that indicated low awareness of arts and cultural program offerings, it is possible that Collingwood residents/visitors simply lack knowledge of what is already being offered.

With the PRC Department's limited role in program delivery, alternative service delivery through partnerships should be considered.



In addition to partnerships, the PRC Department should also consider creative opportunities to engage with residents through existing channels (Activity Guide, Town website, etc.) as well as growing their social media presence. In particular, students from Collingwood Collegiate Institute indicated that social media applications such as Instagram and SnapChat are examples of applications the Town should consider for promoting PRC events and programming. Strengthening engagement with the high school and organizations such as the Collingwood Youth Centre were also encouraged by stakeholders.

Stakeholders also emphasized the need to provide accessible programming for those with special needs. Wheelchair basketball is an example of a successful and inclusive activity in Collingwood. There is demand for more programs like this.

It is important to note that PRC staff were identified as a key asset in Collingwood's recreational and

cultural capital. Staff were noted as being courteous and helpful, and the department's focus on health and well-being (particularly in Collingwood's younger demographics) was highlighted often. The Department was also recognized for being responsive to community needs. It will be important to continue the Department's role as an innovative leader that works with the community to deliver innovative programming that enhances well-being.

11.4 Best practices

In order for this Master Plan to be successful, the PRC Department will need to find a balance between its "Community Development Model" while introducing and adopting an "Enterprise Model". The Enterprise Model would apply to all applicable user fee-related recreation amenities throughout the community and apply resource efficiencies to reinvest in the municipality. The implementation of an Enterprise Model will lead to improved financial growth and performance of major recreation and culture facilities, but can also be applied to recreation and cultural programming, parks and trails. This model should be considered across the Department where it may be applicable. As a resource, please find a Recreational Service User Fee and Rental Rate policy for consideration in **Appendix F**. A draft template for a Recreation Services Operating Policy is also included as a resource in **Appendix I**.

In addition, the Department should build on the Master Plan by adopting a "Business Plan" approach to grow programs, services, identify and construct new multipurpose facilities, build new collaborative partnerships within the Town and the region and research/adopt new technologies, and innovative approaches.

Continuing to align with the framework outlined in *A Framework for Recreation in Canada 2015: Pathways to Wellbeing* and utilizing other resources such as the *National Benefits Hub*, *Canada Sport for Life*, Leisure Information Network, and Parks Recreation Ontario (PRO) will position Collingwood for continued success.

In addition to these best practices, the PRC Department should consider the following:

- Identifying core services
- A refined programming focus
- Governance and structure
- Human resources and departmental organization
- Partnerships
- Building service delivery capacity
- Social media use and technology

These best practices are explored in further detail below.

11.4.1 Identifying Core Services

There is a need to develop a recreation programming policy to guide the delivery of community parks, recreation and culture programming that is aimed at enhancing the personal, social, environmental and economic well-being of the community. This policy will provide a framework for providing facilities and developing programs that deliver the Town's core services as well as incorporate the principles of exceptional service, operational sustainability and community development. The policy will be applicable to programs delivered directly by the Town and those delivered through partnerships. It will be based on the following general principles and focus areas:

- **Recreational and cultural services and programs for Collingwood residents**, with priority being

assigned generally to those programs and services that serve the largest number of residents and with secondary priority being given to the following target groups: children and youth, seniors, inactive adults and vulnerable or special needs groups;

- **Introductory level** sport, recreation, arts and culture opportunities through a variety of delivery models;
- **Low- to no-cost opportunities** while supporting third-party partnerships to provide enhanced and elite opportunities;
- **Supply and maintenance of buildings and structures** that focus on flexibility and multi-use;
- **Supply and maintenance of trails, appropriate areas of open space/parkland** for passive and active pursuits across the Town as well as the protection of important environmental features;
- **Protection and enhancement of the urban forest**, including regular maintenance activities related to all publicly-owned Town trees; and
- **Staff to coordinate and program core services**, including planning, policy development, facility allocation and volunteer management.

In addition, the Town may become involved when:

- There is no other available and/or appropriate provider of a service for an identified "target" market;
- For reasons of legislation or public safety, the services are best provided by the Town;
- When a program is seen as a priority by the public and operation by an alternative provider will not be possible; or
- When revenue-generating opportunities are significant to the

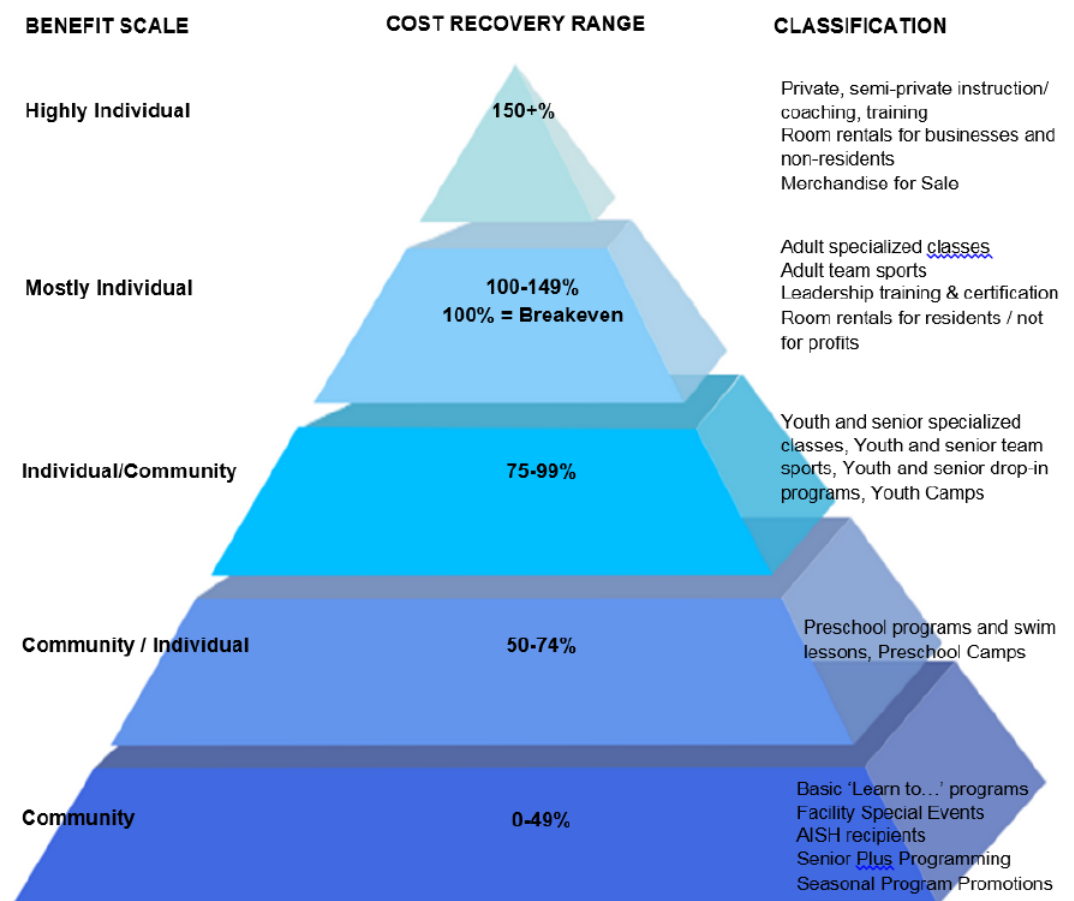


FIGURE 11: COST RECOVERY PYRAMID

overall operation of the PRC Department.

When considering future programming opportunities for Collingwood, Figure 11 (previous page) provides the PRC Department with a visualization of the benefit of different services as well as the cost recovery level expected in order to offset the direct operating costs.

Confirming this complement of core services will guide the PRC Department in determining future service-delivery models, programming, resource allocation and governance for its service areas.

11.4.2 Programming Focus

Trends in recreation programming suggests the following areas of focus based on a variety of data sources including the foregoing sources:

- Providing opportunities for (and increasing awareness of the importance of) unstructured play in encouraging both mental (cognitive) and physical (physical literacy) development at all ages.
- Providing opportunities for all ages and abilities to participate in physical activity; getting more people, more active, more often.
- Providing opportunities that focus on healthy competition, recognizing that a certain point competition detracts from the physical and mental benefits associated with participation.
- Providing opportunities and reducing barriers to spontaneous open space and street play.
- Provide and promote recreation and leisure for all.
- Providing opportunities that enable spontaneous drop-in recreation and parks activity.
- Providing opportunities for residents to embrace winter and participate in outdoor winter activities and events.
- Providing opportunities for children and youth to participate in unstructured play.
- Enabling all community members to take part in nature interpretation.
- Programs that focus on using recreation, culture and parks to facilitate social inclusion and a sense of connectedness and belonging (including Indigenous peoples and newcomers).
- Developing broader public programs focused on nutrition and health lifestyle choices.
- Programs that ensure the promotion of active and positive aging.
- Programs offered to school-aged children during the critical after-school period (3 p.m. – 6 p.m.).
- Integrating into existing and new programs, where possible, pertinent stages of the Canadian Sport for Life Strategy and the principles of physical literacy.

11.4.3 Governance and Structure

There is a global recognition that “Organizational Structures” and governance models are being reshaped throughout many workforces that involves not just the human capital but also the work itself. To lead the shift toward the new organization, CEO’s and HR leaders are focused on understanding and creating a shared culture, designing a work environment that engages people, and constructing a new model of leadership and career development. There is a competition for skilled people, organizations are vying for talent in a highly transparent job market and becoming laser-focused on their external employment brand. New organizations and the leadership teams that guide them are embracing digital technologies to reinvent the workplace, focusing on diversity and inclusion as a business strategy, and realizing that, without a strong learning culture, will not succeed.

The public and not-for-profit sectors is not unlike the private sector in that they find themselves

struggling to drive employee engagement and retention, improve leadership, and to build a meaningful culture. As a result, senior leaders often see a need to continuously redesign the organization to adapt to evolving work environments.

The forces of global change are driving the demand to reorganize and redesign institutions around the world. The drivers that are coming together to create this change include:

- **Demographic upheavals** in the workforce from younger to older as well as more diverse. Millennials now make up more than half the workforce, and they bring high expectations for a rewarding, purposeful work experience, constant learning and development opportunities, and dynamic career progression.
- **Digital technology** is now everywhere, disrupting business models and radically changing the workplace and the way work is done. Technologies such as mobile devices, 3D printing, sensors, cognitive computing, and the Internet of Things are changing the way all sectors deliver every product and service, while digital disruption and social networking have changed the way organizations hire, manage, and support people.
- **Rate of change** has accelerated, computing power doubles every two years---this not only propelled technology innovation forward but also significantly increased the pace of change in business and institutions as a whole, requiring organizations to be more agile and nimble. (Rapid models of note: Amazon, Apple, Uber, and Airbnb)
- **New social contracts** are developing between companies, and workers driving major changes in the employer employee relationship. Young people anticipate working for many employers and demand an enriching experience at every stage. This leads to expectations for rapid career growth, compelling and flexible workplace, and a sense of mission and purpose at work.

PRC and municipal employees are also changing and consideration should be given to the global trends in human resource, recruitment, retention, recognition, quality of work experience, succession planning and the need to feel part of a culture that values, respects and celebrates diversity of employees and the need to train and keep staff up to date on the newest and applicable trends in the workplace.

11.4.4 Partnerships

As discussed throughout this Master Plan, partnerships are becoming increasingly prevalent as alternative service delivery models for municipalities. The most successful governance models to have emerged are those that recognize the power of collaboration, particularly when community partners and agencies work together to address community issues and needs. Working in isolation can lead to duplication and ineffective approaches to community issues.

Due to the broad scope of recreation services and the benefits that accrue, partnerships can materialize in a variety of ways for services and programs, as well as for physical infrastructure.

Service Partnerships

The benefits of recreation and parks services is not isolated to the recreation sector. The Service Outcomes that drive the actions of the municipal recreation efforts have clear and undeniable impacts on issues faced by other sectors, including justice, health and education; they create broader public good beyond recreation and sport. For example, playing sports can aid in the integration of newcomers into the community and into society; connected communities are safer

and thus crime prevention efforts are reduced. The results of a collaborative system for delivering recreation is ideal in optimizing investments and creating the greatest benefits. Collaboration includes continued partnerships with traditional organized interest groups and community associations as well as broadening partnerships beyond recreation and sport circles.

Today's recreation practitioners throughout Ontario and Canada are making cross-sectoral connections in the delivery of programs, marketing and promotion efforts, and through the development of policy and infrastructure. The Framework for Recreation in Canada and the Canadian Sport for Life discussions involved a broad cross section of stakeholders from many like-minded quality of life sectors. These discussions helped define strategic directions for recreation and sport across Canada. Collingwood municipal staff have reached out and connected with other agencies such as health and education in tackling community issues collectively, and have engaged others in this Master Plan process.

Creating and nurturing partnerships and collaborative relationships is important in furthering the recreation agenda and enhancing the benefits and Service Outcomes. These relationships can lead to the optimization of public resources, leveraging different sources of program funding, generating key messages that explain the impacts and benefits of these essential services throughout the region and enhancing community and political support for recreation.

Partnerships in recreation programming and marketing and promotions enable common key messages to be developed and increase the impact of programming and marketing. Coordination of efforts across sectors such as active living, healthy eating, and physical literacy optimizes the use of public funding.

Infrastructure Partnerships

Just as the benefits of recreation and parks are not limited to the recreation sector, so too do they also cross regional municipal boundaries. Residents from Collingwood and surrounding municipalities use facilities outside of their respective municipal boundaries. A key theme to the stakeholder discussions throughout the development of the Plan was, where possible, recreation parks and cultural services and facilities should be planned and delivered considering Collingwood and its neighbouring municipalities.

Many local groups and residents indicated that they have an appetite to work together with the Town and with each other in a more meaningful way. One area of potential collaboration and partnership is through the development of joint use facilities, both within Collingwood and through inter-municipal partnerships with their neighbours.

While the provision of recreation and cultural services has historically relied on municipal levels of government, many municipalities are increasingly looking to form partnerships that can enhance service levels and more efficiently leverage public funds.

When new facilities are being considered which may have a regional impact, it should be anticipated that potential partnerships between local governments, as well as non-profit and private sector groups, may emerge.

A current example of a regional initiative involves the County of Simcoe in support of Nottawasaga Valley Conservation Authority project to build partnerships with groups representing the recreation, environment, arts, culture and heritage, and health (mental and physical wellbeing) sectors – collectively – “REACH” groups – in support of outdoor public programming for local residents and visiting tourists. This is a trend that is evident across the country that includes such sectors as health

promotion, education, all levels of sport and recreation.

When partnership opportunities arise, it is important for local municipalities to answer the following key questions:

1. Will the relationship achieve socially worthwhile outcomes? If so, which identified Service Outcomes are achieved? How can the indirect benefit to general public be articulated, clarified and measured? If an indirect benefit cannot be clarified and measured, the municipality should not pursue the relationship.
2. Are the outcomes achieved by the arrangement current areas of focus for the municipality? The municipality will not be involved in relationships which simply add to outcomes that are already adequately being realized.
3. Can outcomes be achieved without municipal involvement or support? Is the public involvement necessary to the achievement of the outcomes? Does it add significant value that cannot be added by any other agency?
4. Could the outcomes identified be achieved more cost-effectively through another approach? The municipality will invest its limited available public resources where it can get the best return on that investment. Does the partnership lead to cost savings or financial benefits to the municipality that allow public funds to be leveraged?

When its realized that these criteria are being met and will be met to varying levels, the municipality can get involved in the planning, development and operations of major recreation facilities and spaces in a variety of ways driven by the most efficient and effective use of public funds in service provision.

**LEVEL
1**

The Town owns, operates and is directly responsible for recreation resources.

**LEVEL
2**

The Town is a major ownership and operating partner in resource development. The partnership model is based on the municipality having a significant and/or equal share in ownership and operating responsibility with other partners (i.e. other municipal partners, non-profit and private sector stakeholders, etc.)

**LEVEL
3**

Although the Town does not directly control the resource, municipal administration representatives are involved in resource delivery during the needs assessment, feasibility, business planning, design, and operating stages. Level three includes facilities and sites that are owned by the municipality and operated through lease agreements or fee-for-service arrangements by delivery agencies. This also assumes the inclusion of local residents in public consultation programs and engagement strategies.

**LEVEL
4**

The municipality may provide funding for capital and/or operations of resources with delivery agencies with no municipal administrative representation in resource delivery during the needs assessment, feasibility, business planning, design, or operating stages. Although there is no involvement by municipal administration representatives, a pre-requisite to collaboration at this level is that residents are included in public consultation programs and engagement strategies (and associated need is demonstrated from a municipal resident perspective). These arrangements could include formal agreements with delivery agents but would consider provision opportunities to residents that the Town would likely not provide if no partnership existed.

The different levels at which the municipality can get involved in recreation infrastructure provision (development and operations) are presented as follows:

Further to the organization of existing and potential new partnerships within the framework presented, consideration should be given to including performance measurement into agreements that meet the agreed intent of a partnership. This would involve each partner, including regional municipalities, to be accountable for the roles and responsibilities it has and would demonstrate accountability to all regional residents. Performance measurements should be developed collaboratively amongst all parties involved. Performance measurements will help municipalities attain accountability for public investment by ensuring that the Service Outcomes are achieved through partnerships and will create a mechanism for quality control. One such mechanism could include the Canadian Sport for Life-Long Term Athlete Development Plan and the commitment by all parties that they embrace the plan.

These performance measurements tactics can be used for all major infrastructure partnership as well as partnerships with organized interest groups that access public facilities at subsidized rates or community groups that access any annual operating grants.

11.4.5 Building Service Delivery Capacity

While the role of the Town in the provision of parks, recreation and cultural services should continue as a shared service model with respect to both facilities and service delivery, it is recommended that the Municipality continue to serve as a core provider of space for parks, recreation and culture opportunities by offering the community access to indoor and outdoor facilities (through rentals, reciprocal use or other agreements). However, the success of Collingwood's parks, recreation and culture structure will depend on its ability to work in collaboration with the community, regional partners and all levels of government to provide local and regional residents, and visitors with high quality facilities, programs and events.

It is essential that parks, recreation and culture programs be accessible to residents across the entire Town and be available to neighbouring municipalities by way of inter-municipal collaboration or other agreements that from time to time are impactful and create economies and access to all involved. It is also important to consider consolidating programming to fewer physical locations to create economies of scale for program and facility provision. As previously discussed, facilities designed based on a multipurpose model that triggers cross-programming, staff efficiencies and effectiveness will create opportunities for new programs and innovative approaches to services for the broader community that encourages participation cross sectorally as well as opportunities for collaboration and partnerships.

It has been suggested throughout the Master Plan process and within this document that the PRC Department will need to understand local trends, demographic profiles, issues, and opportunities; as well as the alignment of parks, recreation and cultural services with the Canada Framework for Recreation 2015. The following provides a short list opportunities for staff's consideration:

- Identifying gaps and areas of improvements;
- Initiating and fostering partnerships with key service providers and stakeholders in the delivery of services by assuming a supporting role to community groups, partners and volunteers;
- Engaging the community in meaningful participation through planning, decision-making and service delivery;
- Promoting municipal and inter-municipal services and opportunities for community

- participation and engagement within neighbourhoods and community wide;
- Providing facilities in response to demonstrated needs, in keeping with the Municipality's mandate, utilizing decision making processes has provided within the appendices;
- Supporting or facilitating community events and social activities that promote community celebration, interaction, vibrancy and cohesion;
- Working to include all residents and advocating for the vulnerable and marginalized individuals and groups through the development of a "Community Inclusion Policy";
- Educating about and promoting the benefits of recreation services (e.g. physical activity and environmental initiatives, etc.);
- Advancing opportunities for arts, culture, and heritage (as directed by broader corporate initiatives);
- Developing effective and meaningful policies and procedures that enhance accountability and transparency; and
- Developing exceptional, effective and impactful Town services to customers and stakeholders while ensuring accessibility through a wide range of service channels, making it an easy and positive experience to engage with the department and the Town.

An overarching theme that requires attention in future PRC programming is the creation of a stronger recreation program delivery system that addresses resident and visitor barriers to participation. The following were presented through the public online survey process:

The top barriers that prevent individuals/households from participating in recreational and leisure activities are:

1. Not enough time
2. I do not know what is being offered
3. Fees are too high

To improve recreation and leisure programming, results indicate that the top changes for the Town to consider are:

1. Improved marketing of programs
2. More frequent offering of programs
3. Greater variety of programs
4. More convenient schedules

When it comes to the types of programs to be considered adding/improving, survey results indicate that the Town could consider the following:

1. Recreation (general interest)
2. Nature/outdoor education
3. Fitness & wellness

Overall, there seems to be significant interest in outdoor activities in Collingwood. Opportunities to further engage residents and visitors with the natural environment should be evaluated further.

Service delivery can also be optimized through collaboration and partnerships. When you align the survey results with focus group discussions and feedback there is a clear indication that the local groups have an appetite to work together with the Town and with each other in a more meaningful way.

There is an opportunity to adopt guidelines for a Town Partnership Framework wherein the Town would enter into agreements for the delivery of programs and maintenance of recreation spaces. Partnerships should not be limited to Collingwood but also through inter-municipal partnerships with neighbouring communities. Collingwood provides recreation, parks and culture services to the entire region and stakeholders in Collingwood have acknowledged that. Where possible, recreation and culture services should be planned and delivered considering the entire South Georgian Bay area.

11.4.6 Social Media Use & Technology

The Town will also need to consider its current and future use of social media marketing in order to connect and deliver services to existing and potential target markets. Technology is permeating the Parks, Recreation and Culture marketplace, and there is a major shift in how industries and products are marketed. It is noted that over 90% of Canadians own a cell phone and most use it for more than phone calls. Apple and Google have gone “all-in” on new self-monitoring technologies, where users can monitor the entire human-centric platform for fitness and wellness. There are an estimated 100,000 health and fitness apps for mobile devices and more and more people are choosing to use them. These people are local residents and visitors to Collingwood and regional parks, recreation and culture facilities, spaces and programs.

While social media can be used for marketing to all segments of your population it can also be used to gather data on users and uses. The need for pertinent and reliable facility and space usage information and participation data is key in furthering the recreation and culture agenda. Relevant and accurate user statistics at facilities and parks, participation counts from service providers (interest groups or partners), and registration information regarding programs are essential in understanding current community impact, supply and demand for facilities, and analysis regarding target markets reached. User satisfaction surveys/opportunities can also provide valuable insight into best practices and areas of improvement.

Usage and user information helps position the impact of the recreation and culture services amongst the entire population, can build the case for sustained and continued investment in recreation, parks and culture, and enables staff and administrators to benchmark performance on an ongoing basis.

Technology is intimately aligned with data collection and analysis and can be used to enhance the staff role in the delivery of programs and services. Data and research will also help populate key promotions and marketing messages and will create enhanced internal and external clout for parks, recreation and culture services.

11.5 Recommendations

Based on these best practices discussed above and consultation engagement results, the following recommendations should be reviewed and implemented over the next ten years by the PRC Department.

1. Develop and maintain a **PRC Partnership Framework** that would consist of the following components:
 - a) Criteria to identify potential partners that would leverage both recreational and cultural assets of Collingwood. Consider intensifying partnerships with neighbouring municipalities and the non-profit and private sectors to deliver recreation opportunities, facilities, and spaces under the guidance of the Partnership Framework.

- b) Expectations and responsibilities of each partner.
 - c) Memorandum of Understanding between Town and partner organizations.
 - d) Evaluation process and components to measure performance.
2. Proactively **pursue new cost share partnerships** that will enable the Town to address eligible parks, recreation and culture facility gaps identified in the plan and optimize use of current and future Town assets.
 3. Evaluate operating agreements with partners to ensure coordination of programming and **identify service areas that may be best suited to be delivered by the private sector** (i.e. concessionaire/retail services, commercial hockey, facility rental for profit).
 4. **Increase opportunities for sponsorship, corporate volunteerism and shared expertise** by providing a list of all potential sponsorship opportunities within recreation/culture and develop a menu that potential sponsors can select from to support healthy lifestyles. (E.g. facility naming, program sponsorship etc.).
 5. **Review, establish and update the Department's mission.** The revised mission should be integrated into the PRC Department's existing branding and future signage/marketing efforts. The Department's mission and collaborative approach should be promoted through all community engagement.
 6. **Hire a Community Wellbeing and Inclusion Facilitator** with the role of reviewing existing programs and services, ensuring future programs reach out to disadvantaged citizens who are faced with barriers in the Town. Through community engagement this position will liaise with other Town Departments, local programs, community health and development providers to bring together youth, persons with disabilities, new Canadians, unemployed, seniors, single parents and tots, etc.
 7. **Continue to align promotions of recreation and culture with the "Framework for Recreation in Canada 2015: Pathways to Wellbeing,"** to promote the benefits of recreation at every opportunity.
 8. Align where appropriate with the **"Canadian Sport for Life" model** in the delivery of programs and services in order to close existing and potential gaps in basic skill development. Address physical literacy challenges and deliver Physical Literacy Training to staff and other program providers.
 9. Develop an **"Active Aging" strategy** that focuses on getting older adults into programs and facilities as they age.
 - a) **Train staff on best/leading practices in Active Aging** with particular emphasis being placed on accessibility for all and how best to reach out to persons facing barriers to active living through recreation and sport.
 - b) **Plan and host events/initiatives for active agers** with particular reference to Long Term Athlete Development (LTAD) and the growing Sport Tourism market. E.g. Host a Masters Games, Provincial/National Pickleball Championships, Provincial Seniors Games" Continue to attract and host all sport events at major facilities, E.g. Hockey, Soccer, Baseball, boating, Triathlons, Marathon.
 - c) **Review the recently released Simcoe County Positive Aging Strategy** and consider implementation of recommendations into Collingwood-specific strategy.

10. Continue to work with regional partners to provide **integrated/shared communication tools** that promote and provide residents with information they need to take part in PRC programs and utilize parks, recreation and culture facilities. This can be done by improving website connectivity between PRC Department and other service providers and partners such as Simcoe County, the YMCA and neighbouring municipalities.
11. Coordinate an **information session with relevant departments and divisions to share the outcomes and recommendations of this PRC Master Plan** and educate Town staff on the Department's vision and mission as it works in partnership and collaborates with the community on Recreation and Cultural initiatives.
12. **Hold a Town Parks, Recreation and Culture Roundtable** with stakeholders and the public each year to review the progress on implementing the Master Plan, to receive input on issues affecting PRC, and to receive input on priorities for implementing the Master Plan. This will be a vehicle for sharing information between partner organizations, stakeholders, Council and staff.
13. Prepare and continually update a **comprehensive data base of key stakeholders for recreation and culture organizations** and designate a staff person with the responsibility of keeping database current.
14. Design and locate Collingwood PRC **banners in key facilities and at special events**. E.g. festivals, tournaments, registration periods etc.
15. Create a **customer-centered culture amongst staff in all departments** that focuses on core values and expectations of the organization, harnesses collective knowledge, creativity and initiative to provide outstanding service:
 - Implement customer service excellence award system and adopt a training program for staff and volunteers in the delivery of recreation and cultural programs/services.
 - Develop Corporate Customer Service Guidelines and Policies, streamline to better respond to the needs of customers.
 - Enhance business processes, information technology, recruit and train great people, enhance accessibility where necessary and communicate to all.
16. The PRC Department should develop a **consolidated Recreation and Culture Promotions and Marketing Plan** for recreation and culture focusing on educating the public about opportunities, motivating participation, and reducing barriers.
17. Work with partners to negotiate and develop **partnership agreements to access sponsorship revenues**. Consider development of Sponsorship Policy (See Appendix E).
18. Adopt a **Department wide Advertising Signage Policy** that permits access by potential partners, sponsors, businesses and community groups to advertising space in facilities, where possible.
19. Develop and maintain an **integrated PRC website tool** that would consist of the following components:
 - a) Expand existing **online community calendar** that aggregates recreation and culture events in Collingwood (beyond PRC Department). Add links to web pages of individual organizations and individuals for further information. The calendar could include filters (such as type of events, age, cost, etc.) to help curate an individual's/family experience.

Promote the calendar to a greater degree.

- b) Provide **interactive access to Collingwood's Activity Guide** to help spread awareness further.
- c) **Update the online inventory** (available mapping/details on Town's website) of municipal parks, open space, trails and facilities should continue to be updated to reflect capital improvements and enhancements over the Master Plan's period (10 years). (Integrate use of GIS technology where possible)
- d) **Develop interactive webpages/apps** that allow residents and visitors to easily plan their desired parks, trails, recreation and culture experiences.
- e) **Improve access to information about recreation and cultural facilities** (rental availability, hours of operation, contact information, etc.) and increase the availability for online information from all areas of the operation. Consider increasing information/access through video monitors, touch-screens in social spaces and facility entry points (hardware and software focus) in addition to website.
- f) Review existing on-line platforms and website and consider ways to **improve customer experience** by providing such things as a Q&A section online to cover most frequently asked question; creating a shopping cart system for program selection/registration; and bookings with the ability to accept Visa & MasterCard online. Meet with the Department's IT staff and see what can be enhanced to improve customer service through technology (Consider Perfect Mind Software Solutions) while ensuring PRC webpage updates do not conflict with the Town's ongoing website update efforts.
- g) Investigate the creation of a **Collingwood Cultural Portal** based on examination of best practices in other municipalities. Explore opportunity to develop a regional portal serving all municipalities neighbouring Collingwood.

20. Monitor and manage the department's online reputation and promotion of PRC events/ services by applying modern communication tools and approaches (E.g. social media, YouTube channel, blogs, Facebook groups, SnapChat, Instagram) to create a **"connected community" of parks, recreation and culture residents**. A PRC staff member with IT skills should be designated with the responsibility of controlling and disseminating information.

- Work towards engaging a younger demographic through alternative social media targeting.

21. Coordinate a department-wide strategic session to **define the department's "core services"** to



12.0 STRATEGIC DIRECTIONS & IMPLEMENTATION PLAN



12.1 Strategic Themes

The following five themes emerged throughout the process of undertaking the PRC Master Plan. These five themes inform the implementation strategy and the key objectives for Collingwood's PRC Department as it moves forward.

1. **Accessibility & Affordability**
2. **Partnerships & Collaboration**
3. **Communication & Engagement**
4. **Innovation**
5. **Optimization of Infrastructure**



“Recreation, in its many forms, is acknowledged as one of the central values of human existence. We have a fundamental need to rejuvenate our minds and our bodies. Recreation is more than just fun and games; it has the power to change lives through the individual and societal benefits that it provides. Recreation is essential to sustaining a high quality of life.”

- Ontario Recreation Framework (2012)

These five themes have been discussed thoroughly in the Stakeholder Consultation Report. Furthermore, they have been incorporated into the PRC Master Plan's Strategic Directions and Implementation Plan as the Master Plan Goal Areas. Below is a brief description of each goal area.



#1: Accessibility & Affordability

Ensuring PRC programs, facilities and services are accessible to all is something to continually keep in mind when considering current and future recreational programming and services. Inclusive design of PRC indoor and outdoor amenities and facilitating accessible programming and services were key themes highlighted through stakeholder consultation as well as an inventory of Collingwood's parks system and recreational facilities. The term accessibility is being used interchangeably to refer to both inclusive design of recreational facilities and programs, as well as affordable programming for all socio-economic levels in Collingwood.

The recommended action items will guide the Town in considering innovative ways to improve accessibility and affordability for Collingwood residents.



#2: Partnerships & Collaboration

The Town of Collingwood is actively involved in several partnerships and collaborations that support the delivery of Parks, Recreation and Culture services and programming. Municipalities and departments such as the PRC Department are increasingly looking to form partnerships that enhance service levels and leverage funding. As discussed above, partnerships can take a variety of forms. It is recommended that the Town continue to cultivate existing and new partnerships that benefit all parties involved. Partnerships and sponsorships should be considered in the development of new parks, trails and facilities as well as the preservation of existing cultural facilities (similar to the current collaboration with Simcoe Street Theatre).

Partnerships and collaboration create opportunities for great participation, higher standards of quality as well as unique perspectives and solutions. **Appendix G** provides factors to consider when the PRC is exploring new partnerships.

#3: Communication & Engagement



A key barrier to participation in recreational programming in Collingwood is the lack of knowledge/awareness of recreational opportunities. Enhancing communication tactics is an area for the PRC Department to explore further. Overall, there is demand for a more “connected community” across the PRC Department’s multiple platforms, including the Activity Guide, Social Media, Town website and more. Overall, there may be opportunities to consider the use of more engaging technology for easier access by residents and visitors, including a range in age groups. In particular, stakeholders indicated they would like to see better promotion of the PRC Department’s events through an improved website and a community calendar.

Further educating the public about recreation opportunities will also enhance the benefits achieved by the PRC Department. The positive outcomes associated with education in recreation have been evident through the Healthy Kids Community Challenge and demonstrates the Department’s commitment to educating kids on how to lead healthy and active lives. Continuing engagement and advancing the PRC Department’s successful programs such as the Healthy Kids Community Challenge through positive networking is also an area to take action in.

#4: Innovation



In order to be a leader in recreational and cultural services and programming, the PRC Department continues to look for ways to engage with the community, residents, stakeholders, visitors and other service providers in the region. The Town will need to continue to explore innovative ways to create a connected community of parks, recreation and culture champions in the region and to share the importance and benefits of parks, recreation and culture.

When it comes to programming, stakeholder feedback indicates there is an opportunity to blend both arts and physical recreation into Collingwood events and programming. This is particularly important given Collingwood’s unique natural and cultural heritage landscape.

Through continuous monitoring of recreational and cultural trends as well as increased partnerships and engagement, the Town of Collingwood can continue to update program offerings that adapt to recreational user needs. The recommended actions below provide the PRC Department with ideas on how Collingwood can stand out as a leader in parks, recreation and culture across Ontario and Canada.

#5: Optimization of Infrastructure



Based on changing trends, aging facilities, growth forecasts and demand from recreational users, the Town of Collingwood will need to be more strategic and tactical to optimize future infrastructure investment. Consideration should be given to:

- Sustaining existing facilities and spaces;
- Adopting a Project Development Process;
- Prioritization of amenities; and
- Land Development and Acquisition.

Maximizing use of existing facilities and continuing to explore the feasibility of future facilities, including a multi-use recreational facility, should continue to be a priority for the Town of Collingwood. Creating facilities and spaces that are seen as community hubs should be encouraged in all updates and future facility design. Optimization should also include the regular review of policies to strengthen the planning and delivery of PRC programming and services.

12.2 Recommended Action Items

Planning for the future of Collingwood's Parks, Recreation and Culture requires a deeper look at the priorities in each Master Plan Goal Area. Parks, Recreation and Culture is interrelated and we recognize the need to identify strategies and actions that go beyond the Town's parks, recreation and culture programs. As the PRC Department strives to provide the best in leisure services to the residents and visitors of Collingwood, it is important to find efficiencies where we can and provide benefit across parks, recreation and culture. Many items have to be viewed across the entire leisure system, as there are overlaps among goal and objective areas.

The following table is a summary of the Master Plan goals and objectives. The following implementation table includes **121 recommended action items** and includes associated timelines, responsibilities and outcomes for each goal and objective area.

Master Plan Goals

Objectives

1. Accessibility & Affordability: <i>Ensure community facilities, services and procedures enhance accessibility for all.</i>	Create opportunities that increase healthy, active living for all ages and abilities in Collingwood's facilities and programs.
	Reduce barriers to access for PRC programs and facilities.
2. Partnership & Collaboration: <i>Build capacity and promote healthy lifestyles through partnerships and collaboration.</i>	Leverage existing partnerships to improve service delivery and explore opportunities for new partnerships.
	Develop effective and strategic working policies.
3. Communication & Engagement: <i>Increase PRC user retention and growth through the implementation of strategic communication efforts.</i>	Improve communications and coordination among PRC groups, stakeholders and the public.
	Enhance marketing methods that strengthen customer service, improve retention and create growth.
	Enhance the use of technology to deliver programs and services; encourage participation and improve data collection.
4. Innovation: <i>Be an innovative leader in developing and providing recreation and cultural services that promote healthy lifestyles and wellbeing.</i>	Deliver and design programs, services and facilities that are responsive to evolving community needs.
	Create enabling and engaging policies that support an active and vibrant community.
	Promote opportunities for skill development and community engagement.
	Facilitate neighbourhood engagement and ownership for recreation and culture within the neighbourhood setting.
	Encourage cultural innovation.
5. Optimization of Infrastructure, Programming & Service Delivery <i>To efficiently deliver Parks, Recreation and Cultural Services.</i>	Create facilities that are seen as 'Community Hubs'.
	Integrate specific cultural facilities into this PRC Master Plan.
	Maximize use of and explore opportunities for existing facilities and PRC infrastructure.
	Leverage staff resources to improve service delivery.
	Develop events management framework.
	Improve policies and procedures to strengthen the planning and delivery of Parks, Recreation and Cultural services.

How to read the Implementation Strategy:

Below provides an overview of how the following implementation plan has been developed:

Goal Area Goal Statement: <i>High level goal statement that meets the objectives and mandate of the PRC Department.</i>				
Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
<i>Key objective to be met by relevant action items.</i>	<i>Action to be implemented by PRC Department.</i>	<i>E.g. PRC Department, Planning Department, Council, Partner organizations.</i>	<i>Immediate/Ongoing Short-term – within 2 years Medium-term – 3-5 years Long-term – 6-10 years</i>	<i>The specific deliverable or measurable sign of success that the action has achieved.</i>

It is important to note that several action items identified below are best practices that the PRC Department already apply through their day-to-day activities. For example, the PRC Department currently offers and promotes healthy food options and healthy eating choices in all programming and events (Recommendation #9). However, by formally including this action in the Department's implementation strategy, it reinforces the importance of continuing to implement these best practices over the next ten years. In several cases, these actions will include a timeframe of 'ongoing.'



1.0 Accessibility and Affordability

GOAL: To ensure community facilities, services and procedures enhance accessibility for all.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
A. Create opportunities that increase healthy, active living for all ages and abilities in Collingwood's facilities and programs.	1. Create opportunities to increase a sense of belonging among youth by hiring a youth coordinator on an initial part-time contract who can focus entirely on youth initiatives and engagement. Potential partners to consider include: Collingwood Youth Centre.	PRC Department and other partners		Deferred pending Corporate Organizational Review
	2. Introduce intergenerational programming which would involve special events, physical and creative activities that grandparent and grandchild can participate in together.	PRC Department, Community Wellbeing and Inclusion Facilitator, community organizations,	Short-term	Consider relevant programs and introduce programming by 2020
	3. Review rates and fees policies on annual basis to ensure that they continue to respond to community needs and promote access for all regardless of age, income level, culture, gender, and abilities.	PRC, consultation with User groups and public	Annual	Conduct annual review
	4. Expand the core set of free programs that can be established to create a degree of universality and inclusiveness for all in Collingwood (beyond free skates and swims).	PRC Department, Community Wellbeing and Inclusion Facilitator and	Short-term	Discuss programs to consider offering at annual PRC workshop/meeting (see below)



1.0 Accessibility and Affordability

GOAL: To ensure community facilities, services and procedures enhance accessibility for all.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
		likeminded organizations		
	5. Review all hours of operation to optimize use of existing space and reduce barriers to access.	PRC and partner groups	Short-term	Identify opportunities to optimize use of existing space.
	6. Town and community service partners should explore new ways to encourage and build awareness of Collingwood's spontaneous and drop-in recreation and cultural activities (E.g. Through improved marketing of the Town's Activity Guide and marketing).	PRC Department, Community Wellbeing and Inclusion Facilitator	Short-term	Update the Activity Guide to include section on drop-in recreation opportunities.
	7. Hire a Community Wellbeing and Inclusion Facilitator with the role of reviewing existing programs and services, ensuring future programs reach out to disadvantaged citizens who are faced with barriers in the Town. Through community engagement this position will liaise with other Town Departments, local programs, community health and development providers to bring together youth, persons with disabilities, new Canadians, unemployed, seniors, single parents and tots etc.	PRC Department	Short – Medium term	Hire an Inclusion Coordinator by 2019



1.0 Accessibility and Affordability

GOAL: To ensure community facilities, services and procedures enhance accessibility for all.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	8. Create a fulltime position that focusses on health and lifestyle programming. This position would continue to develop programming and services offered by the PRC Department that are forecasted to grow in the future — such as swimming lessons, sail school, etc.	PRC Department		Deferred pending Corporate Organizational Review
	9. Continue to offer and promote healthy food options and healthy eating choices in all programming and events.	PRC Department, Community Wellbeing and Inclusion Facilitator	Ongoing	Continue promoting healthy food options at PRC events and within Town of Collingwood facilities (E.g. Central Park Arena – healthy vending machines)
B. Reduce barriers to access for PRC programs and facilities.	10. Promote the use of unused and underutilized spaces to community groups including those involved in the arts and culture community. Leverage the County wide platform SpaceFinder to populate the inventory of available spaces throughout the Town where PRC activities can occur.	PRC Department	Medium-term	Create inventory of spaces
	11. Enhance support and promotion of recreation and culture fee assistance programs.	PRC Department, Community Wellbeing and	Short-term	Universal, accessible and inclusive opportunities for marginalized and



1.0 Accessibility and Affordability

GOAL: To ensure community facilities, services and procedures enhance accessibility for all.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
		Inclusion Facilitator, Council and supporting sponsors		vulnerable populations. Elimination of barriers to participation.
	12. Ensure physical accessibility measures are incorporated into existing and new facilities and considered for all PRC programming where possible.	PRC Department, Community Wellbeing and Inclusion Facilitator	Short - Medium	Universal, accessible and inclusive opportunities for marginalized and vulnerable populations. Elimination of barriers to participation
	13. Develop an “Active Aging” strategy that focuses on getting older adults into programs and facilities as they age. a. Train staff on best/leading practices in Active Aging with particular emphasis being placed on accessibility for all and how best to reach out to persons facing barriers to active living through recreation and sport. b. Plan and host events/initiatives for active agers with particular reference to Long Term Athlete Development	PRC Department, Community Wellbeing and Inclusion Facilitator, Facilities and Participating Partners	Short-medium	Increase in participation and community education of Benefits of Recreation and positive messaging.



1.0 Accessibility and Affordability

GOAL: To ensure community facilities, services and procedures enhance accessibility for all.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	(LTAD) and the growing Sport Tourism market. E.g. Host a Masters Games, Provincial/National Pickleball Championships, Provincial Seniors Games” Continue to attract and host all sport events at major facilities, E.g. Hockey, Soccer, Baseball, boating, Triathlons, Marathons c. Review the recently released Simcoe County Positive Aging Strategy and consider implementation of recommendations into Collingwood-specific strategy.			
	14. Articulate a philosophy of participation rather than simply spectating for cultural as well as recreational programs. Embody this in the Vision or Mission of the PRC Department.	PRC Department	Immediate	Articulate philosophy (1 page or less)
	15. Provide PRC’s expertise to community partners to encourage greater range of cultural activities to seniors in nursing homes and related care facilities. Work with the service providers to determine the range of activities and services that could be made available.	PRC Department, Community Wellbeing and Inclusion Facilitator and Service Providers	Medium-term	Target programs at all identified facilities



1.0 Accessibility and Affordability

GOAL: To ensure community facilities, services and procedures enhance accessibility for all.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	16. Test the community appetite for a wider range of literacy-oriented arts and culture programs such as book clubs, language groups, writing groups, games nights (e.g. Scrabble), etc. The Collingwood Library would be a logical delivery partner in such an initiative.	PRC Department, Library	Short-term	User survey and assessment
	17. Expand on the Simcoe County Music Strategy by exploring a wider range of opportunities for the municipality to act as a vehicle to sponsor and showcase local live music . See Appendix E for an example of a proposed Sponsorship Policy and Procedures.	Simcoe County lead; PRC partners	Immediate	Have undertaken some events by end 2018
	18. Address barriers to participation in recreation for older adults by introducing discounts for low income seniors who are 65+ and who would be eligible under the Recreation Subsidy/Fee Assistance Program	PRC Department, Community Wellbeing and Inclusion Facilitator, Council	Short-term	Consider discounts and include in Activity Guide if implemented.
	19. Through the Town's Inclusion Coordinator, consult organizations such as Children's Treatment Network and Recreational Respite (Simcoe Region) to develop inclusion policies and guidelines for PRC programming .	PRC staff, Community Wellbeing and Inclusion Facilitator, community	Short-term - Ongoing	Develop inclusion policies by 2020



1.0 Accessibility and Affordability

GOAL: To ensure community facilities, services and procedures enhance accessibility for all.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
		partners and organizations		
	20. Create/update park and facility guidelines that exceed AODA standards and implement inclusive design standards. Invest and develop an accessible park that creates opportunities for all abilities and levels of enjoyment.	PRC Department (Parks and facilities Divisions), Community Wellbeing and Inclusion Facilitator	Short-term	Prepare revised guidelines by 2020
	21. Based on the Parks Inventory and Recommendations included in Appendix A, develop a strategy and establish a regular maintenance schedule/work plan to guide park/facility improvements as recommended over next 10 years. Improving accessibility should be a primary goal.	PRC Department (Parks and Facilities Divisions)	Short-Medium Term	Develop work plan for park improvements by 2020-2021
	22. Review the Public Art Standards and Public Art Policy to determine if changes need to be made to implement a "Percent for Art" clause(s) in municipal and external development proposals. This could be directed by Council through the Urban Design Guidelines. An example of a Public Art Policy is the City of Peterborough .	PRC Department (Culture and Events)	Short-Medium Term	If changes are recommended, implement by 2021



1.0 Accessibility and Affordability

GOAL: To ensure community facilities, services and procedures enhance accessibility for all.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	23. Regularly audit existing equipment and facilities and ensure fair and equal access of all facilities.	PRC Department, Community Wellbeing and Inclusion Facilitator	Short-term	Conduct audits annually
	24. Continue to support organizations that provide assistance to residents facing barriers to participation , and where possible enhance efforts.	PRC Department, Community Wellbeing and Inclusion Facilitator, participating partners, not for profits etc.	Short term, Ongoing	Meet with community organizations to discuss support needed and how to collaborate in the future.



2.0 Partnership & Collaboration

GOAL: Build capacity and promote healthy lifestyles through partnerships and collaboration.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
A. Leverage existing partnerships to improve service delivery and explore opportunities for new collaborations.	25. Develop and maintain a PRC Partnership Framework that would consist of the following components: a. Criteria to identify potential partners that would leverage both recreational and cultural assets of Collingwood. Consider intensifying partnerships with neighbouring municipalities and the non-profit and private sectors to deliver recreation opportunities, facilities, and spaces under the guidance of the Partnership Framework. b. Expectations and responsibilities of each partner. c. Memorandum of Understanding between Town and partner organizations. d. Evaluation process and components to measure performance.	PRC Director and Managers, Municipal and regional partners, CAO and Council engagement	Short-Medium Term-Ongoing	Develop collaborative partnership framework that will be the guiding process for all future partnership processes. Supports a sustainable community and future development of major infrastructure initiatives that will provide ongoing program growth.
	26. Continuously explore partnership options to provide multipurpose space/services including in-depth evaluation of capital reinvestment/repurposing/expansion needs.	PRC Dept., inter-departmental input, local resident and stakeholders,	Medium-long term	Through feasibility study, identify potential partnerships options.



2.0 Partnership & Collaboration

GOAL: Build capacity and promote healthy lifestyles through partnerships and collaboration.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
		regional resident, neighbouring municipal and target organizations, all levels of government		
	27. The PRC Department should help facilitate the development of a community-wide Volunteer Strategy with other sectors that rely on volunteers.	PRC Department, Town of Collingwood	Short – Medium Term	Volunteer strategy developed by 2021
	28. Proactively pursue new cost share partnerships that will enable the Town to address eligible parks, recreation and culture facility gaps identified in the plan and optimize use of current and future Town assets.	PRC Director and applicable Managers, Economic Dev and Tourism, potential users/stakeholders and public.	Short Term-Ongoing	Based on this plan, identify gaps and potential for cost share partnerships
	29. The Community Recreation and Culture Grant should be re-written in the short term (i.e. for 2019) to be more specific and generally reflect the aims of the PRC Master Plan that has been developed here. In the medium to longer term, the program should be re-drafted to more specifically ensure that the groups	PRC Director and applicable Managers	Short and Medium Term	Grant is updated by 2020; Develop detailed evaluation criteria by 2023 that enhances sustainability of funded projects and meets the



2.0 Partnership & Collaboration

GOAL: Build capacity and promote healthy lifestyles through partnerships and collaboration.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	and organizations supported are contributing to PRC's Vision through their programs and services (as well as being sustainable) and that there is measured accountability from them in so doing.			Department's vision and mandate
	30. Evaluate operating agreements with partners to ensure coordination of programming and identify service areas that may be best suited to be delivered by the private sector (i.e. concessionaire/retail services, commercial hockey, facility rental for profit).	PRC staff, Marketing & Business Development, stakeholder groups, private sector focus group.	Medium Term, ongoing	Some service areas are identified to be delivered by the private sector
	31. Facilitate the expansion of the Healthy Kids Community Challenge Programming to the wider Collingwood Community (E.g. <i>Healthy Collingwood Community Challenge</i>). a. Establish the mandate early on to clarify the vision and goals. b. Host a focus group/meeting to identify new partners with expansion of Healthy Kids Community Challenge programming.	Manager Recreation, potential stakeholder groups, i.e. schools, youth groups, YMCA etc.	Short-term, Ongoing	The Healthy Kids Community Challenge expands beyond children programming through new partnerships
	32. Increase cross-departmental awareness and understanding of PRC activities through periodic meetings and more inter-departmental partnerships.	PRC Director, managers, Corporate	Ongoing	Awareness and understanding of PRC activities increased



2.0 Partnership & Collaboration

GOAL: Build capacity and promote healthy lifestyles through partnerships and collaboration.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
		Communications. All Departments.		across other Town departments
	33. The PRC Department should further study the integration of volunteers and understand how they impact the PRC Department's operations. Partners such as 211 Ontario should be considered. Identifying opportunities to access and engage with volunteers over the long-term is a key outcome.	PRC Dept. and other community partners	Short-Term	Have strategy developed by end of period
B. Develop effective and strategic working policies.	34. Develop innovative and collaborative facility and operational models to strengthen partnerships between sport and stakeholder organizations. (E.g. City of Mississauga Sport Plan 2013)	PRC Dept., Communications Staff, Sport organizations	Short to Medium Term	Facility and operational models in place by 2021
	35. Increase opportunities for sponsorship, corporate volunteerism and shared expertise by providing a list of all potential sponsorship opportunities within recreation/culture and develop a menu that potential sponsors can select from to support healthy lifestyles. (E.g. facility naming, program sponsorship etc.). a. Research volunteer recruitment strategies in order to build a spirit of volunteerism in Collingwood.	PRC Dept. lead and involve other community partners	Medium-Term	Have list of opportunities developed by end of period
	36. When planning new facilities or updating existing spaces, align facility development/space clustering with like-minded partners so as not to	PRC Dept., existing and potential user groups, potential	Medium to Long Term	Future facilities are not duplicating existing facilities in Collingwood



2.0 Partnership & Collaboration

GOAL: Build capacity and promote healthy lifestyles through partnerships and collaboration.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	duplicate efforts and to ensure that expertise of any given organization is maximized.	public and private partners, e.g. health services, massage therapist etc.		



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
A. Improve communications and coordination among PRC groups, stakeholders and the public	37. Review, establish and update the Department's mission. The revised mission should be integrated into the PRC Department's existing branding and future signage/marketing efforts. The Department's mission and collaborative approach should be promoted through all community engagement.	PRC Dept., Corporate Communications, stakeholder, public	Short-Term, Ongoing	The Department's mission is updated by 2019
	38. Continue to align promotions of recreation and culture with the "Framework for Recreation in Canada 2015: Pathways to Wellbeing," to promote the benefits of recreation at every opportunity.	PRC Dept., Corporate Communications, and all applicable stakeholder groups, i.e. sport, YMCA, schools, youth and senior groups	Short-Term, Ongoing	The Framework is reviewed regularly and programming/service align
	39. Continue to work with regional partners to provide integrated/shared communication tools that promote and provide residents with information they need to take part in PRC programs and utilize parks, recreation and culture facilities. This can be done by improving website connectivity between PRC Department and other service providers and partners such as Simcoe County, the YMCA and neighbouring municipalities.	PRC, Corporate Communications staff, Information Technology	Short-Term, Ongoing	Stakeholders indicate there is improved access to PRC information



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	40. Coordinate an information session with relevant departments and divisions to share the outcomes and recommendations of this PRC Master Plan and educate Town staff on the Department's vision and mission as it works in partnership and collaborates with the community on Recreation and Cultural initiatives.	PRC Dept., all Town Departments	Short-term, ongoing	Information session is organized and facilitated by PRC Department
	41. Share information on a regular basis with the community in order to build capacity and ownership of parks, recreation, and culture services. Utilize social media, E-newsletters, website connections, recreational/cultural organization newsletters. (E.g. Bang the Table)	PRC Dept., Corporate Communications, IT	Short-Medium Term	Stakeholders indicate there is improved communication between the PRC Department and general public (knowledge of programming/events)
	42. Hold a Town Parks, Recreation and Culture Roundtable with stakeholders and the public each year to review the progress on implementing the Master Plan; to receive input on issues affecting PRC; and to receive input on priorities for implementing the Master Plan. This could be extended annually in the form of an Annual Summit, e.g. a workshop/meeting with community organizations to identify on-going and evolving programs needs and ensure facilities, parks, trails	PRC Dept.	Short-Term	Hold first Roundtable in 2019



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	and cultural activities remain relevant. Distribute invitation and summary of meeting to all applicable service providers.			
	43. Research the potential of a data management system to better maintain and utilize the current comprehensive data on key stakeholders for recreation and culture organizations. Key to the success of this initiative is the designation of a staff person with the responsibility of keeping the database current.	PRC Dept.	Medium-Term	Target 2020 for creation of database
	44. Design and locate Collingwood PRC banners in key facilities and at special events . E.g. festivals, tournaments, registration periods etc.	PRC Dept. (Facilities and Recreation)	Short – Medium Term	PRC facilities (Central Park Arena, Eddie Bush, Centennial Aquatic Centre) include banners by 2020
	45. Align where appropriate with the “Canadian Sport for Life” model in the delivery of programs and services in order to close existing and potential gaps in basic skill development. Address physical literacy challenges and deliver Physical Literacy ¹ Training to staff and other program providers.	PRC Dept. and recreation organizations	Short – Medium Term	Physical literacy resources are integrated into PRC events.

¹ *Physical literacy* is the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life. (The International Physical Literacy Association, 2014).



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	46. Re-align and rename the position of “Facility Bookings Coordinator” under the Manager of Facilities and introduce the new title of “Facility Scheduling and Sponsorship Coordinator”.	PRC Dept.		Deferred pending Corporate Organizational Review
	47. Create a customer-centered culture amongst staff in all departments that focuses on core values and expectations of the organization, harnesses collective knowledge, creativity and initiative to provide outstanding service. a) Implement customer service excellence award system and adopt a training program for staff and volunteers in the delivery of recreation and cultural programs/services. b) Develop Corporate Customer Service Guidelines and Policies, streamline to better respond to the needs of customers. c) Enhance business processes, information technology, recruit and train great people, enhance accessibility where necessary and communicate to all.	PRC Dept.	Short – Medium term	Implement award system by 2020; Prepare Customer Service Guidelines and Policies with Department by 2021
	48. Create a ‘Culture Month’ for Collingwood where groups and organizations make a special effort to increase awareness through events, programming and promotions aimed at the local market at a time	PRC Dept. and community partners	Short-Term	Hold first in 2019 – maybe in conjunction with roundtable



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	when a focus on such local activities might be desirable (e.g. November). This could involve a 'Culture Pass' where residents could access a variety of events free of charge.			
	49. Create a ' First Friday ' event ² where cultural businesses and organizations offer a variety of programs and events to bring residents and visitors into the downtown.	BIA, with PRC Dept. and community support	Short-Term	Hold first in 2020
	50. The PRC Department should develop a consolidated Recreation and Culture Promotions and Marketing Plan for recreation and culture focusing on educating the public about opportunities, motivating participation, and reducing barriers.	PRC Director and applicable Managers, Economic Dev and Tourism, potential users/stakeholders and public.	Medium term	Marketing plan developed and supported by Council by 2022
	51. Advance the Healthy Collingwood Community Challenge through positive networking among direct service providers and support agencies, and organizations: E.g. schools, sport clubs, parents, Provincial and National Recreation Organizations.	Manager Recreation, potential stakeholder groups, i.e. schools, youth groups, YMCA etc.	Short term - Ongoing	Increased awareness of the Healthy Collingwood Community Challenge

² Examples of communities holding such 'First Friday' events are Sarnia, Richmond Hill and Ottawa.



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	52. Work with partners to negotiate and develop partnership agreements to access sponsorship revenues . See Appendix E .	PRC Dept. and service delivery partners	Short term	Partnership agreements developed and sponsorship revenues increase
	53. Adopt a Department wide Advertising Signage Policy that permits access by potential partners, sponsors, businesses and community groups to advertising space in facilities, where possible.	PRC Dept., Corporate Communications staff	Short – Medium Term	Signage policy developed by 2020
	54. Continue production of Collingwood’s Activity Guide . Identify additional avenues of distribution including updated website with options to filter activities and create more interactive opportunities with potential participants, etc.	PRC Dept., Recreation	Ongoing	Meet to discuss distribution opportunities and
	55. In the longer term (5 – 10 year timeframe), with the further development of arts and cultural facilities and programs, Collingwood should explore the potential to develop a Cultural Tourism Promotional Plan with the objective of using the natural, cultural and historic assets of the Town to attract more visitors and potential seasonal and permanent residents as an economic development initiative.	PRC Dept., BIA, Marketing & Business Development, other stakeholders	Medium to Long-Term	Have in place at least by 2025



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
B. Enhance the use of technology to deliver programs and services; encourage participation and improve data collection.	56. Develop and maintain an integrated PRC website tool that would consist of the following components: a. Collaborate with other Town Departments to expand existing online community calendar that aggregates recreation and culture events in Collingwood (beyond PRC Department). Add links to web pages of individual organizations and individuals for further information. The calendar could include filters (such as type of events, age, cost, etc.) to help curate an individual's/family experience. Promote the calendar to a greater degree. Ensure efforts are not duplicated (creating multiple calendars). b. Provide interactive access to Collingwood's Activity Guide to help spread awareness further. c. Update the online inventory (available mapping/details on Town's website) of municipal parks, open	PRC Dept. with Marketing & Business Development, with BIA and other stakeholders	Medium to Long-Term	Have in place at least by 2025



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	space, trails and facilities should continue to be updated to reflect capital improvements and enhancements over the Master Plan's period (10 years). (Integrate use of GIS technology where possible) d. Develop interactive webpages/apps that allow residents and visitors to easily plan their desired parks, trails, recreation and culture experiences. e. Improve access to information about recreation and cultural facilities (rental availability, hours of operation, contact information, etc.) and increase the availability for online information from all areas of the operation. Consider increasing information/access through video monitors, touch-screens in social spaces and facility entry points (hardware and software focus) in addition to website. f. Review existing on-line platforms and website and consider ways to			



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	improve customer experience by providing such things as a Q&A section online to cover most frequently asked question; creating a shopping cart system for program selection/registration; and bookings with the ability to accept Visa & MasterCard online. Meet with the Department's IT staff and see what can be enhanced to improve customer service through technology (Consider Perfect Mind Software Solutions) while ensuring PRC webpage updates do not conflict with the Town's ongoing website update efforts. g. Investigate the creation of a Collingwood Cultural Portal based on examination of best practices in other municipalities. Explore opportunity to develop a regional portal serving all municipalities neighbouring Collingwood.			



3.0 Communication & Engagement

GOAL: Be a leader in PRC user retention and growth through the implementation of strategic communication efforts.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	57. Introduce an access pass system for all fee based PRC programs.	PRC Dept.	Short-Term	Have in place by end of period
	58. Monitor and manage the department's online reputation and promotion of PRC events/services by applying modern communication tools and approaches (E.g. social media, YouTube channel, blogs, Facebook groups, SnapChat, Instagram) to create a "connected community" of parks, recreation and culture residents. A PRC staff member with IT skills should be designated with the responsibility of controlling and disseminating information. a. Work towards engaging a younger demographic through alternative social media targeting.	PRC Dept., Corporate Communications, IT		Designate Town of Collingwood staff person with responsibility and monitor success of increased online presence



4.0 Innovation

GOAL: Be a leader in developing and providing recreation and cultural services that promote healthy lifestyles and wellbeing.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
A. Deliver and design programs, services and facilities that are responsive to evolving community needs.	59. Play a leadership role in the delivery of major “signature” events that draws attention to the cultural life and cultural resources of the Town and area; work in collaboration with interested cultural groups, business and community leaders in the Town and surrounding areas.	PRC Dept. and Tourism	Medium-Term	Identify PRC Signature Events and promote
	60. Through future facility renovations/updates, create spaces that encourage an atmosphere that feels welcoming and where users can feel self-sufficient. Enhance and encourage non-structured social and community engagement (e.g. more modular seating, access to power source for multiple charging connection along with Wi-Fi use).	PRC Dept. (Facilities)	Ongoing	Consider through future facility development and improvements
	61. Through development of new spaces, incorporate revised Urban Design Guidelines (Park Standards) to ensure consistent use of building materials, colours, etc.	PRC Dept. (Parks)	Short – Medium Term	Future parks are developed using revised Urban Design Guidelines. Developers are aware of UDG's.
	62. In the longer-term, build on and incorporate emerging sport and activities into program offerings. E.g. pre-school mix it up sports, Family Pickleball, Late Night Drop-in for Teens, Open Playtime, Bounce Basketball, Stick and Puck.	PRC Dept. (Recreation)	Medium – Long-term	Monitor emerging sport trends and feature in Collingwood's Activity Guide



4.0 Innovation

GOAL: Be a leader in developing and providing recreation and cultural services that promote healthy lifestyles and wellbeing.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	a. In particular, consider increasing waterfront programming (E.g. Open water lifeguard services, kayak rentals, Stand-up paddle boarding) and integrate the pier into programming. b. Increase indoor aquatic program offerings (synchronized swimming, water polo, underwater hockey, swimathons, etc.)			
	63. Create linkages in arts, culture, health, fitness, sport and outdoor recreation program development and marketing . E.g. create opportunities for group collaboration on large events through sport tourism, festivals/mini-celebrations, and neighbourhood events.	PRC Dept., Recreation (programming)	Medium term	Identify and pursue unique opportunities that leverage these linkages
	64. Continue to monitor outdoor recreation trends and support expansion of such opportunities in all areas of the Town.	PRC Dept.	Ongoing	Annual brief prepared that outlines outdoor recreation trends
	65. Develop an 'Enterprise Format' approach to use in assessing the feasibility and desirability of all new PRC programs and activities. Such an approach should consider costs (including for staff time), revenues, subsidies, etc. A draft template is included in Appendix I .	PRC Dept. (Director)	Short term	PRC Department implements Enterprise Format approach by 2020



4.0 Innovation

GOAL: Be a leader in developing and providing recreation and cultural services that promote healthy lifestyles and wellbeing.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	66. Adopt and incorporate the Goals and Service outcomes into a measurement reporting system based on the benefits approach to recreation that is the foundation for all Recreation Services communications and accountability systems.	PRC Dept. (Director)	Short - Medium term	Goals and service outcomes are reported regularly (annually) by 2021
	67. Adopt and implement the proposed PRC organizational structure alignments and recommended positions (Submitted to PRC Department separately) to better position the Department to respond to the needs and desires (e.g. forecasted growth in Collingwood) identified in the Master Plan.	PRC Dept. (Director)		Deferred pending Corporate Organizational Review
B. Create enabling and engaging policies that support an active and vibrant community.	68. Develop a Youth Strategy that involves youth in their program planning and the future delivery of activities that engages them in various roles, E.g. volunteers, coaches, leaders, trainers and participants.	PRC Dept. Recreation and partnering organizations (e.g. Collingwood Youth Centre)	Medium term	Consult with Collingwood youth to gather feedback on strategic goals and how best to engage
	69. Support the development of a regional group to provide broader input into the provision of recreation services and facilities. (E.g. Inter-municipal recreation "Access to Recreation Committee")	PRC Dept. neighbouring municipalities, Town Council, regional/County stakeholder groups	Long term	Regional group is developed by next PRC Master Plan review



4.0 Innovation

GOAL: Be a leader in developing and providing recreation and cultural services that promote healthy lifestyles and wellbeing.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	70. Ensure that a database of volunteers interested in recreation-based volunteer opportunities is maintained and marketed to local recreation groups seeking volunteer involvement.	PRC Dept., Corporate Communications	Short – Medium Term	Database of volunteers developed by 2020
	71. Develop “ Learn to _____ ” events that provide recreational users with an opportunity to develop a new skill or learn a new activity.	PRC Dept., community partners and service delivery agencies	Short-Term	Have first event(s) undertaken in 2019
C. Facilitate neighbourhood engagement and ownership for recreation and culture within the neighbourhood setting.	72. Provide support to local groups that deliver recreation programs and opportunities that align with the PRC’s mission/vision for recreation and cultural services. (E.g. create neighbourhood events groups such as Movie Nights at Mountaincroft; Imagination Playground).	PRC Dept., Recreation, Culture & Events, stakeholder organizations	Short term - ongoing	First events facilitated by local groups undertaken in 2019
D. Encourage cultural innovation	73. Develop a ‘ cultural innovation initiative ’ for individuals, groups and organizations to develop new and innovative activities and events to engage citizens in cultural activities in Collingwood. For example, establish a prize of \$5,000 per year to be awarded to whichever applicant suggests the most unique and interesting idea. Establish a jury of municipal staff	PRC Dept., community partners and service delivery agencies	Short-Term	Have first event(s) undertaken in 2019



4.0 Innovation

GOAL: Be a leader in developing and providing recreation and cultural services that promote healthy lifestyles and wellbeing.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	and appointed citizens to evaluate proposals and recommend award.			
	74. Consider sponsoring (or co-sponsoring with a local business or community organization) a 'Landscapes of Collingwood' photography or painting contest ³	PRC Dept., community partners and service	Medium-Term	Have first event(s) undertaken in 2021
	75. Consider identifying and interpreting unique cultural heritage landscapes in Collingwood in the Official Plan of the municipality. (E.g. waterfront, grain elevators, Sunset Point Park, Downtown etc.) Incorporate cultural heritage landscapes with photography platforms such as ShotHotSpot, which identifies the best photography landscapes in Collingwood. a. Key partners include Cultural Heritage Committee b. Indigenous heritage should also be highlighted as part of Collingwood's commitment to reconciliation.	Planning Dept. with PRC support	Medium-Term	To be considered through next Official Plan update
	76. The iconic grain elevators which are such a distinctive part of Collingwood's identity, should	PRC Dept.,	Long-term	To be determined

³ One of the ways to develop and reinforce a unique sense of place and community identity is through the celebration of views and scenes of the area that cannot be seen or appreciated anywhere else. A contest such as this would be a statement that such scenes in Collingwood are significant and important, and would contribute to a growing sense of unique community identity.



4.0 Innovation

GOAL: Be a leader in developing and providing recreation and cultural services that promote healthy lifestyles and wellbeing.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	be celebrated in some way. In the longer-term, an assessment of the feasibility of using them for some strategic cultural purpose should be examined ⁴ .			

⁴ See, for example: [Cape Town's grain silo complex](#).



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
A. Create facilities that are seen as 'Community Hubs'	77. When designing new or repurposing existing spaces, consider creating facility clusters that enhance cross-programming value and sustainability . For example, any new sport conditioning centre, fitness room or training rooms should be clustered with the arenas, walking tracks, etc. (avoid single use facility spaces)	PRC Dept.,	Immediate and on-going	To be determined
	78. In planning new facilities, or renovating/revitalizing existing ones, consider the potential for optimal flexibility through planning for multiple uses and users .	PRC Dept., Facilities, Planning Department	Medium – Long term	Consider through feasibility study (Recommendation #86)
B. Integrate specific cultural facilities into this PRC Master Plan	79. The Collingwood Museum's current update of its Strategic Plan should be undertaken in conjunction with this PRC Master Plan and should reflect the priorities developed here. In particular, the de-coupling of the Museum from the Tourism Information Function (which appears to cause governance and operational issues) should be strongly considered.	PRC Dept.	Short-term	Have plan completed by end of 2018
	80. The PRC Department staff should arrange a workshop session with the Library Board (and possibly staff) to present the PRC Master Plan, and discuss ways and means through which the Library programming could	PRC Dept. and Library Board	Short-term	Hold meeting by end of 2018



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	be aligned with PRC initiatives for mutual benefit. The Collingwood Library is obviously a key element of the cultural life of the community and should be 'brought into' this PRC Master Plan to the extent appropriate.			
	81. The Town's current pilot program of managing the Simcoe Street Theatre should be carefully monitored in terms of utilization, costs and revenues, and this experience reviewed after the first year (E.g. in January 2019). In addition to the financial performance of the operation, consideration should be given to evaluation of user satisfaction and suggestions for improvement in terms of both programming and operations ⁵ .	PRC Dept. and Simcoe Street Theatre	Short-term	Complete review and determine next steps by Spring 2019
	82. PRC staff should arrange a workshop session with the Collingwood Youth Centre to present the PRC Master Plan, and discuss ways and means through which they could be involved to mutual benefit. A similar session could be arranged with Elephant Thoughts .	PRC Dept., Collingwood Youth Centre, Elephant Thoughts	Short-term	Hold meeting by end of 2018

⁵ Note that in the longer-term, whatever format is utilized to assess user satisfaction could be applied as well to other PRC facilities. This could build upon the Town's current experimentation with the instant visitor feedback technology.



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	83. Review feasibility and sustainability of a multi-functional arts and cultural centre for Collingwood. This could be done in conjunction with the Town of the Blue Mountains to optimize the needs of both communities. Given Collingwood's recent current involvement in certain facilities (e.g. Simcoe Theatre) this would need careful consideration in the determination of the need for additional performing arts facilities.	PRC Dept., possibly with other partners	Medium to-longer-term	Plan for feasibility study by at least end of Medium-Term (2023)
C. Maximize use of and explore opportunities for existing facilities and PRC infrastructure.	84. Develop a Lifecycle Reserve Policy for indoor and outdoor recreation infrastructure.	PRC Director	Short term	Develop and implement by 2019
	85. Utilize the Facility Condition Index (FCI) approach to determine whether or not significant reinvestment in existing facilities should be pursued. Those facilities or spaces that have repair or replacement ratios of over 50% (FCI) are candidates for repurpose or decommissioning. Those with FCI of under 50% are more likely candidates for reinvestment. (See Appendix C)	PRC Director, Facilities	Short – Medium term	Develop and implement by 2019-2020
	86. Adopt a project feasibility framework for all potential major infrastructure projects. See section 9.4.1 for feasibility planning triggers to consider.	PRC Director, Facilities	Short – Medium term	Adopt by 2019-2020



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	87. Develop a Facility Feasibility Study for a new multi-purpose community recreation facility at an appropriate location. The completion of this Study will ensure that Town/ region is best positioned should one or more of the following occur: • Major new sources of funding become available • The population of the region experiences rapid growth • Replacement of a major community facility is required (e.g. pool/arena). See FCI model, Appendix C. • Utilize the suggested Facility Decision Making Process (see Figure 10 in this report) when making future decisions on a major, multi-purpose community recreation facilities and spaces.	PRC Dept., possibly with other partners	Medium to-longer-term	Plan for feasibility study by at least end of Medium-Term (2023)
	88. Ensure all activity rooms or facilities do not have specific 'label' (e.g. Youth or Senior's room) to maximize flexibility of available rooms and provide for cross-programming of existing space	PRC Director, Facilities	Ongoing	Implement as needed
	89. Invest in trail enhancements through the preparation of a Trails Master Plan to assist in identifying options and priorities for developing a	PRC Dept., Parks and Open Space, Trails Advisory	Medium - Long term	Plan for Master Plan in 5 to 7 year timeframe



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	comprehensive trails system. The document should include consultation with the public and affected stakeholders and include a phased plan for upgrading existing trails and infrastructure, acquiring new linkages, and developing new neighbourhood and community trails and routes. Key components include: a) Developing year round, multi-use trails, particularly along waterfront trails, the Heather Pathway and Georgian Trail. b) Developing multi-use trails that connect to the Region's key tourist attractions, such as Blue Mountain. c) Promoting/expanding cycling routes/bike lanes, snowmobile trails, cross-country skiing trails and historic walking tours, with consideration being given to support infrastructure, design standards, promotion and marketing, funding/partnership opportunities and cost implications. d) Review trail-road crossings to ensure crossings are appropriately signed and safe for all levels of trail users, regardless of age and abilities and ensure trails are integrated with safe school routes.	Committee, community partners		



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	e) Existing and future trails should be appropriately signed, with trail entry and access points identified. Local trails should be promoted through various means such as publications, brochures and websites. f) Integrate greater range of interpretive signage (AODA compliant) on existing and future trails networks, describing natural, historical and cultural places of interest. Consider as well the use of internet-based and GPS-triggered interpretive systems. g) Develop a strategy to secure abandoned rail corridors and harbourfront lands in partnership with other government agencies/departments/non-profit groups. h) Develop design standards that could be included in update to the Town's Urban Design Manual. i) Consider update to the Official Plan policies and Schedule to further promote, protect and encourage trail development and active transportation.			
	90. Retain a Shoreline Engineer to review and recommend remedial measures to mitigate against	PRC Dept., Manager of Parks	Short-term	Can be done as part of trails master plan.



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	existing/on-going flooding impacts along the waterfront trail.			Should be completed no later than 2020.
	91. Work with all Town Departments/Divisions responsible for Transportation and public services to implement bike trails in public right-of-ways (e.g. streets). All development applications should be reviewed by the Town with trail and pathway linkages in mind. Additionally, whenever road construction/reconstruction is planned, the Town should include designated bike lanes and look for enhancements where appropriate through consultation with local trail groups. Opportunities to include bike lanes or multi-modal linkages to arterial roads should be a priority for enhancing the active transportation network in Collingwood. The Town should consider opportunities to go beyond standards outlined in Ontario's Cycling Facilities Guide (Book 18).	PRC Dept., Manager of Parks, Planning Department, Engineering Services	Medium term	Should be adopted as a best practice in all relevant development applications
	92. Work with Planning, Public Works and Transit Staff in the review of development plans or infrastructure projects to improve existing and proposed walking and cycling opportunities to schools and other community facilities , along selected roadways and within and between parklands.	PRC Dept., Manager of Parks, Planning Department, Engineering Services	Medium Term	Should be adopted as a best practice in all relevant development applications



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	93. Review the Town's Official Plan policies to ensure they promote and encourage a comprehensive trail network and active transportation.	PRC Dept.	Short-Medium Term	Policies are reviewed and updated through next Official Plan review if needed.
	94. Explore opportunity to develop and implement a splash pad in Collingwood. This would be in addition to the splash pad proposed near the waterfront in the Waterfront Master Plan. Consultation should be undertaken with residents to confirm the best location to accommodate the splash pad.	PRC Dept., Parks, Facilities, Recreation	Short term	First splash pad by 2021. Second by 2025.
D. Leverage staff resources to improve service delivery.	95. Coordinate a department-wide strategic session to define the department's "core services" to help define planning, policy development, facility allocation and volunteer management.	PRC Dept.	Short term	Coordinate and facilitate meeting by early 2019
	96. Continuously monitor all departmental policies to ensure that they are relevant and consistent with changing trends that address the barriers to access and participation and engagement with non-users.	PRC Dept.	Ongoing	Monitor policies as needed
	97. Develop a ten year work plan to meet forecasted demand for outdoor recreational facilities. Particular emphasis should be placed on splash pads, playground structures and sports fields. Additional focus should also be given to increasing the number	PRC Dept.	Short-term	Work plan developed by 2019



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	and locations of outdoor pickleball/tennis courts, volleyball and basketball courts.			
	98. Based on a review of walking distance to play structures (Figure III), it is recommended that the Town continue to develop play structures at parks within the identified gap areas.	PRC Dept.	Medium Term	Have play structures in gaps identified by next PRC Master Plan update
	99. Create a defined events provision framework that categorizes events supported (in whole or in part) as either: a) community events, or b) tourism events. The rationale for community events is that they should provide affordable and accessible events for the resident community. Financial payback, while desirable, should not be the primary consideration. Tourism events should create positive economic impact for the entire community and should involve other partners who are beneficiaries of the overall event.	PRC Dept., possibly with other partners	Short- term	Have in place by 2019
	100. Create more small-scale local cultural events such as Jane's Walks, Art Crawls, Small Halls Festival, etc. that focus upon and celebrate the historic and cultural resources of the Town.	Various partner organizations supported by PRC Dept.	Medium-term	Have first events by 2021
	101. The recommendations of the recently-completed Simcoe County Music Strategy should be reviewed	PRC Dept.	Immediately	To be determined



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	in terms of the role that the Town (through PRC) can play in implementing this County-wide initiative.			
	102. Consideration needs to be given to repositioning or honourably retiring the Elvis Festival in favour of some other signature event(s) that create an equally impactful but Collingwood-unique experience.	PRC Dept.	Immediately	Firm decision needed by Summer 2019
F. Improve policies and procedures to strengthen the planning and delivery of Parks, Recreation and Cultural services.	103. The PRC Department should provide regular input into the land use planning and development approval process to ensure long-term needs facility and programming needs are met. This input can help guide the future location and size of parks/recreational facilities as well as the development of future trails (recreational and active transportation routes).	PRC Dept., Manager of Parks, Manager of Recreation, Planning Department	Ongoing	Should be adopted as a best practice in all relevant development applications
	104. All organizations renting/utilizing Collingwood facilities should continue to be required to report annually on the number of registered participants by municipality . This information should be included in each facilities' allocation policy. Use this data to enhance the understanding of parks, recreation and culture participation in the community including program registration, facility usage, capital and	Culture and Recreation service providers, supported by Facilities Division	Short term - Ongoing	Registered/participation reports are submitted to PRC Departments annually



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	operation expense and revenue tracking and other data critical to informed planning and management.			
	105. The PRC Department, in cooperation with other Town departments, should continuously look for opportunities to protect and secure parkland or other open spaces areas that have the potential to provide outdoor recreational program opportunities (both passive and active). (E.g. Trails, parks, cultural event spaces, nature programming, family activities, etc.) Emphasis should be placed on areas of the Town where there are identified gaps in available parkland and open space areas.	PRC Dept., Manager of Parks, Manager of Recreation, Planning Department	Ongoing	Additional parkland is secured over time
	106. Revise Urban Design Guidelines to include park design standards. The City of Kitchener's Urban Design Guidelines (Parks) are a good example to review. For specific recommendations, please see the best practices in Section 6.5 of this report. Through development of new spaces, the revised Urban Design Guidelines (Park Standards) should be incorporated to ensure consistent use of building materials, colours, etc.	PRC Dept., Manager of Parks, Manager of Recreation, Planning Department	Short term	Guidelines to be revised by 2020
	107. Design and construct a fully accessible playground that incorporates features such as	PRC Dept., Manager of Parks,	Medium term	Fully accessible playground to be constructed by 2022



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	accessible surfacing, ground level activities, sound play elements, etc.			
	108. The PRC Department should review the Town's Park Levy by-law with the Planning Department to ensure parkland will grow with Collingwood's population. Specific areas of the by-law that should be reviewed include: a. Standard appraisal values for different forms of development. b. Changing the mixed-use development rate to include an alternative rate of 1 hectare for each 300 dwelling units proposed in accordance with the Planning Act. c. Recognizing the determination of value for Plan of Subdivision in accordance with the <i>Planning Act</i> (Section 51.1(1)).	PRC Dept., Manager of Parks, Planning Department	Short term	By-law reviewed and revised by 2019
	109. The Planning Department should consider conditions/process for plan of subdivision to allow for front-end construction of parks to encourage the early development/provision of parks and trails in the development of new communities. The Planning Department is encouraged to conduct design charrettes that create an opportunity to integrate local input when designing new parks.	Planning Department, PRC Dept.	Short – medium term (Official Plan Review process)	Increased number of parks developed earlier on in development process



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	110. Revise and update the Town's Park Usage By-law. Examples of updated park by-laws include: City of London Parks and Recreation Area By-law , City of Guelph Parking in Parks By-law	Planning Dept., PRC Dept.	Short- Medium term	Parks By-law is updated within 2-3 years
	111. The Official Plan should be updated to include a policy that requires consultation with local school boards and public bodies when there are changes to parkland requirements and/or changes to the parks plan (as per the Planning Act). Town staff to follow-up with school boards upon completion of PRC Master Plan process.	Planning Dept., PRC Dept.	Short – medium term (Official Plan Review process)	Official Plan updated to include policy through next review
	112. The Town should revise Section 4.2.3.2.2 (Parkland Standards) of the Official Plan as few parks meet the current parkland standards (particularly in terms of the size standards). Town staff should also consider the development of a new park hierarchy that includes criteria for neighbourhood, community, waterfront and regional parks. This new hierarchy should also include standards for urban greens (parkettes) and greenways (trails). A proposed re-categorization of Collingwood's parks can be found in Appendix G . This provision can be monitored through the development of future parks, and assessed for update at the next Official Plan Review.	Planning Dept., PRC Dept.	Short – medium term (Official Plan Review process)	Official Plan updated to include policy through next review



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	Please see Section 6.2 of this Master Plan for the proposed park hierarchy and park descriptions.			
	113. Parkland should be required instead of cash-in-lieu as much as possible as part of any applicable development application. When utilizing cash-in-lieu funds, preference should be given to spending it on park and facility upgrades and creating trail linkages within the subject lands' planning area. Parkland dedication policies should be monitored and reviewed every 2 years.	Planning Dept., PRC Dept.	Short – medium term (Official Plan Review process)	Official Plan updated to include policy through next review
	114. The Official Plan should be updated to state that hazard lands and natural heritage features will not be considered for parkland dedication under the Planning Act. The Town, under special circumstances, should accept woodlots and other natural areas both as a measure of protection of the natural amenity and for the potential use as a passive recreational and educational feature.	Planning Dept., PRC Dept.	Short – medium term (Official Plan Review process)	Official Plan updated to include policy through next review
	115. The Town should monitor population growth and facility provision to ensure facilities and PRC infrastructure (playfields, ball diamonds, etc.) meet the Guidelines for Developing Public Recreation Facility Standards.	PRC Dept., Facilities	Ongoing	Population growth and facility provisions reviewed annually



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	116. As required, assess future use of surplus public lands, such as school sites , to maintain current levels of park space.	PRC Dept., Planning Dept.	As potential lands become available	As surplus lands become available, future uses are assessed and discussed with relevant partners/departments
	117. The PRC Department should work in partnership with the Planning Department in any opportunity for the acquisition of parkland along Collingwood's waterfront.	PRC Dept., Planning Dept.	As potential lands become available	Stronger working relationship reported by both PRC Department and Planning Department
	118. Ensure the updated PRC Master Plan is reflected in the Town's Strategic Plan, Official Plan and other vision documents . This should include any plans underway at the time of the PRC Master Plan, such as the Cycling Plan.	PRC Dept., other Town Departments	As Town plans are updated	Plans are updated as needed
	119. Undertake an annual review of the recommendations in the PRC Master Plan as part of the municipal budgeting process, including a description of recent achievements and future objectives.	PRC Dept., Division Managers	Annually	PRC Department Managers and relevant stakeholders meet annually to review progress of Master Plan
	120. Undertake a comprehensive update of the Parks, Recreation and Culture Master Plan prior to the end of the 10 year timeframe of the Plan (2028).	PRC Dept., Division Managers	Long term	Update of Master Plan undertaken in 2028



5.0 Optimization of Infrastructure, Programming & Service Delivery

GOAL: To efficiently deliver Parks, Recreation and Cultural services.

Objective	Recommended Action	Responsibility	Timeframe	Anticipated Target or Outcome
	121. As part of the Town's economic development strategy, develop approaches to attract, develop, sustain and promote cultural businesses.	Marketing & Business Development, supported by PRC Dept.	Long-term	To be determined

Appendix **A**

Summary of Park Inventory & Recommendations

The following table includes a summary of each park, including park classification (and proposed re-classification if applicable) and recommendations. Recommendations have been informed by site visits to each park.

The final column indicates the upgrade priority based on a number of factors such as:

- Location of park (is the park servicing a larger area? Is it a popular destination, located on the waterfront?);
- Date park was established;
- Accessibility issues identified; and
- Current status of equipment and updates needed.

Additional factors that should be considered by the PRC Department include capital budgets and forecasted growth/development for Collingwood.

ID #	Park Name (Description)	Park Classification	Recommendations	Upgrade Priority (L/M/H)
1	Linksview Park (0.653 hectares; future parks)	Neighbourhood (in partnership with future school)	• A playground • 3 on 3 basketball courts for community use • Provide bench seating with concrete pads and bike racks • Promote trail connections • Passive recreation • Natural playground	Low
2	Mair Mills Park (0.71 hectares; established 2010)	Neighbourhood	• Maintenance of pathway surfacing is needed; weed / grass removal • Replace trees that show major signs of stress and decline or have major damage to base of trunk • Remove turf around the base of trees and install mulch rings to limit mechanical damage to base of trunk during maintenance • Place bike racks on concrete pads • Add trail linkage signage • Consider replacing play structure and sand surfacing with accessible upgrades • Add accessible swing • Add basketball 3 on 3 court or multi-use court • Add more bench seating & move boulder seating out of lawn areas (ease of maintenance)	Medium

3	Princeton Shores (0.56 hectares; established 1972)	Neighbourhood	• Add benches with concrete pads facing out over water towards desirable views • Frame desirable views by removing select vegetation within sightline from bench • Add plantings along edges to screen views of private properties (on both sides) • Consider addition of walkway from parking area to waterfront (accessibility) • Add concrete pad for picnic table • Consider adding shade structure or pavilion • Consider expanding and/or paving the parking area	Low
4	Todco Property (1.018 hectares; future park)	Neighbourhood	• A shade structure or pavilion • A playground, basketball courts or tennis courts with multi-use courts for community use • Provide benches with concrete pads and bike racks • Natural playground • Trail connections	Low
5	Mair Mills Villages (1.96 hectares; future park)	Neighbourhood (Consider including Greenway designation)	• A shade structure, sails or pavilion • A playground, basketball courts or tennis courts with multi-use court for community use • Provide benches with concrete pads and bike racks • Natural playground • Consider for location of second splash pad • Washroom facilities For linear greenway: • Benches/pathways/trail connections	Low
6	Georgian Meadows (1.44 hectares; established 2006)	Neighbourhood	• Improve edging and address erosion-related maintenance • Increase seating options; especially in shaded area / plaza • Maintain open green space • Consider providing trail signage at road / entrance (wayfinding & safety / awareness) • Consider update to existing safety surfacing • Add bike rack with concrete pad • Consider accessibility upgrades to swings and play structure (in future) • Consider elements for older users (3 on 3 basketball, pickleball court) • Add accessible swing	Low

7	Red Maple (0.748 hectares; future park)	Neighbourhood (Consider including Natural Area designation)	• A playground, basketball courts or tennis courts with multi-use court for community use • Provide benches with concrete pads and bike rack • Promotion of tree plantings and large native shrubs • Linear trail extending through the park to park entrances and access • Natural playground • Small sports field • Shade structure or pavilion • Consider for location of second skatepark	Low
8	Black Ash Park (0.309 ha; established 2013)	Neighbourhood	• Re-paint lines on basketball half court • Consider painting lines for secondary sports use on asphalt basketball court • Add signage to inform users of trail connection • Consider adding benches (with armrests) – accessibility • Consider adding elements that appeal to seniors • Add swings	Low
9	Friendship Gardens (0.357 hectares; established 1995)	Neighbourhood	• Upgrades should consider CPTED and accessibility • Established plant material should be preserved where possible but overgrown areas should be thinned or replaced • Gazebos should be upgraded and/or maintenance performed • Cultural heritage / aesthetic uniqueness should be preserved • Consider additional interpretive signage • Fix thin areas of stone dust walkways • Add concrete pads for benches and picnic tables	Medium
10	Cedar Park (0.166 hectares; established unknown)	Neighbourhood	• Provide more open space for unstructured play - open up views to address CPTED issues • Remove invasive vegetation from canopied area, but leave other plant material • Provide signage that IDs park, trail connection, and give guidelines to parking and use • Screen pump house and transformer from trail entrance • Create formal parking at west end near trail	High

			• Add bench seating with concrete pad • Add bike racks with concrete pad • Update / add to existing play equipment (replace metal slide) to current CSA standards - (consider accessibility) • Update safety surfacing type - consider EWF or rubber • Add more swings and play elements • Add concrete pad for picnic table	
11	Nip Spooner Park (0.648 hectares; established 1992)	Neighbourhood	• Remove invasive plants from front gardens (i.e. Acer negundo, Fraxinus, Rhamnus) • Maintain entrance plantings or replace garden material with lower maintenance plant selections; keep trees and rocks; use shorter plantings to improve visibility • Replace dated entrance signage and provide safety / park rules signage • Consider replacing dated equipment and improving grading and safety surfacing - consider accessible options • Improve drainage of open space area • Consider pruning up select interior conifers to address CPTED issues • Consider walkway linkages to equipment and through site - accessibility • Screen park from rear commercial areas abutting site • Add park benches and bike racks with concrete pads • Add signage for trail way-finding • Replace metal slides (safety concern) • Add accessible swing or basket swing • Update / replace wood edger • Cover opening of culvert (rip-rap) • Add concrete pad for picnic table	High
12	Morbay Park (0.531 hectares; established 1995)	Neighbourhood	• Either relocate servicing or install a box / cover or landscaping around exposed water pipe to prevent potential injuries to site users • Establish a tree planting succession plan: remove declining Fraxinus and replace with a variety of species appropriate to site • Trail access should be emphasized / beautified and widened; remove gate • Add concrete pads at benches, picnic table, and bike rack • Replace basketball court with a new larger 3-on-3 court flush with adjacent grade • Replace chain-link fence	Medium

			- Consider addition of hillside and adventure play elements - Consider multi-use court installation - possibly in lieu of 3 on 3 basketball court replacement - Add accessible swing or basket swing	
13	Bell Boulevard Park (0.138 ha; established 1981)	Neighbourhood	- Add concrete pads at bench and picnic tables and update these furnishings - Add bike rack with concrete pad - Add more play elements (i.e. spring toys, swings, interactive / adventure play) - Add an additional bench - Add more trees (perimeter) and update chain-link fencing - Update current play structure surfacing to latest CSA standards; EWF or rubber - Consider 3 on 3 basketball pad and hoop - Increase site and equipment accessibility (play areas, add pathways, accessible swings / equipment) - Consider plantings at base of Park Sign (stop damage by mowing activities)	Medium
14	Riverside Park (2.76 hectares; established 2012)	Neighbourhood (Consider including Natural Area designation)	- Add more benches, bike racks, and waste receptacles - Add bike wayfinding signage - Add concrete pads at benches and bike racks - Perform maintenance on older stonedust trail sections - Clear vegetation back from old trail resting areas and intersections - Refurbish wooden interpretive signs as needed - Move bike rack off of the trail - Implement removal strategy for poison ivy near play areas and walkway edges - Consider addition of pavilion / gazebo - Consider addition of exercise equipment stations (depending on demographics)	Low
15	Kinsmen Park (1.715 hectares; established 1982)	Neighbourhood	- Install formal walkway to increase accessibility & guide users through site - Replace posts where park sign is mounted - Consider expansion of parking lot - Repaint / replace swing sets and add accessible swing - Refinish basketball post - Consider replacement of metal slides - Create formal volleyball court - Consider adding Adventure play area	Medium

			- Consider adding bike trail wayfinding signage - Consider addition of hard surface under tri-hoop area - Consider adding another tennis court or multi-use court - Create full basketball court or multi-use court	
16	Walnut Street Park (0.402 hectares; established 1984)	Neighbourhood	- Pave existing parking lot with new asphalt and paint lines - Add new topcoat to basketball court & paint in new lines or consider installation of a Multi-use court - Add shade sails and/or trees to provide shade to playground equipment - Provide an edger to contain playground surfacing - Consider adding a small pavilion or shade structure with picnic tables (community events) - Provide concrete pads for existing and new benches - Consider adding adventure play elements - Replace existing walkways with new surfacing - add areas alongside for hopscotch / painted lines	Medium
17	Mountaincroft (1.433 hectares; established 2017)	Neighbourhood	None at this time	Low
18	Summit View Park 1 (0.941 hectares; future park)	Neighbourhood (Consider including Natural Area designation)	- Linear trail extending through the park to park entrances and access - A shade structure, sails or pavilion - A playground, basketball courts or tennis courts with line painting for community use - Provide benches with concrete pads and bike racks - Multi-use court - Consider for location of pump track/small splash pad	Low
19	Summit View Park 2 (0.207 hectares; future park)	Neighbourhood (Consider including Natural Area designation)	- Linear trail extending through the park to park entrances and access - A shade structure, sails or pavilion - Provide benches with concrete pads and bike racks	Low
20	JJ Cooper Park (0.967 hectares; established 2013)	Neighbourhood	- Consider installing measures to prevent winter sleds from entering the road - Maintain limestone trail free of turf	Medium

			- Consider upgrades to safety surfacing instead of sand (i.e. EWF) - Consider replacing tall vegetation to open views to play areas and pavilions (CPTED) - Consider adding a multiuse court - Add benches in key locations - Consider adding a larger / taller play structure - Improve accessibility (structure / swings) - Install safety surfacing at all existing natural play elements (stumps / post) - Add trail way-finding signage - Consider additional seating in shaded areas	
21	Fisher Fields (10.48 hectares; established 2000)	Community (Consider changing designation to Regional Park)	- Develop more formal entrance / parking areas - Invest in new fencing and spaces separation options (possibly berms) - Establish at least one accessible washroom - Increase available shade - add large shade trees near seating areas and perimeter - Install buffer plantings where appropriate - Add overflow parking (grass pave product) - Upgrade washroom / change room facilities and canteen - Add concrete pads to benches, picnic tables, bleachers and more bike racks - Improve pathways / surfacing near seating (accessibility) - Consider adding water stations / fountains	High
22	Heritage Park (4.056 hectares; established unknown)	Community	- Add shade sails on new skate pad - Replace failing sod in parking areas with plant material - Fix drainage issues in parking lot off of Second Street - consider asphalt paving - Install signage at all entry points / parking lots - include trail information - Add more shade trees to reduce heat island effect at paved areas where space allows - Improve accessibility and internal walkway connections - Add bench seating in key locations - Update fencing	High
23	Sunset Point Park/Enviro Park (14.599 hectares; established 2012)	Community (Consider including Waterfront designation)	Concerns about CPTED for Enviro Park Playground - look at opening up views and remove some trees and stones (hazardous)	High

			- Some of the trail connections are becoming lost: resurface, maintain, and edge - Move towards a more unified surfacing system and site furnishing theme - Repair erosion damage & implement erosion prevention measures - Provide Mutt Mitt dispensers at entry points - Increase paved parking options (pave gravel parking areas & paint lines) - Remove poison ivy near playground - implement yearly removal strategy - Upgrade play equipment (CSA standards) & replace sand with EWF or rubber surfacing - Consider adventure play elements in addition to traditional play equipment - Add traffic slowing measures & pedestrian crossings (near Enviro Park especially) - Renovate Enviro Park pavilion & add washroom facilities in its vicinity - Replace / improve volleyball courts - Consider accessibility throughout site & circulation to various spaces - water access?	
24	Central Park and Curling Club (6.28 hectares; established unknown)	Community (Consider changing to Regional Park designation)	- Add curb appeal / screening of headlights from street along parking lot (north side) - Ensure all cultural heritage elements are identified by signage - Replace dugout roofs - Additional bike parking with concrete pad should be considered - Add removable or retractable (lit) bollards to block vehicular movement onto central arena plaza and eliminate the need for temporary barriers in this area - Formalize pathways and unify hard surfacing types - Add more shade trees - Consider additional accessible play elements (small structure / swings)	Medium
25	Old Village (Legion) Park (2.741 hectares; established unknown)	Neighbourhood (Consider changing to Community Park designation)	- Add new line painting for Pickle Ball/ basketball option or upgrade to a Multi-use court for a portion of the site - New resurfacing for pickleball over existing asphalt - Reseed or sod damaged turf areas	High

			• Add shade at new playground – via shade trees and/or sails • Install additional trees along fence line adjacent to Legion, and around perimeter of site and various park spaces • Emphasize site entrances • Replace chain-link fencing • Provide accessible pathway to playground and accessible seating • Add park signage (wayfinding, interpretive, trail connection) • Consider additional benches, pavilion, gazebo for seating • Opportunity for canteen or food trucks • Install new washroom facility • Consider paving parking lots • Consider internal walkway connections for improved accessibility	
26	Eden Oak (1.269 hectares; Future park)	Neighbourhood Park (Consider changing designation to Community Park)	• A shade structure, sails or pavilion/gazebo • A playground, basketball courts or tennis/multi-use courts with line painting for community use • Provide benches with concrete pads and bike racks • Recommend washroom facilities • Look at opportunities to share amenities with adjacent school (parking, washrooms, play equipment)	Low
27	Harbourview Park (19.251 hectares, established unknown)	Waterfront (Consider adding Regional Park designation)	• Consider adding formalized trail head with mapping / signage • Consider formalized parking Georgian trail at trailhead • With plans moving ahead for a splash pad, consider integration of washroom and change area facilities • Consider additional plantings to buffer trail from commercial areas and roads • Open up more views to the water in key locations by removing overgrown vegetation • Safety concerns for pedestrians using bike trails as there are many blind corners; remove vegetation in some locations or add warning signage (i.e. use bell before turning corners - slow down, shared with pedestrians) • Consider accessibility - may need more trail connections through site	High

			- Consider adding a canteen or food truck area - Add concrete pads under picnic tables - Consider formalizing parking at Hickory (lined) - Consider accessibility and CPTED concerns at Arboretum areas	
28	Harbourlands Park (5.181 hectares; established 2000)	Waterfront	- Establish formal accessible washroom facility - Establish formal harbour operations facility - Replace (and possibly redesign) damaged interpretive signage - Retouch public art / historical elements - Increase bike parking - Reduce rainwater pooling in parking areas - consider paving parking lot - Either eliminate overgrown vehicular path or remove intrusive vegetation - Consider CPTED issues - Add directional signage - trails map / wayfinding - Consider accessibility improvements - Add picnic tables near food truck location - Add bench seating at plaza - Improve washroom options	Medium - High
29	Millennium Park (2.861 hectares; established 2000)	Waterfront (Consider adding Regional Park designation)	- Consider alternative parking lot location - make turnaround pedestrian only - Install path edging to create and maintain crisp lines adjacent to non-naturalized area - Sundial base to be either replaced or repaired, and metal refinished / painted - Install formalized way-finding signage in central roundabout island - Repair road edges - consider curbs in future - Repair / replace damaged turf - Consider addition of shade structure / pergola / gazebo - set back from water - Consider adding trees around perimeter of open space area and along driveway - maintain key views - Depending on future use (i.e. music festivals) consider adding pavilions or more formal picnic areas - Consider adding viewing binoculars for public use	Medium - High
30	Shipyard Promenade and Amphitheatre	Community/ Greenspace	Remove (2) random patches of stonedust surfacing located near top tier of amphitheater stones	Medium

	(3.154 hectares; established 2011)	(Consider changing designation to Waterfront Park)	• Fix holes in asphalt path • Consider adding a bollard near walkway / cycling path entrance • Consider a structure / pavilion / gazebo at the top of the berm where the stone dust trail terminates (may be too windy) • Add trail / bike route way-finding signage	
31	White's Bay Park (11.985 hectares; established 2003)	Community (Consider changing designation to Waterfront Park with Natural Area)	• Reinforce shoreline around base of bridge and prevent water from touching base • Remove any vegetation or objects from entrances to water • Improve visibility / emphasize trail access points at Sheffield Terrace, McIntosh Gate, and Nettleton Court • Add more benches along trail and at entrance plaza • Repair trail surfacing and edges • Consider additional way-finding signage • Consider a water-filling and bike repair station at the main trail access point	Low
32	The Station / Cenotaph (1.515 hectares; established unknown)	Cenotaph / Greenspace (Consider changing designation to Urban Green)	• Replace Senior Forum Remembrance Garden signage • Refurbish gazebo / information station - sand down, repaint, clean concrete base, replace wood sections - consider colour change • Replace wood on existing benches & add more benches / seating • Review plaques and engravings yearly to ensure any issues are addressed.	Low
33	First and High Parkette (0.109 hectares; established 2010)	Parkette (Consider changing designation to Urban Green)	• Develop a beautified space on the SE corner of this intersection to match the other 3 corners and provide an improved view • Set one seat back from the street - consider comfort of users • Consider adding signage (interpretive / directional / trail connection) • Consider adding bike rack (on cyclist route)	Low
34	Blue Shores Parkette (0.081 hectares; established 2010)	Greenspace / Parkette (Consider changing designation to Urban Green)	• Additional topsoil should be added to areas of thin turf cover and over seeded • Add more bench seating • Add small play structure or swings (accessible) • Add bike rack with concrete pad • Add wayfinding signage for connection to trails	Low

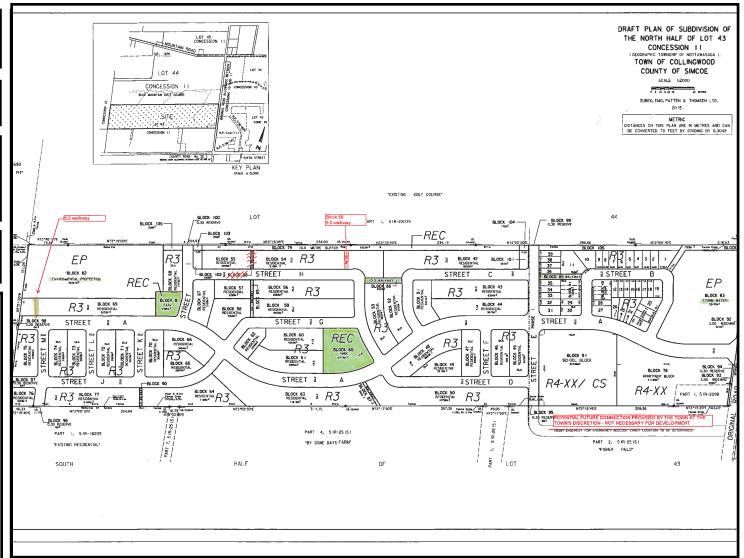
			• Add more trees and/or shaded structure (i.e. gazebo) • Add waste receptacle • Consider possible parking options • Add mutt mitt dispenser	
35	Pawpler Dogtown (0.653 hectares; established 2009)	Dog Park (Consider changing designation to Urban Green) <i>**Note: Two additional dog parks are located at Central Park and Heritage Park (numbered 36 and 37 on Figure I)</i>	• Add soil / organic matter and reseed / re-sod failing turf areas (as needed) • Add bike racks with concrete pads • Add benches throughout site with concrete pads • Consider concrete pad for picnic table • Add trail connection signage & improve trail connections • Consider washroom option for users • Consider ways to improve site accessibility • Consider paving parking area • Consider adding trail connection to SWM pond access road • Add more Mutt mitt dispensers and waste receptacles near SWM pond / parking area	Low

Please note that the 'Additional Greenspaces' included on Figure 1 (George Christie Nature Trails and Waterfront Promenade) were not included in this inventory. These greenspaces should be designated as Greenways (trails) and assessed through the recommended Trails Master Plan.

Collingwood Parks, Recreation and Culture Master Plan

FUTURE PARK DEVELOPMENT

#1	Park Name: Linksview Park
Address: Blocks 82-84 of Lot 43	
Type: Neighbourhood Park EST. [FUTURE]	Size: 0.653ha
Transit Connection: Blue Mnt. route	
Description: Two future parks (In partnership with future school)	



Recommendations / Comments:

- A playground, 3 on 3 basketball courts for community use.
- Provide bench seating with concrete pads and bike racks.
- Promote Trail Connections
- Passive recreation
- Natural Playground

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#2	Park Name: Mair Mills Park	Trail Connection: Mountain Road Trail
Address: 6 Kells Crescent		Transit Connection: Blue Mnt. stops at park
Type: Neighbourhood Park EST. 2010	Size: 0.713ha	 PHOTO SOURCE: GOOGLE STREET VIEW
Date of Review: Sept. 24 & 25 2017		
Description: Mair Mills is a neighbourhood park. Along with a public tennis court, the community gathers together for the children's playground and greenspace.		
SOURCE: TOWN OF COLLINGWOOD WEBSITE		

SOURCE: TOWN OF COLLINGWOOD WEBSITE

Park Elements:

- On-road parking only
- Tennis court (1)
- Playground - sand surfacing (1)
- Playground climbing structure (1)
- Bench on concrete pad (1)
- Berm - separates park from busy road
- Large green open space
- Armour stone seating
- Bike racks (2)
- Paver walkways with concrete curbs
- Pavilion with (3) shade sails
- Belt (adult) swings (2)
- Baby swings (2)
- Porta potty (1)
- Picnic tables - 1 area for grill (2)
- Frost free water connection for winter ice rink

Condition:

- Edge of pavers is overgrown with turf
- Grass growing through pavers is throughout site
- Tennis court is in excellent condition
- Playground equipment looks dated but climbing structure appears in good condition

Recommendations / Comments:

- Maintenance of pathway surfacing is needed; weed / grass removal
- Replace trees that show major signs of stress and decline or have major damage to base of trunk
- Remove turf around the base of trees and install mulch rings to limit mechanical damage to base of trunk during maintenance
- Place bike racks on concrete pads
- Add trail linkage signage
- Consider replacing play structure and sand surfacing with accessible upgrades
- Add accessible swing
- Add basketball 3 on 3 court or multi-use court
- Add more bench seating & move boulder seating out of lawn areas (ease of maintenance)

Collingwood Parks, Recreation and Culture Master Plan

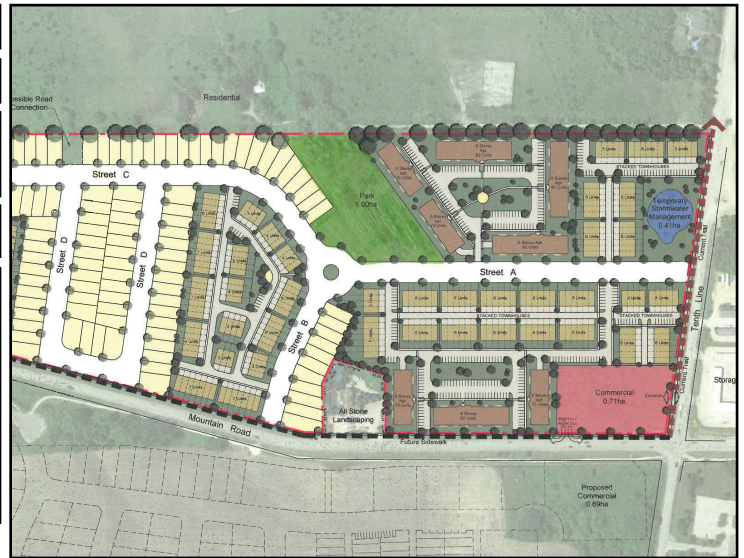
EXISTING PARK INVENTORY

#3	Park Name: Princeton Shores Park	Trail Connection: No trail connection.
Address: 126 Princeton Shores		Transit Connection: 475m from Crosstown; with no safe pedestrian route
Type: Neighbourhood Park EST. 1972		Size: 0.478ha
Date of Review: Sept. 24 & 25 2017		
Description: Princeton Shores is a neighbourhood park with public tennis courts. It is located off of Hwy 26 heading to Craighleith. SOURCE: TOWN OF COLLINGWOOD WEBSITE		
 PHOTO SOURCE: MHBC		
Park Elements: • Parking lot - gravel, ~ 6 cars (1) • Tennis courts (2) • - Benches in courts (2) • Porta potty (1) • Picnic table - large (1) • Light standard (1) • Waste receptacle (1) • Green open space - small • Water access - swimming, paddling, non-motorized boating • No benches outside of courts • Warning signage - area of boat channel • Entrance signage: park ID and safety		
Condition: • Tennis courts are in good shape • Bench access could be improved for small boat launch (very rocky) • Shoreline overgrown - some invasives present • Turf areas could use improvement • Side property lines are open to views of neighbours • Porta potty not well maintained		
Recommendations / Comments: • Add benches with concrete pads facing out over water towards desirable views • Frame desirable views by removing select vegetation within sightline from bench • Add plantings along edges to screen views of private properties (on both sides) • Consider addition of walkway from parking area to waterfront (accessibility) • Add concrete pad for picnic table • Consider adding shade structure or pavilion • Consider expanding and/or paving the parking area		

Collingwood Parks, Recreation and Culture Master Plan

FUTURE PARK DEVELOPMENT

#4	Park Name: Todco Property
Address: Tenth Line & Mountain Road	
Type: Neighbourhood Park EST. [FUTURE]	Size: 1.9ha
Transit Connection: Blue Mnt. route	
Description: Future Large Park	



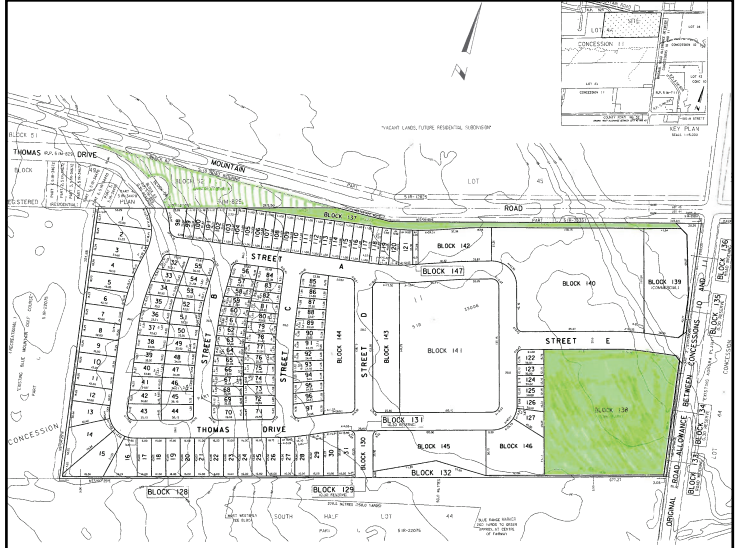
Recommendations / Comments.

- A Shade Structure, Shade Sails or Pavilion.
- A playground, basketball courts or tennis courts with line painting for community use.
- Provide benches with concrete pads and bike racks.
- Multi-Use Court
- Natural playground
- Trail Connections

Collingwood Parks, Recreation and Culture Master Plan

FUTURE PARK DEVELOPMENT

#5	Park Name: Mair Mills Villages	
Address: Blocks 137 & 138 of N Lot 44		
Type: Neighbourhood Park	Size:0.713ha	
EST. [FUTURE]		
Proposed Type:		
Neighbourhood Park / Greenway		
Transit Connection: Blue Mnt. route		
Description: Future Park and Linear Parkette		



Recommendations / Comments at Large Park:

- A Shade Structure, Shade Sails or Pavilion.
- A playground, basketball courts or tennis courts with multi-use court with line painting for community use.
- Provide benches with concrete pads and bike rack.

- Natural Playground
- Consider location for second splash pad and washroom facilities.

At Linear Greenway:

- Benches / Pathways / Trail Connections

Collingwood Parks, Recreation and Culture Master Plan

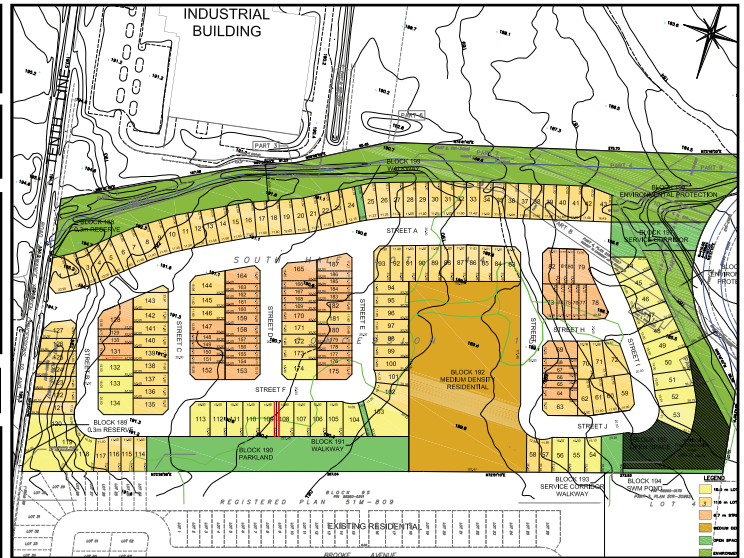
EXISTING PARK INVENTORY

#6	Park Name: Georgian Meadows		Trail Connection: Connected to Black Ash Trail via Georgian Meadows Trail	
Address: 44 Conner Ave			Transit Connection: 285m from Blue Mnt.	
Type: Neighbourhood Park / GREENWAY / EST. 2006		Size: 1.44ha	 PHOTO SOURCE: MHBC	
Date of Review: Sept. 24 & 25 2017				
Description: Georgian Meadows is a neighbourhood park located around the corner from Fisher Fields and at a entrance to an established trail system. This park was developed for younger kids SOURCE: TOWN OF COLLINGWOOD WEBSITE				
Park Elements: - On-road parking only - Playground (installed 2009) (1) - Adult swing (2) - Baby swing (2) - Sand surfacing - Access to Georgian Meadows Trail - Shade structure (3 sails) - Bench (1) - Picnic table (1) - Plaza space with walls (concrete and pavers) - Gardens - Small green open space - Waste receptacle - small (1) - Signage - park ID and rules - Seating walls (2)				
Condition: - Signage appears to be fairly new and is in good condition - Swings are a little dated - Playground equipment in good condition - Sand everywhere on surfaces				
Recommendations: - Improve edging and address erosion-related maintenance - Increase seating options; especially in shaded area / plaza - Maintain open green space - Consider providing trail signage at road / entrance (wayfinding & safety / awareness) - Consider update to existing safety surfacing - Add bike rack with concrete pad - Consider accessibility upgrades to swings and play structure (in future) - Consider elements for older users (3 on 3 basketball, pickleball court) - Add accessible swing				

Collingwood Parks, Recreation and Culture Master Plan

FUTURE PARK DEVELOPMENT

#7	Park Name: Red Maple
Address: Block 190 of Lot 44	
Type: Neighbourhood Park EST. [FUTURE] Proposed Type: Natural Area/ Neighbourhood Park / Greenway	Size: 0.748ha
Transit Connection: Blue Mnt. route	
Description: Future Park and Greenway adjacent to Natural Areas	



Recommendations / Comments:	
- A playground, basketball courts or tennis courts with line painting for community use. - Provide benches with concrete pads and bike rack. - Promotion of tree plantings and large native shrubs	- Linear trail extending through the park to park entrances and access. - Natural Playground - Small Sportsfield / Second skatepark - Shade structure or Pavilion

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#8	Park Name: Black Ash Park		Trail Connection: Connected to Black Ash Trail via Georgian Meadows Trail
Address: 53 Brooke Ave			Transit Connection: 645m from Blue Mnt.
Type: Neighbourhood Park EST. 2013		Size: 0.309ha	
Date of Review: Sept. 24 & 25 2017			
Description: Black Ash Park is a neighbourhood park located within the Georgian Meadows subdivision. It connects with Georgian Meadows park via street and trail through a natural area. This park was developed to appeal to older youth.			
SOURCE: TOWN OF COLLINGWOOD WEBSITE & MHBC			



PHOTO SOURCE: GOOGLE STREET VIEW

Park Elements:

- Playground with accessible elements (installed 2013)
- Basketball court (half) - asphalt
- Steel shade structure
- Community events board
- Signage: park ID & rules
- Picnic tables (3)
 - 1 accessible with 2 spaces for grills
- No benches
- Waste receptacle (1)
- Limited continuous open green space for informal sports / play
- Mutt Mitt dispenser (1)
- Informal armour stone seating (6)
- Engineered Wood Fiber (EWF) play surfacing
- Adjacent to stormwater pond area
- Basket swing - accessible (1)

Condition:

- Playground equipment is in excellent condition
- Community events board requires maintenance
- Line painting on basketball half court is faded
- Shade structure in good condition
- Shade trees are establishing well

Recommendations:

- Re-paint lines on basketball half court
- Consider painting lines for secondary sports use on asphalt basketball court
- Add signage to inform users of trail connection
- Consider adding benches (with armrests) - accessibility
- Consider adding elements to appeal to seniors
- Add swings

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#9	Park Name: Friendship Gardens	Trail Connection: Train Trail run along western edge of park.
Address: 110 Minnesota Street		Transit Connection: 40m from East route
Type: Neighbourhood Park EST. 1995	Size: 0.357ha	
Date of Review: Sept. 24 & 25 2017		
Description: Located just north of the Police/Fire station on Minnesota Street, and connected to the nearby The Station Park via the Train Trail, this neighbourhood park is in tribute to Collingwood's twin city: Katano, Japan. This pairing has been successful with active volunteers in both communities keeping the relationship strong. SOURCE: TOWN OF COLLINGWOOD WEBSITE AND MHBC		 PHOTO SOURCE: MHBC

Park Elements:

- Gazebos (3)
 - 1 very small
- Picnic tables (2)
- Mutt Mitt dispensers (1)
- Bridges (1)
- Benches (6)
- Parking lots (0)
 - parking available at Leisure Time Club
- Established gardens (10)
 - some areas overgrown
- Trails (200 ft stonedust)
- Flagpole (1)
- Trail access

Condition:

- Concerns about user safety (CPTED)- crime prevention through environmental design
- Poor site accessibility
- Gazebos are quite dated and require upgrades and maintenance
- Some wood surfacing in terraced areas needs repair / replacement
- Area along stream is naturalized
- Some signage needs replacement or restoration
- Bridge seemed in need of repair in spots
- Stonedust walkway is thin in spots - grass growing in

Recommendations:

- Upgrades should consider CPTED and accessibility
- Established plant material should be preserved where possible but overgrown areas should be thinned or replaced
- Gazebos should be upgraded and/or maintenance performed
- Cultural heritage / aesthetic uniqueness should be preserved
- Consider additional interpretive signage
- Fix thin areas of stone dust walkways
- Add concrete pads for benches and picnic tables

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#10	Park Name: Cedar Park	Trail Connection: Convergence of Bay Loop & Nottawasaga Bay Trails is located across the street in SE. Informal trail to waterfront located across the street at NW end of park.
Address: 51 St. Clair Street		
Type: Neighbourhood Park EST. UNKNOWN	Size: 0.166ha	Transit Connection: 20m from Crosstown

Date of Review: Sept. 24 & 25 2017

Description:

Cedar Park is a neighbourhood park located in an area of established tree cover, across from trail access to the waterfront. Municipal pump house is located on this property. Park encircled by St. Claire St.

SOURCE: MHBC



PHOTO SOURCE: GOOGLE STREET VIEW

Park Elements:

- Limited on-road parking
- Playground - metal slide (1) (Installed 2000)
- Adult swing (1)
- Baby swing (1)
- Picnic table (1)
- Pump house (1)
- No formal seating
- Play equipment on sand surfacing
- No signage (small signs previously mounted on a tree)
- No waste receptacles
- Lots of vegetative screening / shade
- CPTED issues

Condition:

- Play equipment is in good to fair condition, but dated
- Invasive species present in vegetative buffer / canopied area
- Area of exposed soil at west end; nearest trail to waterfront

Recommendations / Comments:

- Provide more open space for unstructured play - open up views to address CPTED issues
- Remove invasive vegetation from canopied area, but leave other plant material
- Provide signage that IDs park, trail connection, and give guidelines to parking and use
- Screen pump house and transformer from trail entrance
- Create formal parking at west end near trail
- Add bench seating with concrete pad
- Add bike racks with concrete pad
- Update / add to existing play equipment (replace metal slide) to current CSA standards (consider accessibility)
- Update safety surfacing type - consider EWF or rubber
- Add more swings and play elements
- Add concrete pad for picnic table

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#11	Park Name: Nip Spooner Park		Trail Connection: Close proximity to east end of Bay Loop trail	
Address: 8 Georgian Manor Drive			Transit Connection: 380m from Crosstown with no safe pedestrian route	
Type: Neighbourhood Park EST. 1992		Size: 0.648ha		
Date of Review: Sept. 24 & 25 2017				
Description: Nip Spooner Park is a neighbourhood park with open green space and play equipment. It is located off of Hwy 26 on your way to Wasaga Beach. SOURCE: TOWN OF COLLINGWOOD WEBSITE			 PHOTO SOURCE: GOOGLE STREET VIEW	
Park Elements: - Entrance shrub & rock gardens - Parking lots - small, gravel (1) - Playground (2001) (1) - double metal slide (1) - single metal slide (1) - Adult (belt) swing (2) - Baby swing (2) - Waste receptacle (1)			- Large green open space - Sand safety surface - Picnic table (1) - Many large coniferous and deciduous trees around site perimeter - Large conifers within site interior - Entrance signage - Mutt Mitt dispensers (1) - Low berms	
Condition: - Entrance gardens are somewhat overgrown - CPTED concerns for visibility of park equipment from parking lot - Entrance signage is dated			- Play equipment in good condition considering age, but dated - Open field is often wet - grading issues	
Recommendations / Comments: - Remove invasive plants from front gardens (ie. <i>Acer negundo</i>, <i>Fraxinus</i>, <i>Rhamnus</i>) - Maintain entrance plantings or replace garden material with lower maintenance plant selections; keep trees and rocks; use shorter plantings to improve visibility - Replace dated entrance signage and provide safety / park rules signage - Consider replacing dated equipment and improving grading and safety surfacing - consider accessible options - Improve drainage of open space area			- Consider pruning up select interior conifers to address CPTED issues - Consider walkway linkages to equipment and through site - accessibility - Screen park from rear commercial areas abutting site - Add park benches and bike racks with concrete pads - Add signage for trail way-finding - Replace metal slides (safety concern) - Add accessible swing or basket swing - Update / replace wood edger - Cover opening of culvert (rip-rap) - Add concrete pad for picnic table	

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#12	Park Name: Morbay Park		Trail Connection: River Trail & Siding Trail	
Address: 39A Bush Street			Transit Connection: 225m from East route	
Type: Neighbourhood Est. 1995		Size: 0.531ha		
Date of Review: Sept. 24 & 25 2017				
Description: Morbay Park is a neighbourhood park. It is located off of Peel on Bush Street where it is surrounded by beautiful trees and a walking and bike trail.				
SOURCE: TOWN OF COLLINGWOOD WEBSITE			PHOTO SOURCE: MHBC	

Park Elements:

- Mutt Mitt dispensers (1)
- Bike rack (1)
- Benches (2)
- On-road parking only
- Playgrounds (instl. 2015)
18 months - 5 years (1)
5 - 12 years (1)
- Belt (adult) swing (2)
- Baby swing (2)
- Engineered wood fiber (EWF) surfacing
- Trail access
- Park signage: park ID, rules,
- Lots of mature *Fraxinus* on site
- Green open space - med
- 3-on-3 basketball with concrete court
- No washroom facilities
- Light standards (3)
- Servicing - water
- Small hill along one edge

Condition:

- Servicing is sticking up in the middle of an open green space - trip hazard
- Wood on one of the benches has recently been replaced
- Many of the *Fraxinus* are in decline and may die in the next few years.
- Trail access is beside an aged chainlink fence with pedestrian-sized gate
- Paint is peeling on basketball net, turf is growing through the joints in the concrete court, court is too small, & surfacing is not flush with adjacent turf - trip hazard
- Net missing from basketball hoop
- Playground equipment is in excellent shape

Recommendations:

- Either relocate servicing or install a box / cover or landscaping around exposed water pipe to prevent potential injuries to site users.
- Establish a tree planting succession plan: remove declining *Fraxinus* and replace with a variety of species appropriate to site
- Trail access should be emphasized / beautified and widened; remove gate
- Add concrete pads at benches, picnic table, and bike rack
- Replace basketball court with a new larger 3-on-3 court flush with adjacent grade
- Replace chainlink fence
- Consider addition of hillside and adventure play elements
- Consider multi-use court installation - possibly in lieu of 3 on 3 basketball court replacement
- Add accessible swing or basket swing

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#13	Park Name: Bell Boulevard Park	Trail Connection: No formal connection; opportunity to link to Train Trail traveling north on Sproule Ave; East on Manning to train trail.
Address: 21 Bell Boulevard		
Type: Neighbourhood Park EST. 1981	Size: 0.138ha	Transit Connection: 150m from East Route

Date of Review: Sept. 24 & 25 2017

Description:

Bell Boulevard Park is a neighbourhood park. It is located around the corner from the Jean Vanier Catholic High School and provides play equipment for younger children and open green space.

SOURCE: TOWN OF COLLINGWOOD WEBSITE



PHOTO SOURCE: GOOGLE STREET VIEW

Park Elements:

- Sand safety surfacing
- Green open space - small
- On-road parking
- Benches (1)
- Adult Swing (4)
- Baby Swing (2)
- Waste receptacle (1)
- Playground - installed in 2000 (1)
- Shade Structure (Sail) (1)
- Picnic table (1)
- Park ID sign and rules
- Chain link fencing
- Mature deciduous trees (2)

Condition:

- Older park:
 - playground a bit dated (installed in 2000 & beginning to rust)
- Sail shade structures are in good condition
- Park ID sign has been updated but base of pillars are damaged
- Bench and picnic table are older; metal base with wooden seating and surface; placed on sod (may require future replacement)
- Waste receptacle is metal drum with plastic lid (faded)
- Grassed areas are in good to fair condition

Recommendations / Comments:

- Add concrete pads at bench and picnic tables and update these furnishings
- Add bike rack with concrete pad
- Add more play elements (ie. spring toys, swings, interactive / adventure play)
- Add an additional bench
- Add more trees (perimeter) and update chainlink fencing
- Update current play structure surfacing to latest CSA standards; EWF or rubber
- Consider 3 on 3 basketball pad and hoop
- Increase site and equipment accessibility (play areas, add pathways, accessible swings / equipment)
- Consider plantings at base of Park Sign (stop damage by mowing activities)

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#14	Park Name: Riverside Park		Trail Connection: Riverside Trails + link to Train Trail (west of park)	
Address: 19 Williams Street			Transit Connection: 50m from East route	
Type: Neighbourhood Park EST. 2015 Proposed Type: Neighbourhood / Natural Area		Size: 2.76ha		
Date of Review: Sept. 24 & 25 2017				
Description: Riverside is a neighbourhood park located in the southern end of Collingwood adjacent to newer subdivisions. It features a large stormwater pond and pedestrian / cycling trails. New playground equipment and climbing structures are located adjacent to Collins Street. SOURCE: MHBC			PHOTO SOURCE: MHBC	
Park Elements:			• Bridge connections between adult / social, 5-12 year old playground, and swing area (3)	
• Playground (installed 2015)			• Public art: wooden engraved interpretive signage with braille	
• - engineered wood fiber surfacing			• Green open space - small / medium (1)	
• - concrete curbs			• No lighting	
• - mostly accessible			• No official parking (possibly on-street)	
• Basket swing (1)			• Waste receptacle (1)	
• Belt (adult) swing (2)			• Bike rack (small) (1)	
• Stormwater pond - large				
• Trail connections				
Condition:				
• Playgrounds and associated surfacing is in excellent condition				
• Older portions of the trails require maintenance; turf encroaching at edges and weeds going through sections of the paths				
• Older trailside gathering area surrounded by wooden benches is overgrown				
• Some of the wooden interpretive signs are showing major wear, while others are in good condition.				
• Bridges look to be in good condition				
• Presence of poison ivy and warning signs near play areas				
Recommendations / Comments:				
• Add more benches, bike racks, and waste receptacles				
• Add bike wayfinding signage				
• Add concrete pads at benches and bike racks				
• Perform maintenance on older stonedust trail sections				
• Clear vegetation back from old trail resting areas and intersections				
• Refurbish wooden interpretive signs as needed				
• Move bike rack off of the trail				
• Implement removal strategy for poison ivy near play areas and walkway edges				
• Consider addition of pavilion / gazebo				
• Consider addition of exercise equipment stations (depending on demographics)				

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#15	Park Name: Kinsmen Park	Trail Connection: Vanier Link
Address: 43 Lockhart Road		Transit Connection: 10m from East route
Type: Neighbourhood Park EST. 1982	Size: 1.715ha	
Date of Review: Sept. 24 & 25 2017		
Neighbourhood park with tennis courts and playground Lots of greensapce for open play.		

PHOTO SOURCE: GOOGLE STREET VIEW

Park Elements:

- Mutt Mitt dispensers (1)
- Gardens (1)
- Half basketball court
 - asphalt, no lines (1)
- Tennis court (2)
- Belt swing (adult) (4)
- Baby swing (2)
- Picnic tables (1)
- Porta potty (1)
- Playground - instl. 2001 (1)
 - metal slides (3)
 - no edge
 - sand surfacing
- Benches w concrete pad (2)
- Green open space - large
- Volleyball posts - wood (2)
- Small, gravel parking lot
- Bike rack (1)
- Waste receptacle (1)
- Frost free water connection for winter ice rink

Condition:

- Basketball court has no lines, turf is creeping in at edges, & paint is peeling on net post
- Tennis courts are in excellent shape
- Swing sets are aging; paint is peeling
- Random structure / net in poor condition
- Grass areas are not smooth - may require grading (rolling in spring)

Recommendations / Comments:

- Install formal walkway to increase accessibility & guide users through site
- Replace posts where park sign is mounted
- Consider expansion of parking lot
- Repaint / replace swing sets and add accessible swing
- Refinish basketball post
- Consider replacement of metal slides
- Create formal volleyball court
- Consider adding Adventure play area
- Consider adding bike trail wayfinding signage
- Consider addition of hard surface under tri-hoop area
- Consider adding another tennis court or multi-use court
- Create full basketball court or multi-use court

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#16	Park Name: Walnut Street Park		Trail Connections: Walnut Street Link is located across Walnut Street, & Walnut Street Trail is located 1 block south off of 10th St.
Address: 425 Walnut Street			Transit Connection: 75m from West route; with no sidewalk for safe pedestrian route.
Type: Neighbourhood Park EST. 1984		Size: 0.402ha	 PHOTO SOURCE: TOWN OF COLLINGWOOD
Date of Review: Sept. 24 & 25 2017			
Description: Walnut Street Park is a neighbourhood park. It is located off one of our local side streets between Ninth and Tenth. SOURCE: TOWN OF COLLINGWOOD WEBSITE			
Park Elements:			
- Parking lots - gravel (1) - Basketball court - Full (1) - Asphalt surfacing with painted lines - Playground; 2017 (1) - EWF surfacing - Belt (adult) swing (4) - Baby swing (4) - Basket swing - accessible (1) - Waste receptacle (1) - Trails - asphalt - Chainlink fencing - Water & electrical servicing - Light standard (1) - Benches - no conc. pads (2) - Possibility for winter rink - Established treed area - Berm: 2-3m height - Green open space - small - Mutt Mitt dispenser (1)			
Condition:			
- Parking lot is overgrown and needs replacement / updating - Asphalt surfacing in basketball court requires new topcoat & new lines - Benches are old and lack concrete pads / accessibility - Asphalt walkways are in poor condition and have hopscotch lines painted on by users - Existing chainlink fencing is dated and showing wear and rust			
Recommendations / Comments:			
- Pave existing parking lot with new asphalt and paint lines - Add new topcoat to basketball court & paint in new lines or consider installation of a Multi-use court - Add shade sails and/or trees to provide shade to playground equipment - Provide an edger to contain playground surfacing - Consider adding a small pavilion or shade structure with picnic tables (community events) - Provide concrete pads for existing and new benches - Consider adding adventure play elements - Replace existing walkways with new surfacing - add areas alongside for hopscotch / painted lines			

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#17	Park Name: Mountaincroft Park		Trail Connection: No direct trail connections
Address: 150 Findley Drive			Transit Connection: 1.2km from East route
Type: Neighbourhood Park EST. 2017 / 2018		Size: 1.433ha	 PHOTO SOURCE: TOWN OF COLLINWOOD
Date of Review: Sept. 24 & 25 2017			
Description: This newly-built park demonstrates desired accessibility and safety standards, provides shade & seating, and has play equipment for a variety of ages.			
SOURCE: MHBC			

Park Elements:

- Shade pavilion on concrete pad
- Picnic tables
 - ADA with chess board (1)
 - standard with chess board (1)
 - standard (1)
- Bench with concrete pad
- Playgrounds
 - senior (1)
 - junior (1)
- Parking lot (1)
 - asphalt surface
 - can accommodate 22 vehicles
- Swings:
 - bay arch swing with 2 tot seats (3)
 - belt seats (2)
 - generation swing (1)
 - accelerator swing (1)
- EWF safety surfacing with drainage & concrete curbing
- Potential on-street parking

Condition:

- Under construction; expected completion in spring 2018

Recommendations:

- None at this time

Collingwood Parks, Recreation and Culture Master Plan

FUTURE PARK DEVELOPMENT

#18	Park Name: Summit View Park 1
#19	Summit View Park 2

Address: High Street and Poplar Rd

Type: Neighbourhood Park / Natural Area EST. [FUTURE]	Size: 1=0.941ha 2=0.207ha
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Transit Connection: Not serviced (2017)

Description:
Future small parkette and larger park to service the Charleston Development adjacent to Natural Area.



Recommendations / Comments:

- Linear trail extending through the park to park entrances and access.
- A Shade Structure, Shade Sails or Pavilion.
- A playground, basketball courts or tennis courts with line painting for community use.
- Provide benches with concrete pads and bike racks.
- Multi-Use Court
- Dump track
- Small splash pad

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#20	Park Name: JJ Cooper Park		Trail Connection:	Linked to Black Ash Trail via JJ's Trail
Address: 91 Chamberlain Cres			Transit Connection: 460m from West route	
Type: Neighbourhood EST. 2013		Size: 0.967ha		
Date of Review: Sept. 24 & 25 2017				
Description: J.J. Cooper Park is a neighbourhood park located in Collingwood's Creekside neighbourhood. The park is comprised of six distinct amenity spaces, set in context of an adjacent woodland and the Black Ash Creek trail corridor.				
SOURCE: TOWN OF COLLINGWOOD WEBSITE & MHBC			PHOTO SOURCE: MHBC	

Park Elements:

- Playground (installed 2013)
 - sand surfacing
- Shade structure (2 sails)
- Gardens
- Picnic table (1)
- Small green open space
- Concrete pavilion
- Large hill - sledding in winter (1)
- Hill slide (1)
- Natural play area (stumps) (1)
- Trail connection
- Swings
 - belt (2)
 - baby (2)
 - basket; accessible (1)
- Waste receptacle (1)
- No benches
- Not a lot of tree canopy coverage
- Climbing rope structure (1)

Condition:

- Limestone trail is overgrown with turf
- Equipment generally in good condition
- Garden areas visually screen pavilion area from views
- Junious structure is dated and has no safety surfacing

Recommendations / Comments:

- Consider installing measures to prevent winter sledders from entering the road
- Maintain limestone trail free of turf
- Consider upgrades to safety surfacing instead of sand (ie. EWF)
- Consider replacing tall vegetation to open views to play areas and pavilions (CPTED)
- Consider adding a multiuse court
- Add benches in key locations
- Consider adding a larger / taller play structure
- Improve accessibility (structure / swings)
- Install safety surfacing at all existing natural play elements (stumps / post)
- Add trail way-finding signage
- Consider additional seating in shaded areas

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#21	Park Name: Fisher Fields		Trail Connections: Curry Farm Trail, Sixth Street Trail & Fisher Field Link
Address: 820 Tenth Line			Transit Connection: 150m from Blue Mt. Users must walk down gravel shoulder of 10th line.
Type: Soccer Fields/ Est. 2000 Community Park Proposed Type: Regional Park		Size: 10.48ha	
Date of Review: Sept. 24 & 25 2017			
Description: Fisher Fields is a community park focused around soccer fields. This park has grown in recent years into soccer fields for all ages. Space includes a canteen and changing facilities. SOURCE: TOWN OF COLLINGWOOD WEBSITE & MHBC			
PHOTO SOURCE: MHBC			

Park Elements:

- Washrooms; porta potties (4)
- Canteens (1)
- Bike rack (2)
- Picnic tables (2)
- Waste receptacles (8)
- Mutt Mitt dispensers (1)
- Soccer fields (2 lit, 3 unlit - senior)
- Lights (12)
- 5 medium (lit), 4 junior (unlit)
- Benches (6)
- Bleachers (8)
- Parking Lots (2)
- Partial asphalt, unlined; no curbs; 2 lights (1)
- gravel (1)
- Trails access
- Stormwater pond adjacent (1)
- On-site wayfinding signage at entrances (2)
- Change rooms (1)
- Equipment storage facility

Condition:

- Generally dated / informal landscaping
- Some fences are starting to lean / warp; peeling paint; missing boards
- Lacks visual separation of fields
- Seating / bleachers in decline

Recommendations:

- Develop more formal entrance / parking areas
- Invest in new fencing and spaces separation options (possibly berms)
- Establish at least one accessible washroom
- Increase available shade - add large shade trees near seating areas and perimeter
- Install buffer plantings where appropriate
- Add overflow parking (grass pave product)
- Upgrade washroom / change room facilities and canteen
- Add concrete pads to benches, picnic tables, bleachers and more bike racks
- Improve pathways / surfacing near seating (accessibility)
- Consider adding water stations / fountains

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#22	Park Name: Heritage Park	Trail Connection: High Street Trail
Address: 451 Third Street & 480 Second Street		Transit Connection: 3 stops at park: 2 along southern edge (West route) & 1 at NE corner of park (Crosstown route).
Type: Community Park EST. UNKNOWN	Size:4.056ha	 PHOTO SOURCE: GOOGLE STREET VIEW
Date of Review: Sept. 24 & 25 2017		
Description: Heritage Park is a beautiful complex with ball diamonds, a skateboard. Park, and the local Centennial Aquatics Centre. SOURCE: TOWN OF COLLINGWOOD WEBSITE		
Park Elements: - Washrooms (2 sets) - Porta potties (2) - Showers (1 set) - Change rooms (1 set) - Picnic tables (5) - Mutt Mitt dispensers (2) - Gardens (2) - Bike racks (2) - Bleachers (11) - Ball diamonds (2) - 1 adult and 1 junior - Parking Lots (4) - Pay phones (2) - Old tennis area - Trail connection - Light standards (1) at old skate park (3) at paved parking lot - Fenced area - being used as dog park (1) - Skate park - Indoor pool		
Condition: - New skate park is in excellent condition so far (installation in progress at time of site visit) - Old tennis area surfacing is crumbling and overgrown - Very little parking off of Second Street - Ball diamonds in good condition - Sod in parking lot near new skate park is poor - Second street parking lot has drainage issues that create large potholes - Existing building / storage at BMX park is dated - Chainlink fencing is in poor condition		
Recommendations: - Add shade sails on new skate pad - Replace failing sod in parking areas with plant material - Fix drainage issues in parking lot off of Second Street - consider asphalt paving - Install signage at all entry points / parking lots - include trail information - Add more shade trees to reduce heat island effect at paved areas where space allows - Improve accessibility and internal walkway connections - Add bench seating in key locations - Update fencing		

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#23	Park Name: Sunset Point Park / Enviro Park	Trail Connections: Sunset Point Trail; connects with River & Nottawasaga Trails (E) & Train, Harbourview, & Heritage Trails (W).
Address: 35 St. Lawrence St.		
Type: Community Park Est. 2012	Size: 14.599ha	Transit Connection: 0m from Crosstown
Proposed: Community/Waterfront		
Date of Review: Sept. 24 & 25 2017		
Description: A true gem of Collingwood's Trail Network is Sunset Point. The fresh air, Nottawasaga Bay breezes and absolute beauty make this a special place to visit. The waterfront trail provides a rest stop, canteen area and washroom facilities. Across the way is our Enviro Park play area along with volleyball and a pavillion for summer rentals.		
SOURCE: TOWN OF COLLINGWOOD WEBSITE & MHBC		SOURCE: MHBC

Park Elements:	• Open green space - large • Beach volleyball courts (7) • Playground: Environment Park • Trails: concrete & stone dust • Waste receptacles - many • Signage - ID & way-finding • Concrete stairs into lake with metal railing • Picnic tables (many)	• Benches: (5+) with concrete pad & (5+) no pad • Pebble beach with water access • Public art and decorative installations • Bike repair station • Water bottle filling station
• Washrooms (2 sets) • Canteens (1) • Enviro Park pavilion (1) • Western gazebo - small with paver plaza (1) • Gardens (15) • Parking lots - asphalt (3) - undesignated gravel lots (3)		

Condition:	• One section of trail parallel to shoreline was closed due to erosion damage • Stonedust path adjacent to angled parking is becoming overgrown & needs a solid outline • Environment Park is interesting but quite dated & there is poison ivy in the surrounding beds • Surfacing has been done in patches which do not match or provide a cohesive experience • Concrete stairs into water are old, chipped, and worn • Some paver paths are becoming overgrown with turf • One section of shoreline adjacent to gravel parking area blocked off due to erosion	• Pavilion is in fair condition
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Recommendations / Comments:	• Remove poison ivy near playground - implement yearly removal strategy • Upgrade play equipment (CSA standards) & replace sand with EWF or rubber surfacing • Consider adventure play elements in addition to traditional play equipment • Add traffic slowing measures & pedestrian crossings (near Enviro Park especially) • Renovate Enviro Park pavilion & add washroom facilities in its vicinity • Replace / improve volleyball courts • Consider accessibility throughout site & circulation to various spaces - water access?
• Concerns about CPTED for Enviro Park Playground - look at opening up views and remove some trees and stones (hazardous) • Some of the trail connections are becoming lost: resurface, maintain, and edge • Move towards a more unified surfacing system and site furnishing theme • Repair erosion damage & implement erosion prevention measures • Provide Mutt Mitt dispensers at entry points • Increase paved parking options (pave gravel parking areas & paint lines)	

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#24	Park Name: Central Park and Curling Club	Trail Connection: Central Park Link to Train Trail
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Address: 250 Hume Street	Transit Connection: 3 stops at park: Crosstown, East, and Wasaga Beach routes
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Type: Community Park EST. UNKNOWN	Size: 6.28ha
Proposed Type: Regional Park	

Date of Review: Sept. 24 & 25 2017

Description:

A community park with different activities for all ages. These include playing baseball, hockey, skating, curling or using the greenspace for unstructured games. There is enjoyment for all ages, and is a great park to spend time at with the family.

SOURCE: TOWN OF COLLINGWOOD WEBSITE



Park Elements:

- Washrooms (2 sets)
- Canteens (1)
- Change rooms 1 set (Winter Use)
- Mutt Mitt dispensers (1)
- Gardens (8)
- Ball diamonds (lit) - 90x90m (2)
- Bike racks (1)
- Parking lots (2) - 1 gravel, 1 paved/lined
- Pay phones (1)
- Small green open space (1)
- Ice rinks - (1) outdoor rink (1) indoor rink
- Lawn bowling (multiple benches)
- Adult swing (2)
- Trails (~300 ft)
- Bench mounted on hard surface (3)
- Benches (4)
- Bollard (1)
- Plaza (1)
- Signage; park ID, rules, and historical interpretive sign
- Equipment storage facilities
- Curling rink

Condition:

- Parking lot plant material in establishment period; some failing
- Roofs over dugout areas at baseball diamonds are beginning to rust and warp
- Entrance to central arena plaza is blocked by temporary municipal barriers

Recommendations / Comments:

- Add curb appeal / screening of headlights from street along parking lot (north side)
- Ensure all cultural heritage elements are identified by signage
- Replace dugout roofs
- Additional bike parking with concrete pad should be considered
- Add removable or retractable (lit) bollards to block vehicular movement onto central arena plaza and eliminate the need for temporary barriers in this area
- Formalize pathways and unify hard surfacing types
- Add more shade trees
- Consider additional accessible play elements (small structure / swings)

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#25	Park Name: Old Village (Legion) Park	Trail Connection: No direct trail connections. Ontario Street Link is located across Ontario St. but does only links to a nearby residential dead end destination.
Address: 470 Ontario Street		
Type: Neighbourhood Park EST. UNKNOWN	Size: 2.741ha	Transit Connection: Crosstown & East (15m)
Proposed Type: Community Park		
Date of Review: Sept. 24 & 25 2017		
Description: The Old Village Legion is an active neighbourhood park. It houses a baseball di- amond, soccer / rugby fields, pickleball courts, play equipment, and washrooms. SOURCE: TOWN OF COLLINGWOOD WEBSITE & MHBC		

Park Elements:

- Washrooms (1 set)
- Mutt Mitt dispensers (1)
- Ball diamonds (lit) (1)
- Parking lots
 - Legion; asphalt (1)
 - Eric Street; gravel (2)
 - Ontario Street; parallel, gravel (1)
- Soccer fields - 30x36m (2)
- Tennis / pickleball court (6)
- Playground- instal. 2017 (1)
 - wood fiber surfacing
 - no edger
- Adult Swing (2)
- Baby Swing (1)
- Accessible swing (1)
- Waste receptacle (1)
- Bike rack (1)
- Sand box - wooden (1)
- Picnic table (1)
- Benches: no concrete pad (2)
- Berms
- Green open space - large
- Several large, mature trees
- Bleachers (8)
- Light standards (10)

Condition:

- Washrooms are very old and building is in poor condition
- Play equipment is in excellent condition
- Sections of turf adjacent to new playground are very thin
- Gravel parking areas are overgrown in sections
- Chainlink fencing is old - some areas are rusty or damaged
- Tennis surface is dated - may require future replacement
- Bleachers and lighting appear dated - may require future upgrades

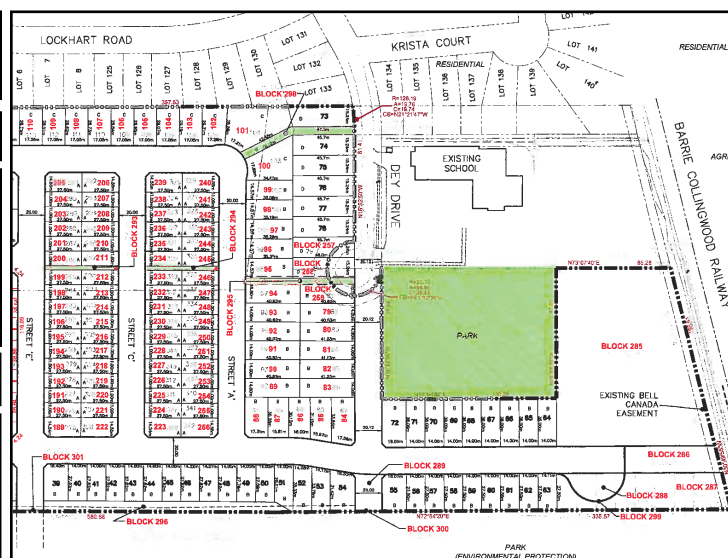
Recommendations / Comments:

- Add new line painting for Pickle Ball or sport surface over existing asphalt for pickleball option or upgrade to a Multi-use court for a portion of the site basketball
- Reseed or sod damaged turf areas
- Add shade at new playground - via shade trees and/ or sails
- Install additional trees along fence line adjacent to Legion, and around perimeter of site and various park spaces
- Emphasize site entrances
- Replace chainlink fencing
- Provide accessible pathway to playground and accessible seating
- Add park signage (wayfinding, interpretive, trail connection)
- Consider additional benches, pavilion, gazebo for seating
- Opportunity for canteen or food trucks
- Install new washroom facility
- Consider paving parking lots
- Consider internal walkway connections for improved accessibility

Collingwood Parks, Recreation and Culture Master Plan

FUTURE PARK DEVELOPMENT

#26	Park Name: Eden Oak
Address: Block C of Lot 40	
Type: Neighbourhood Park EST. [FUTURE]	Size: 1.269ha
Proposed Type: Community Park	
Transit Connection: Not serviced (2017)	
Description: Future Park adjacent to existing school	



Recommendations / Comments.

- A Shade Structure, Shade Sails or Pavilion/Gazebo.
- A playground, basketball courts or tennis/multi-use courts with line painting for community use.
- Provide benches with concrete pads and bike racks.
- Recommend Washrooms Facilities.
- Possible Ball or Soccer fields (informal)
- Look at opportunities to share amenities with adjacent school (washrooms, play equipment, parking, etc.)

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#27	Park Name: Harbourview Park		Trail Connections: Harbourview, Boardwalk, Birch Street, & Georgian Trails	
Address: 1 Cedar Street, 2 Birch Street, 7 Hickory Street.				Transit Connection: 3 Crosstown stops: between 180-350m from park. Stops are not coordinated with safe pedestrian routes / trails.
Type:Waterfront Park EST. UNKNOWN Proposed Type:Waterfront / Regional Park		Size:19.25ha		
Date of Review: Sept. 24 & 25 2017				
Description: Collingwood's Harbourview Park allows for easy access to the waterfront and also includes the Arboretum. The boardwalk trail takes you through the park's tranquil wetlands. Views of the Collingwood Terminals are visible along the Georgian Trail. SOURCE: TOWN OF COLLINGWOOD WEBSITE & MHBC			 PHOTO SOURCE: MHBC	
Park / Arboretum Elements: - Porta potties (2) - Mutt Mitt dispensers (2) - Gardens (14) - Bike stands (1) - Bleachers (2) - Parking lots (3) - Small swimming area Launch ramps - small, non-motorized - craft - Arboretum - Gazebo (large) - Open green space - large - Soccer fields (2) 90x60m & 64x100m - Bridges (2) - Trails (boardwalk, asphalt, - stone dust) - Waste receptacle (5) - Way-finding signage - Benches (7) - Rock-mounted plaques (2) - Labyrinth				
Condition: - Some turf damage present - Wooden retaining walls adjacent to trail are aging - Overgrown vegetation in some areas - some bench and pads overgrown - Signage is dated - Trail sections in need of repair - Review bridges and bleachers for damage - Swim areas need to be cleaned up / made more appealing				
Recommendations / Comments: - Consider adding formalized trail head with mapping / signage - Consider formalized parking Georgian trail at trailhead - Potential for splash pad, washrooms, and change areas - Consider additional plantings to buffer trail from commercial areas and roads - Open up more views to the water in key locations by removing overgrown vegetation - Safety concerns for pedestrians using bike trails as there are many blind corners: - remove vegetation in some locations or add warning signage (ie. use bell before turning corners - slow down, shared with pedestrians) - Consider accessibility - may need more trail connections through site - Consider adding a canteen or food truck area - Add concrete pads under picnic tables - Consider formalizing parking at Hickory (lined) - Consider accessibility and CPTED concerns at Arboretum areas				

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#28	Park Name: Harbourlands Park	Trail Connection: Train Trail
Address: 1 Heritage Drive		Transit Connection: 560m from East route
Type: Waterfront Park EST. 2000	Size: 5.181ha	 PHOTO SOURCE: MHBC
Date of Review: Sept. 24 & 25 2017		
Description: Harbourlands Park was created in 2000 and is one of the most beautiful areas in the community. Residents and visitors alike enjoy the rugged beauty of a once active shipping/grain storage area. The backdrop of the Collingwood Terminals with its huge white columns rises up from the once wasteland “spit area”, now a series of beautifully landscaped walkways and gardens with a history of the area on massive granite plinths. SOURCE: TOWN OF COLLINGWOOD WEBSITE		
Park Elements: • Parking lot - gravel • Trails (~370m) • Benches (6) • Signage: - interpretive (3) - in memoriam (3) • Porta potties (3) • Waste receptacle (3)		• Nautical-style posts lining road (10) • Picnic table (1) • Bike rack (1) - not on hard surface • Public art / historical elements (6) • Locked wooden storage container on concrete pad (1) • Launch ramps (2) • Food truck (1) - during summer season • Plaza space with low walls
Condition: • At least two of the historical interpretive signs are breaking at the edges • Wooden storage container needs refurbishment or replacement soon due to wear • Water pools in parking area during and after rainfall • Police departure signage well-framed • Collingwood Terminals Ltd lettering is aged but effective • In memoriam surface plaques are in good shape • Pathway from road to waterfront promenade is overgrown		
Recommendations: • Replace (and possibly redesign) damaged interpretive signage • Retouch public art / historical elements • Increase bike parking • Reduce rainwater pooling in parking areas - consider paving parking lot • Either eliminate overgrown vehicular path or remove intrusive vegetation • Consider CPTED issues		• Add directional signage - trails map / wayfinding • Consider accessibility improvements • Add picnic tables near food truck location • Add bench seating at plaza • Improve washroom options • Accessible washrooms • Formal harbour operations facility

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#29	Park Name: Millennium Park	Trail Connection: Train Trail
Address: 1 Heritage Drive		Transit Connection: 1.23km from East route
Type: Waterfront Park EST. 2000 Proposed Type: Waterfront / Regional		Size: 2.861ha
Date of Review: Sept. 24 & 25 2017		
Description: Millennium Park provides breathtaking views of Nottawasaga Bay, including magnificent views of Collingwood Harbour, with the ski hill of Blue Mountain in the background. SOURCE: TOWN OF COLLINGWOOD WEBSITE		 PHOTO SOURCE: TOWN OF COLLINGWOOD
Park Elements: - Parking - (1) paved, (1) gravel - Raised garden beds (5) - Mounded (2; flanking entrance) - Benches - west side (9) - front (12) - east side (3) - Large green open space - Lighting around perimeter (some) - Interpretive panels (3) - Bollard lighting - Fishing pole holders (4) - Nautical sundial - Way-finding signage - Stone maple leaf sign - Bird house (1)		
Condition: - Pavers are overgrown - Stonedust paths are overgrown - Edge of asphalt road is crumbling in places - Sundial base is cracked in several places; metal sundial is rusting - Turf is thinning in places - Wayfinding signage requires new post		
Recommendations / Comments: - Consider alternative parking lot location - make turnaround pedestrian only - Install path edging to create and maintain crisp lines adjacent to non-naturalized area - Sundial base to be either replaced or repaired, and metal refinished / painted - Install formalized way-finding signage in central roundabout island - Repair road edges - consider curbs in future - Repair / replace damaged turf - Consider addition of shade structure / pergola / gazebo - set back from water - Consider adding trees around perimeter of open space area and along driveway - maintain key views - Depending on future use (ie. music festivals) consider adding pavilions or more formal picnic areas - Consider adding viewing binoculars for public use		

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#30	Park Name: Shipyard Promenade and Amphitheatre		Trail Connections: Promenade, Hillside Greenspace Trails, & North Maple Trail with links to Birch Street Trail & Georgian Trail.
Address: 2 North Maple Street			Transit Connection: 170m from Crosstown
Type: Community Park EST. 2011		Size: 3.154ha	 PHOTO SOURCE: MHBC
Proposed Type: Waterfront Park			
Date of Review: Sept. 24 & 25 2017			
Description: The Shipyards Amphitheatre & Greenspace is a community park located at the northern most point of Maple Street. It features a number of pedestrian pathways, cycling routes, a lookout point and an open-air natural amphitheatre at its north end facing Collingwood Harbour. SOURCE: TOWN OF COLLINGWOOD WEBSITE			
Park Elements: - Asphalt main trail / promenade - Stone dust trail to amphitheatre - Accessible - Outdoor amphitheatre (1) - Wooden stage - Rows of armour stone seating (3) - Light standards (2) - Waste receptacle (1) - On-street parking - Bike rack (1) - Site ID signage - Mature, naturalized buffer plantings - Benches - at overlook near water (2) - Small circular nodes with detail using paver & concrete surface (2) - Power source			
Condition: - Amphitheatre is in excellent condition - Asphalt trail is in good condition generally - 2 spots near amphitheatre entrance appear to have potholes/ washouts - Some weeds are present between pavers at circular nodes			
Recommendations / Comments: - Remove (2) random patches of stonedust surfacing located near top tier of amphitheatre stones - Fix holes in asphalt path - Consider adding a bollard near walkway / cycling path entrance - Consider a structure / pavilion / gazebo at the top of the berm where the stone dust trail terminates (may be too windy) - Add trail / bike route way-finding signage			

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#31	Park Name: White's Bay Park	Trail Connections: White's Bay Trail; meets Hens and Chickens Trail at lakefront & Harbour Street, Cranberry Inn, Boardwalk, & Harbourview Trails convergence at south.
Address: 329 Balsam Street		
Type: Community Park EST. 2003	Size: 11.985ha	
Proposed Type: Natural Area / Waterfront Park		Transit Connection: 475m from Crosstown (along trails)

Date of Review: Sept. 24 & 25 2017

Description:

Whites Bay Park is a naturalized park that is located on the west side of the Collingwood Harbour. Hens and Chickens trail will take you to the boardwalk along the harbour breakwall for a view of Georgian Bay.

SOURCE: TOWN OF COLLINGWOOD WEBSITE



Park Elements:

- Mutt Mitt dispensers (1)
- On-road parking (multiple access points)
- Entrance plaza (pavers) with low unit paver wall / planter connecting to adjacent trail at Nettleton Court (pavers to stone-dust)
- Trails: stonedust & boardwalk
- Bridges (1)
- Trail way-finding signage (1)
- Interpretive signage (2)
- Entrance signage & garden bed
- Wooden stairs down into water where boardwalk terminates
- Benches:
 - near entrance (1)
 - on boardwalk (4)
- Views out to the water and into the wetland
- Waste receptacle (1)

Condition:

- Brick pavers are becoming overgrown with turf
- Bridge is in good to fair condition except for base: erosion issues & water touches wood
- Benches on the boardwalk are somewhat aged but still functional
- Entrance garden bed is in good condition but raised beds flanking plaza entrance are empty other than a single tree (each)
- Stonedust trail connections to various access points are overgrown

Recommendations / Comments:

- Reinforce shoreline around base of bridge and prevent water from touching base
- Remove any vegetation or objects from entrances to water
- Improve visibility / emphasize trail access points at Sheffield Terrace, McIntosh Gate, and Nettleton Court
- Add more benches along trail and at entrance plaza
- Repair trail surfacing and edges
- Consider additional way-finding signage
- Consider a water-filling and bike repair station at the main trail access point

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#32	Park Name: The Station/Cenotaph	Main Trail Connection: Train Trail; Sunset Point, & Harbourview Trails are located across Huron St to the north
Address: 45 St. Paul Street		
Type: Cenotaph/Green Space EST. UNKNOWN	Size: 1.515ha	Transit Connection: 100m from East route
Proposed Type: Urban Green		
Date of Review: Sept. 24 & 25 2017		
Description: The Station is situated on the site of the former train station and houses the museum, a municipal park, and cenotaph. SOURCE: TOWN OF COLLINGWOOD		
 SOURCE: MHBC		
Park Elements: - Washrooms (1 set) 8' Gazebos - wood with cedar shakes (1) - Trail Junction gazebo (1) - Picnic tables (2) - Mutt Mitt dispensers (1) - Gardens (10) - Bike stands (1) - Parking lots - asphalt (1) - Signage - ID / directional (2) - Accessible ramp (1) - Green open space - small - Trail access - Cenotaph and engravings - Plaques - Ontario Heritage Foundation (2) - Train cars with security camera (2) - Walls of Honor (2) - protected by Bollards (4) - Waste receptacle (2) - Benches (2) - Interpretive signage (1)		
Condition: - Green open space is in good condition - Senior Forum Remembrance Garden signage is in very poor condition - Shrub and perennial gardens are mature and generally in good shape - Gazebo: paint is beginning to peel and rust stains on concrete pad, wood base deteriorating - Benches are showing wear		
Recommendations / Comments: - Replace Senior Forum Remembrance Garden signage - Refurbish gazebo / information station - sand down, repaint, clean concrete base, replace wood sections - consider colour change - Replace wood on existing benches & add more benches / seating - Review plaques and engravings yearly to ensure any issues are addressed.		

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#33	Park Name: First and High Parkette	Trail Connection: Confluence of High Street Trail & Cranberry Inn Trail
Address: Northeast corner of First St & High Street		Transit Connection: 45m from Blue Mnt.
Type: Parkette EST. 2010 Proposed: Urban Green	Size:0.109ha	 PHOTO SOURCE: GOOGLE STREET VIEW
Date of Review: Sept. 24 & 25 2017		
Description: This parkette is located on the NE corner of a busy intersection. It's shape reflects that of the NW & SW corners, but views the street and SE corner which is not landscaped. SOURCE: MHBC		
Park Elements: • Benches (2) • Small garden / planting bed areas • Very loud / busy corner with poor view from benches • Waste receptacle (1) • Shade from trees (several) • No signage • Miniature plaza with brick pavers		
Condition: • Seating location not conducive to prolonged or frequent use • Plant material in beds is establishing well • Shade trees are establishing well • Brick pavers are in good condition		
Recommendations: • Develop a beautified space on the SE corner of this intersection to match the other 3 corners and provide an improved view • Set one seat back from the street - consider comfort of users • Consider adding signage (interpretive / directional / trail connection) • Consider adding bike rack (on cyclist route)		

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#34	Park Name: Blue Shores Parkette		Trail Connection: Nottawasaga Bay Trail	
Address: 2 Barrington Trail			Transit Connection: 630m from Crosstown	
Type: Greenspace/Parkette EST. 2010 Proposed Type: Urban Green		Size: 0.081ha	 PHOTO SOURCE: GOOGLE STREET VIEW	
Date of Review: Sept. 24 & 25 2017				
Description: This parkette is located between Blue Shores and Eden Oak developments; along the route of the Nottawasaga Trail. SOURCE: MHBC				

Park Elements:

- Large continuous shrub and perennial garden bed that wraps around 75% of the perimeter (1)
- Small kidney-shaped garden bed on the corner (1)
- Bench; mounted on concrete pad (1)
- Small open green space
- Very little shade at present; however 2 large shade trees are establishing (*Gleditsia*)
- No parking
- No waste receptacles
- Large rocks on garden edges add additional seating options (3)

Condition:

- Turf near entrance is thin
- Trees are establishing well
- Plant material in gardens is establishing well
- Bench and concrete pad appear to be in good condition

Recommendations / Comments:

- Additional topsoil should be added to areas of thin turf cover and over seeded
- Add more bench seating
- Add small play structure or swings (accessible)
- Add bike rack with concrete pad
- Add wayfinding signage for connection to trails
- Add more trees and/or shaded structure (ie. gazebo)
- Add waste receptacle
- Consider possible parking options
- Add mutt mitt dispenser

Collingwood Parks, Recreation and Culture Master Plan

EXISTING PARK INVENTORY

#35	Park Name: Pawplar Dogtown Dog Park	Trail Connection: Hamilton Drain Trail & Train Trail Link
Address: 7400 Poplar Side Road		Transit Connection: 2km from Crosstown with no continuous safe pedestrian route.
Type: Dog Park EST. 2009 Proposed Type: Urban Green	Size: 0.653ha	 PHOTO SOURCE: MHBC
Date of Review: Sept. 24 & 25 2017		
Description: Enjoy a day with the pups, where they can meet other dogs and you can meet other owners. A small parking area is available at the adjacent water pumping station. SOURCE: TOWN OF COLLINGWOOD WEBSITE		
Park Elements: • Mutt Mitt dispenser (1) • Waste receptacle (2) • Completely fenced in with black 1.5m chainlink fence - double gated • No benches - users have brought in several plastic patio chairs • Picnic table (1) • Parking lots (1) • Open green space - large • Trail network access • Adjacent to large stormwater pond with access trails • No bike racks		
Condition: • Large areas where turf is failing • Many of the trees lining the stormwater pond trail appear to be in decline • Stonedust trail edges are overgrown • Walkways are overgrown		
Recommendations / Comments: • Add soil / organic matter and reseed / re-sod failing turf areas (as needed) • Add bike racks with concrete pads • Add benches throughout site with concrete pads • Consider concrete pad for picnic table • Add trail connection signage & improve trail connections • Consider washroom option for users • Consider ways to improve site accessibility • Consider paving parking area • Consider adding trail connection to SWM pond access road • Add more Mutt mitt dispensers and waste receptacles near SWM pond / parking area		

Appendix **B**

Project Scoring Metric					
Criteria	Metrics				Weight
Market Demand	3 Points For "1-2" community amenity priorities.	2 Points For "3-4" community amenity priorities.	1 Point For "5-6" community amenity priorities.	0 Points For "7 or greater" community amenity priorities.	4
Economic Sustainability	3 Points The amenity has a low overall cost impact.	2 Points The amenity has a moderate overall cost impact.	1 Point The amenity has a high overall cost impact.	0 Points The amenity is not likely to be feasible.	4
Service Outcomes	3 Points The amenity achieves more than five service outcomes.	2 Points The amenity achieves multiple service outcomes but does not achieve more than five.	1 Point The amenity achieves a specific service outcome.	0 Points The amenity does not achieve any service outcomes.	4
Community Accessibility	3 Points The amenity would be both financially and physically accessible to all Collingwood and Georgian Bay residents, and target under-represented portions of the population.	2 Points The amenity would be both financially and physically accessible to all Collingwood residents.	1 Point The amenity would be accessible to all area residents through programmed/rental use	0 Points The amenity would not be accessible to all Collingwood residents.	3
Current Provision in Collingwood and Georgian Bay region	3 Points The facility space would add completely new activity to recreation in the region.	2 Points The facility space would add completely new activity to recreation in Collingwood.	1 Point The facility space would significantly improve provision of existing recreation activity in Collingwood.	0 Points The amenity is already adequately provided in Collingwood.	3
Economic Impact	3 Points The amenity will draw significant non-local spending into the region and catalyze provincial, national and/or international exposure.	2 Points The amenity will draw significant non-local spending into the region.	1 Point The amenity will draw moderate non-local spending into the region.	0 Points The amenity will not draw any significant non-local spending into the region.	2
Cost Savings Through Partnerships or Grants	3 Points Partnership and/or grant opportunities exist in development and/or operating that equate to 50% or more of the overall amenity cost.	2 Points Partnership and/or grant opportunities exist in development and/or operating that equate to 25% – 49% or more of the overall amenity cost.	1 Point Partnership and/or grant opportunities exist in development and/or operating that equate to 10% – 24% or more of the overall amenity cost.	0 Points No potential partnership or grant opportunities exist at this point in time.	2

Appendix C

Facility Condition Index – Recreational Facilities

In order to address the condition assessment of recreational facilities, it is important to understand the term Facility Condition Index (FCI).

The FCI is a standard benchmark used in the asset management industry in order to objectively assess the current and projected future condition of an asset.

The FCI of a site or structure is represented as a percentage and is calculated by taking the total renewal costs of components in a given year and dividing the figure by the total replacement value of the asset itself. A high FCI value reflects a high renewal requirement and therefore a poor condition recreational facility.

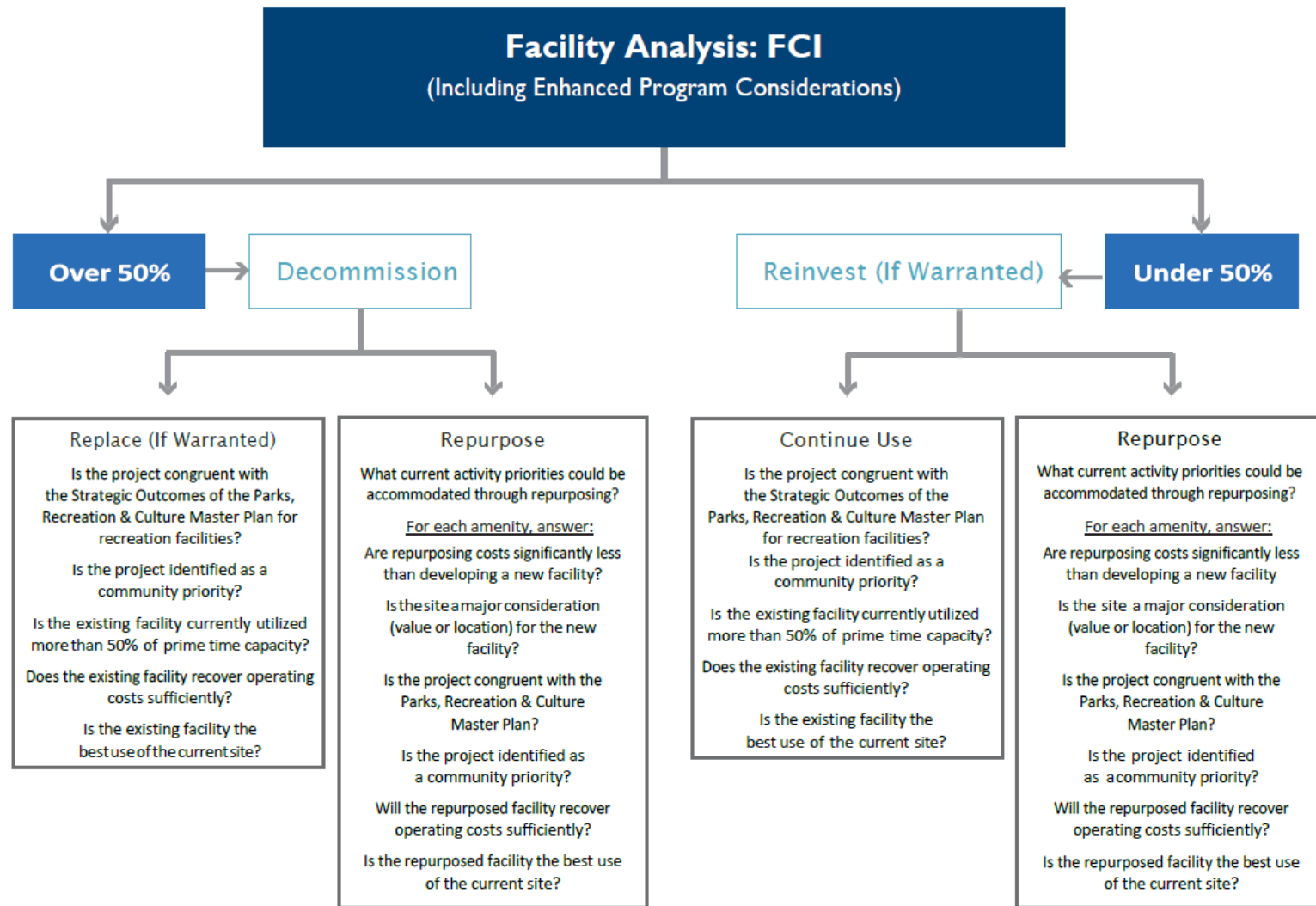
- A facility with an FCI of less than 5% is in good condition;
- Between 5% and 10% is in fair condition;
- Between 10% and 30% poor condition; and
- Over 30% is considered critical condition.

$$\text{Facility Condition Index} = \frac{\text{Renewal Requirement in a Given Year}}{\text{Replacement Value of an Asset}^*}$$

**Replacement Value* – The like for like replacement costs for an asset including construction costs of the asset expressed in current dollars. It is the product of gross area of asset and cost per unit measure for the type of asset.

The following figure provides a suggested framework for the decision-making process around facility reinvestment, repurposing or decommissioning: it can be used when contemplating the future of existing indoor ice facilities. The questions asked in the framework can be answered by the Town, community members, or a combination of both.

One way of engaging the public and community partners in decision-making is to establish an ad hoc task force every time the decommissioning or repurposing of a major recreation resource is contemplated. The task force would then use the framework and rely on municipal staff to provide the necessary information. It would offer a broad perspective of community need, and, if it included members of the public, the perspectives of impacted residents and groups as well.



* If two or more of the questions posed above are answered "NO," then the facility should be decommissioned. If not, the reinvestment/repurpose should be ranked through the system presented in the Parks, Recreation & Culture Master Plan against other potential projects.

Appendix D

Best Practices in Arts & Culture Provision

Elements of Arts & Culture Master Plans

A detailed review of articulated arts and culture strategies from a number of other communities was undertaken¹. The various initiatives and strategies outlined in these strategies were categorized into 16 areas of activity – covering broad areas of policy and governance; direct facility provision; indirect support for the cultural sector (such as marketing assistance, market research, capacity building, etc); and the provision of resources.

Specific initiatives identified through this benchmarking review revealed the following 111 strategies, options and ideas followed by one or more of the communities examined. These are listed below, and provided useful input to the development of the Arts and Culture component of the PRC for Collingwood.

Specific Strategies

A. LEADERSHIP AND GOVERNANCE

- 1) Municipal Arts and/or Heritage Policy:** Communities need an articulated policy and associated Vision and strategy outlining the specific areas in which they support arts and culture in the community at the local or regional level.
- 2) Vision Statement Reflection:** Ensure that Vision Statement for community reflects importance of culture or references the notion of being a 'creative city'.
- 3) Cultural Development Department or Office:** A specific Cultural Development Office or agency (CDO) is required to provide oversight, coordination and guidance to the arts and culture sector in the community.
- 4) Advisory Group or Coalition:** Ensure that the community has input into arts and culture policy matters through an arts advisory group(s) or a widespread umbrella coalition.
- 5) Youth Advisory Group:** Establish a specific Youth Advisory Group to advise Council on the specific interests and concerns of youth.

¹ These communities were: Barrie, Orillia, Prince Edward County, London, Chatham-Kent, Kitchener, Cambridge, Strathroy, Ottawa, Toronto, Ajax, Huntsville and Windsor.

6) Multicultural/Diversity/Intergenerational Viewpoint: Ensure that a broad focus encompassing the full diverse range of viewpoints and perspectives in the community is represented in all decisions relating to arts policies, facilities and programming.

7) Sensitivity Training for Municipal Staff: Hold periodic sensitivity training sessions for municipal staff to ensure they are sensitive to needs of diverse communities in their on-going work with the community in arts and culture matters.

8) Arm's Length Funding: Fund arts and culture groups through an arm's length funding organization that is close to the understanding the true needs of arts groups, rather than directly through Council.

9) Cultural Summit: Host an annual (or regular) cultural summit or Artsweek to discuss issues of importance to the arts and culture sector.

10) Issue Forums: Host periodic forums on topics of interest to the arts and culture sector (e.g. leadership development, capacity-building, marketing, working with the media, etc.)

11) Arts Community Socials: Host informal gatherings of the arts community to encourage networking.

12) Integration of 'Heritage' with the Arts: Ensure that the interests and concerns of the heritage community are integrated with arts and culture policy.

13) Cultural Networking: Encourage arts and cultural professionals to be represented on the Boards of community and business groups (e.g. Library Board, downtown management, chamber of commerce, economic development committee, etc.)

14) Expertise-Sharing at the Board Level: Encourage those on Boards of cultural organizations in the community to network and share expertise with one another.

15) Ensure Coordination Amongst All City Agencies: Ensure regular communication and cooperation between the City arts and culture agency (in whatever form) and other City Departments (e.g. Planning, Economic Development, Parks, etc.)

16) Civic Arts / Heritage Awards: Recognize the importance of the arts by establishing a juried civic arts awards program.

17) Artist-in-Residence: Sponsor an annual artist-in-residence or Poet Laureate program (possibly in different types of media).

18) Media Handbook for Artists: Create a media handbook for local artists to assist them in using and working with local media to expand awareness and interest about their work.

19) Mentoring / Coaching Program: Establish mentoring or coaching program to match cultural and business professionals in area (who may be retired) with organizations or individual artists needing support.

20) Establish Benchmark 'Year of Creativity': Identify a particular year that will be devoted to arts, culture, creativity, and develop a series of events, activities, leading up to and including that year.

21) Link to Official Plan: A specific section of the Official Plan, dealing with policies to ensure the development of a creative city (e.g. heritage preservation, cultural precinct identification, etc.) is created.

22) Creative City Network of Canada: Demonstrate commitment to the sector by becoming a participating member of the Creative City Network of Canada or similar organization.

B. FACILITY DEVELOPMENT AND PROVISION

23) Primary Performing Arts Centre: Provide a major municipal performing arts facility(ies) for community use.

24) Ensure Range of Other Facilities for Community Use: Ensure that the community has available a range of other performing and visual arts facilities to suit the needs of a variety of users.

25) Public Square for Arts Programming: Develop and program a public square or central space in the community for arts and culture programming.

26) Upgrade Existing Facilities: Where required, support the physical upgrading of arts and culture facilities throughout the community.

27) Use Spaces in Public Buildings to Profile Local Artists: Through a juried process, use public spaces to display works of emerging and established local visual artists.

28) Develop New Facilities to Respond to Community Demand: Continually review need for new arts and culture facilities and develop these as required, including acquisition of strategic properties that may be suitable for such purposes.

29) Live/Work Spaces for Artists: Provide reasonable-cost live work spaces for local artists and craftspersons.

30) Develop and Support a Major Museum Facility for the Community: Allocate funding for the development and on-going support of a facility devoted to the history, heritage and cultural life of the community.

31) Cultural History Development: Support initiatives such as oral histories collection, videotapes of local industry operations (especially those related to the

history and traditions of the area), bibliographies, archives development, etc. to record and protect the cultural history of the community.

32) Historical / Cultural Hall of Fame: Establish a 'Hall of Fame' or 'Walk of Fame' for cultural and industrial innovators and notables in the area.

33) Acquisitions Policy and Budget: Ensure that there is a policy and acquisitions budget for heritage, arts and culture in the community.

34) Prepare Heritage / Archaeological Master Plan: Develop a plan for the stewardship and development of the heritage and archaeological resources of the community.

35) Collective Facilities: Ensure that the unique storage and collections-related facility needs of community arts organizations are met through shared space and services.

36) Emergency and Disaster Readiness Plans: Ensure that there is such a plan in place for City-owned arts, culture and heritage assets.

C. PROGRAMING AND PRODUCT (EXPERIENCE) DEVELOPMENT

37) Develop Cultural Packages: In concert with the tourism industry, develop more packages and experiences for visitors and residents alike. Themes could be industry tours, walking tours, haunted history, cultural experiences, culinary experiences, etc.

38) Integrated Interpretive Experience(s): Develop integrated interpretive opportunities that tie together several of the linked arts, culture, heritage experiences in the region into an overall experience.

39) Central Booking Service: Establish a central booking service for arts and culture activities and packages.

40) Aboriginal Focus: Where possible and appropriate, encourage the development of aboriginal events, facilities and other expressions of culture.

D. FESTIVALS AND EVENTS

41) Events as Economic Generator: Support and encourage events that maximize economic spinoff to the community.

42) Year-Round Events: Develop a series of events that are year-round.

43) Develop 'Lending Bank' of Events Supplies: Create a supply of equipment that is frequently used for events (sound equipment, staging, tables, etc.) and make this available at low or no cost to community organizations hosting events.

44) Heritage Fairs: Create Heritage Fair event profiling the history and cultural life of the community.

45) Doors Open Event: Hold an annual Doors Open event to involve public in arts, culture, heritage aspects of public spaces.

E. PUBLIC ART

46) Hold Design Competitions for Public Art: As a means to promote public art and generate interest and excitement, hold public design competitions for major public artworks.

47) Public Art Strategy: Design and implement a policy / plan to encourage public art throughout the City (often the 1% policy).

F. COMMUNITY ARTS & HERITAGE EDUCATION

48) Encourage Arts Education Programs: Encourage existing organizations to develop curriculum-based arts education programs.

49) Encourage Heritage Education Programs: Encourage existing organizations to develop curriculum-based heritage education programs.

50) Lifelong Learning: Encourage arts and heritage organizations to adopt a 'lifelong learning' approach to educational activities.

G. MARKETING AND PUBLIC RELATIONS

51) Marketing Strategy for the Arts: Develop a marketing strategy for the arts for both internal and external audiences.

52) Establish 'Cultural Brand' in Community: Develop a specific brand identity under which arts, culture and possibly heritage experiences and facilities can be promoted.

53) Partner with Tourism Industry: Work actively with local DMOs and the tourism industry to promote the arts, culture and heritage resources of the area.

54) Press Releases: Issue periodic press releases relating to cultural activities and events in the community.

55) Welcome Packages: Provide welcome packages to new residents and businesses to the community, that introduces them to the various cultural opportunities available.

56) Local Kiosks Promoting Events: Develop local kiosks for key strategic areas where information on events and activities can be posted.

57) Downtown Storefront for Arts & Culture: Use an empty storefront downtown to feature arts and culture events in the community, new developments, etc.

58) Community Arts Report: Establish a regular 'arts report' for the community on broadcast or print media (possibly news insert).

59) Community Arts/Culture Magazine: Publish a regular or semi-regular magazine featuring topics of interest, new developments, etc. to the community's arts and culture sector.

60) Community Quilt or Similar Art Project: E.g. commission a community quilt, with individual squares contributed by local organizations or individuals, to reflect themes of local history and culture.

61) Gateways and Signage: Develop gateways into the community, and signage throughout, that reflect the cultural and historic nature of the community.

62) Marketing Web Site: Ensure arts and culture content and information on municipal web site; support separate arts culture web site if developed.

H. ECONOMIC DEVELOPMENT

63) Downtown Focus: Downtown is the logical focal point for investment in arts and cultural activities, as it is the focal point for visitors and the community overall, and investment downtown will increase vitality in the commercial core, increasing property values and assessment.

64) Cultural Precinct (Hub): Establish and promote a 'cultural zone' in the community, having a critical mass of cultural facilities in one area, as the cultural precinct or 'hub' of the community.

65) Develop Cultural Nodes Outside Hub (Spokes): Where possible, develop cultural product in geographical areas outside the 'hub' and develop linkages to these areas.

66) Develop Cultural Corridors: Where possible, develop cultural product in corridor areas in the community where there is sufficient critical mass of arts, culture and heritage resources.

67) Heritage Conservation Districts: Where feasible, develop and promote Heritage Conservation Districts as key elements of the cultural history of the community.

68) Heritage Façade Improvement Grants: Institute a program of matching-fund grants to encourage façade improvements in heritage structures.

69) 'Creative Class' Attraction: Develop specific component of economic development strategy that is targeted upon encouraging those in the 'Creative Class' to come to the community. Identify and develop job opportunities for these individuals.

70) Creative Sector Business Development: A component of economic development strategy is aimed at building promoting the community to creative businesses (e.g. the film and new media sectors) and trying to encourage investment from that source.

71) Developer Incentives: Create financial incentives for developers to include provision for arts and heritage in new buildings (e.g. display space, public art, heritage theming, etc.).

72) Arts/Business Incubator: Establish an incubator facility (at lower cost, possibly with financial incentives) to encourage arts-related businesses in the community.

73) Economic Impact: Investment in arts and culture is recognized as having spinoff and multiplier advantages in the community as it brings in visitors and their expenditures. The current value / economic impact of the arts is recognized and articulated.

I. AUDIENCE DEVELOPMENT

74) Encourage New Audience Development: Encourage the awareness, interest and involvement of others in the community to arts, culture and heritage activities.

75) Short Story / Essay Contest: In the schools, sponsor a short story or essay contest on themes relating to local history and culture.

76) Discover Your Community' Event Map for Schoolchildren: Develop a history / event map for schoolchildren in the community (could be built around 'treasure hunt' or geo-caching concept).

77) Youth Passport: Develop a low-cost youth passport to the areas cultural attractions and events, and market accordingly.

J. VOLUNTEER DEVELOPMENT AND RECOGNITION

78) Volunteer Development: Assist arts and culture organizations in the development and recognition of volunteers.

79) 40 Hours Community Service High Schools: Work with arts and heritage organizations to identify opportunities for volunteer projects for students to apply against the '40 hours' requirement.

K. INFORMATION MANAGEMENT

80) Web Site: Develop web site for use of cultural sector (could be intranet component of marketing web site) where tools, forms, etc. are available to cultural sector organizations; possibly enable organizations to upload own materials.

81) Inventory Media and Arts Writers: Establish an inventory / directory of media representatives and individuals writing on arts and culture issues.

82) Cultural Inventory and Mapping: Ensure collection of relevant and up-to-date information on the cultural sector.

83) Create Data Base of Individuals: Create database of individuals who are active and/or expert in arts, culture and heritage in the community (and their specialties).

L. FUNDING AND RESOURCE PROCUREMENT

84) Establish per capita funding target for arts and culture initiatives: Establish a per capita amount that will determine the overall amount of City budget that will be allocated towards arts, culture and heritage activities.

85) Financial Stability of Arts Organizations: Ensure, through stabilization grants or annual funding, sustainability of existing arts and culture organizations.

86) Maximize Participation of Other Levels of Government: Obtaining the maximum amount of support possible from other levels of government.

87) Encourage Interaction Between For-profit and Not-for-Profit Arts Groups: Recognizing potential for strategic partnerships between the for-profit and not-for-profit sectors, encourage dialogue and coordination between the two sectors.

88) Mount Private Sector Partnership Campaign: Develop and implement campaign to encourage private sector partnerships to support arts and heritage initiatives and facilities.

89) Organizational Capacity-Building: Work with existing arts and culture organizations to encourage good Board governance and general management practices, and thus long-term sustainability.

90) Revolving Loan Fund: Establish a revolving loan fund for arts and culture organizations who might experience difficulties at certain times of the year, or encounter unexpected difficult situations.

91) Establish Community Endowment Fund: For a variety of arts and culture purposes in the community (often for new or innovative projects).

92) Reserve Fund for New Arts and Heritage Facility Development: Establish a Reserve Fund for new facilities in future.

93) Angel Fund: Establish an 'Angel Loan Fund' to encourage and support new private businesses in the cultural sector.

94) Seed Grants for Individuals Artists: Establish a seed fund to provide grants to local artists showing promise.

95) Rental Subsidy Program: Establish a studio rental subsidy for local artists showing promise.

96) Cultural Industry Tax Incentive Zones: Investigate the feasibility of establishing zones where cultural industries are encouraged in the community.

97) Establish Heritage Fund: Income generated by City owned heritage properties goes into a fund to support the further protection and restoration of other heritage properties.

98) DMF Funding: Use a portion of the Destination Marketing Fee (when implemented) to fund the development and promotion of arts and cultural initiatives.

M. MARKET RESEARCH

99) Visitor Surveys: Undertake regular visitor and attendance surveys at arts and culture events to determine behavior patterns, visitor characteristics, etc.

N. ACCOUNTABILITY

100) Develop Accountability Framework: Measure and evaluate cultural activity and growth and report to Council and community regularly.

O. ADVOCACY

101) Obtaining Greater Federal / Provincial Funding: Become involved in advocacy efforts to increase the grants or funds provided to municipalities for cultural development (e.g. a portion of the taxes on creative industries in going back to municipalities to fund creative initiatives).

103) Arts Programs in Schools: Encourage the provincial Government to provide arts education at all levels in the school system.

104) Stronger Heritage Legislation: Lobby the provincial government to strengthen existing heritage legislation.

105) Retail Sales Tax Diversion: Join with other municipalities to approach the provincial government to support the diversion of a portion of the retail sales tax collected in the area for cultural purposes.

106) Development Charges Expanded Applicability: Lobby the provincial government to enable development charges collected to be used for cultural projects and facilities.

107) GST Diversion: Join with other municipalities to approach the federal government to support the diversion of a portion of the GST collected in the area for cultural purposes.

108) Better Tax Treatment of Donations in Support of Culture: Lobby federal government for better tax treatment of individuals supporting cultural causes.

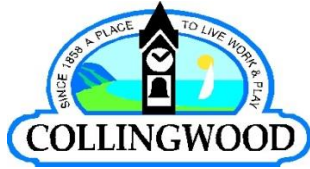
P. SECTOR TRAINING AND DEVELOPMENT

109) Annual Cultural Industries Career Forum: Hold an annual forum for youth to present and discuss career opportunities in the arts and culture sector.

110) Creative Youth Internships: Arrange internships for youth with local businesses and organizations in the arts, culture and heritage sectors.

111) Hospitality Training: Encourage hospitality training for front-line staff in cultural establishments hosting guests and visitors.

Appendix **E**



Sponsorship Policy

EFFECTIVE DATE: _____

1. POLICY STATEMENT

The Town of Collingwood recognizes sponsorship as an opportunity to offset the costs of municipal infrastructure, programs, and operations, and as a way to recognize individual, and or corporate partnerships supporting programs and operations.

2. PURPOSE

2.1 The purpose of this policy is to create an authorized environment for entering into sponsorship agreements in order to:

- Provide employees and contractors with guidelines related to the sponsorship of town assets including land, facilities, structures, services, programs and events;
- Uphold the town's strong governance role to pursue joint ventures and partnerships;
- Enhance Municipal Services through effective and efficient initiatives that is respectful of cost and impact to the community.

2.2 The policy provides an enabling environment for the Town of Collingwood to enter into naming rights and sponsorship agreements with corporations, groups, or individuals within set guidelines and procedures for the purpose of enhanced financial sustainability.

2.3 This policy does not apply to:

- Independent foundations or registered charitable organizations that the Town may receive benefit from.
- Gifts or unsolicited donations to the Town;
- Funding obtained from other orders of government through formal grant programs;
- Town sponsorship and/or financial support of external projects where the Town provides funds to an outside organization;
- Third parties who lease Town property or hold permits with the town for activities or events.

3. PRINCIPLES

3.1 The Town of Collingwood supports the ongoing practice of entering into sponsorship agreements with third parties where such partnerships are mutually beneficial to both parties.

3.2 The Town of Collingwood will seek out sponsorship opportunities with third parties who have a positive public image, and reflect a high level of integrity and who reflect the values and maintain operational policies that are not in conflict with the Town's values, mandate, or operating policies.

3.2.1 Sponsorship shall not be solicited from businesses, organizations, or individuals who, in the sole discretion of the Chief Administrative Officer, are inappropriate partners of the municipality in that their products or businesses activities do not align with the Town of Collingwood values as outlined in guiding documents. Sponsorships will not be pursued with:

- Tobacco and alcohol companies;
- Bottled water brands or products;
- Religious or political groups or factions or organizations that actively promote a religious or political group or faction;
- Companies that sell or promote pornography;
- Companies that present imaging that is derogatory, prejudicial, harmful to or intolerant of any specific group or individual;
- Companies that create fiscal hardship for the Town of Collingwood and/or its residents.

3.3 The Town of Collingwood will seek out sponsorship opportunities with third parties whose purchasing practices embed environmental and ethical criteria into their own purchasing procedures.

3.4 It is necessary for the Town of Collingwood to be recognized for those facilities, programs, services, etc. where it makes an ongoing significant contribution to capital or operating costs. Clear and permanent identification of the Town will be displayed in adherence to branding guidelines established by the Town.

3.5 While the physical display of the naming right shall be negotiated or decided upon on an individual basis, such recognition must not unduly detract from the character, integrity, aesthetic quality, or safety of the property or unreasonably interfere with its enjoyment or use.

3.6 The Town shall not relinquish to the sponsor any aspect of the Town's right to manage and control the Town's assets and facilities.

3.7 The Town reserves the right to terminate an existing sponsorship agreement should any of the following occur:

- The sponsor organization uses the Town's name outside the parameters of the sponsorship agreement, without prior consent;
- The sponsor organization develops a public image inappropriate to the Town's values and/or objectives.

4. DEFINITIONS

- 1) **Sponsorship** – A mutually beneficial business arrangement between The Town and a third party, wherein the third party provides cash and/or in-kind services to the Town in return for access to the commercial marketing potential associated with Town assets. Marketing sponsorships may include sponsorship of one or more of the Town's land, facilities, structures, services, programs or events.

- 2) **Sponsorship Agreement** - A mutually beneficial, contractual agreement that reflects the business arrangement for the exchange of marketing benefits between the Town and an external organization for a specified period of time.
- 3) **Sponsor** - A corporation, organization or individual that enters into a sponsorship agreement involving a Town asset and makes a financial contribution or value-in-kind in return for access to commercial potential associated with the asset.
- 4) **Naming Rights** - A type of sponsorship in which a corporation purchases the exclusive right to name an asset. Usually naming rights are considered in a commercial context; that is the naming right is sold or exchanged for significant cash or other revenue support. This arrangement is usually documented in an agreement signed by the interested parties and has a specified end date to the contractual obligations.
- 5) **Naming Rights Agreement** - The sale of the right to name or re-name a Town asset as evidenced in a written contract that contains terms acceptable to The Town. In most cases, indemnification and termination clauses would be required as part of the agreement. Dates indicating the term of the agreement will be indicated.
- 6) **Gift** - An unsolicited contribution to the Town of Collingwood for which there is no reciprocal commercial benefit expected or required from The Town. As gifts are unsolicited and do not involve a business relationship, they are separate and distinct from sponsorship.
- 7) **Donation** - Similar to a gift in that no reciprocal commercial benefits are given or expected. If reciprocal commercial benefits are given and a business relationship exists with a donor, the principles of this policy apply.
- 8) **Sponsorship Project Manager** – The Town of Collingwood employee who has responsibility for sponsorship of a facility, program, or service in their accountability agreement or job description.

5. RESPONSIBILITIES

Parties involved in sponsorship negotiations and decisions undertake the following specific responsibilities:

5.1 Town Council:

- Approve The Town of Collingwood Sponsorship Policy;
- Determine which Town facilities and assets are marketed for sponsorship;
- Approve sponsorship agreements with a total value over \$100,000 annually or that involve the sale of naming rights of a facility or that Administration believes may be sensitive.

5.2 Chief Administrative Officer

- Approve sponsorship agreements with a total value less than \$100,000 annually.

5.3 Sponsorship Project Manager:

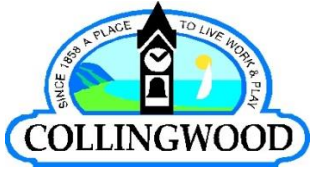
- Hire and manage consultants and/or undertake asset evaluation and pricing of sponsorships;
- Bring report to council for approval of Town facilities and assets before marketing them for sponsorship;

- Hire and manage a consultant and/or review and assist in the development of sponsorship opportunities as needed;
- Recommend sponsorship agreements for approval to the CAO and or Town Council;
- Annually track and report to council all Town sponsorship agreements over \$5000;
- Ensure that representatives of the Town are aware of and act in accordance with the sponsorship policy.

6. STRATEGIC PLAN ALIGNMENT

Policy principles 3.1 and 3.2.1 identify that all sponsorship opportunities with third parties must be in line with the Town's values.

7. ATTACHMENTS



SPONSORSHIP PROCEDURES

The general procedure for developing sponsorship agreements will be as follows:

1. Council will be asked for approval before any Town of Collingwood facility is considered for sponsorship.
2. Inventory valuation and marketing of Town of Collingwood assets will be undertaken by either Town of Collingwood staff with appropriate expertise or consultants hired through a competitive Request for Proposals (RFP) process.
3. Concept approval for sponsorship projects will be obtained from the appropriate sponsorship project manager before potential sponsors are approached or agreements are made.
4. Sponsorship agreements for naming rights, having a value of greater than \$100,000 annually, or are perceived by administration to be sensitive, will be brought to council for approval.
5. Sponsorship agreements will be confirmed in writing via a legal signed contract and be signed by an authorized representative of both the Town of Collingwood and the sponsor.
6. The written agreement will:
 - Outline the term of the agreement;
 - Identify renewal options, if permitted;
 - Identify the value of the consideration and, in the case of in-kind contributions, the method of assessment;
 - The payment schedule;
 - Include the details of the exchange of benefits and a description of the contractual relationship, including both what the town will receive from the sponsor, and what benefits are to be provided to the sponsor;
 - The disposition and ownership of any assets resulting from the sponsorship arrangement;
 - Identify release, indemnification and early termination clauses;
 - Outline related insurance clauses;
 - Describe any confidentiality terms.
7. The following specific guidelines shall be applied when entering into a naming rights agreement for municipally owned and operated assets:
 - An asset analysis and inventory valuation is to be completed to determine the value of the asset

in the marketplace, unless exempted by council; the valuation is to be approved by Council before going to market with any of the inventory;

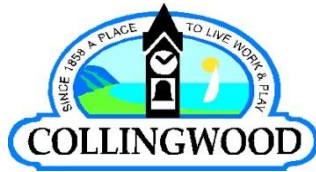
- A proposed naming rights purchaser must support the image and values of the Town of Collingwood.
 - The town shall not relinquish to the purchaser any part of the town's right to manage and control the asset;
 - Signage branding, publicity, and advertising shall conform to all applicable municipal bylaw and policies ;
 - Costs for promotion of the renaming of a facility shall be incorporated into the naming rights agreement.
8. The role of the Town of Collingwood owner and operator of its assets shall be ensured throughout the sponsorship agreement.
 9. Solicitation and negotiation of sponsorship will be conducted by town staff or by a town hired consultant working on behalf of the Town of Collingwood who are trained in sponsorship practices.
 10. All Town sponsorship agreements will be negotiated in good faith and represent the town in a professional manner.
 11. Use of the town's logo in combination with the sponsor logos will be in keeping with the town's visual identity guideline.
 12. Use of sponsor logos and direct link from the town website are permitted within the standard guidelines for content. Any reuse or non-standard use will be considered jointly by the sponsorship project manager and website administrator.
 13. The Town will only enter into agreements with sponsors who are compatible with the town's values, mandate and policies.
 14. All provincial and federal laws governing sponsorships including those regarding the issuing of charitable donation receipts will be adhered to.

A UTHORIZATION:

Chief Administrative Officer

Appendix **F**

TOWN OF COLLINGWOOD POLICY



EFFECTIVE DATE:

ADOPTED BY RESOLUTION #:

POLICY TITLE: **Recreation Services User Fee & Rental Rate Policy**

ASSOCIATED LEGISLATION OR REGULATIONS:

RELATED DOCUMENTS: **Facility Allocation Policy, Master Fee Schedule, Approved User Participation and Cost Recovery Philosophical Principles, Mining the Future Vision, and Town of Collingwood Business Plan**

1. USER PARTICIPATION AND COST RECOVERY PHILOSOPHICAL PRINCIPALS

1.1 Accessibility

The Town of Collingwood will optimize community participation regarding public recreation facilities and services in order to encourage improved community health and wellness.

1.2 Inclusivity

The Town of Collingwood will reduce barriers that restrict segments of the community from participating in or accessing public recreation facilities and services.

1.3 Affordability

The Town of Collingwood will ensure that fees for facilities and services are fair and competitive to encourage maximum participation of the community.

1.4 Fiscal Responsibility

The Town of Collingwood will understand all of the capital and operational costs associated with individual facilities and services. We will ensure that facilities, services and related fees are provided in a manner that is sustainable and are provided in an effective and efficient manner.

1.5 Rate discount for target demographics

The Town of Collingwood will provide various levels of discounted rates to specific demographics to ensure that fees are not a barrier to participation.

1.6 Service and Facility Marketing

The Town of Collingwood will maximize marketing opportunities in order to increase user participation and revenue potential and reduce the amount of tax supported subsidy required for the provision of recreation facilities and services.

2. POLICY STATEMENT

The policy will provide Recreation Services with a framework to establish pricing for programs and facilities that are accessible, inclusive, affordable and fiscally responsible. This framework is based on a continuum of benefits realized through participation in recreation services and range from services with a larger, community wide benefit to those with highly individual benefit.

3. DEFINITIONS:

3. 1 Recreation

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing.
—A Framework for Recreation in Canada 2015: Pathways to Wellbeing

3. 2 Programs

Formal, planned, instructor led opportunities for individuals to develop skill or understanding in a specific content area, whether through registered or drop-in activity. It does not refer to community led activities that are accessed at public open spaces or through admission / permitting a facility, nor the rental / permitting of parks or facilities by individuals or groups.

3. 3 Program Fee

A fee charged for access to a Town coordinated and delivered program.

3. 4 Facility

A Town owned and operated indoor or outdoor space.

3. 5 Facility Rental Rate

A rate that grants utilization and enjoyment of Town owned spaces.

3. 6 Drop-in Fee

A fee charged for access to Recreation programs and services.

3. 7 Annual Membership Fee

A fee charged for yearly use of Town owned and operated facilities and predetermined programs and services.

3. 8 Direct Operating Costs

Direct operating costs are those expenses directly related to the provision of recreation programs and services. For the purpose of this Policy direct operating costs include:

- a. All program instructional costs
- b. The rental cost of non-town facilities for community based programs. If the program is provided in a Town facility then the overhead cost will be applied.
- c. Cost of all equipment and supplies.
- d. A 25% overhead cost (percent of full time administration wages, advertising, insurance, software licensing and other overhead to implement the program) will be charged for Recreation Centre programs and services.
- e. For those programs identified to be of the highest individual benefit, an additional 50% will be added to the program fee.

3. 9 Cost Recovery Pyramid Philosophical Principal

The Pyramid is based upon the philosophy that users of recreation services that are perceived to have a highly individual benefit will pay a higher price, while users of recreation services with a perceived higher community benefit will pay lower prices.

3. 10 User Classifications

User classifications define and differentiate among the following user groups;

- 3.10.1 Preschool –an individual 3-5 years of age inclusive
- 3.10.2 Youth – an individual 6-17 years of age inclusive
- 3.10.3 Adult – an individual 18-59 years of age inclusive
- 3.10.4 Senior – an individual 60+ years of age inclusive
- 3.10.5 Senior Plus – an individual 80+ years of age inclusive
- 3.10.6 AISH – Assured Income for the Severely Handicapped (AISH) individuals
- 3.10.7 Jump Start / KidSport / Everyone Gets to Play – Sport & Recreation Subsidy Programs
- 3.10.8 Family – 1-2 adults of the same household and their dependent children under the age of 18 who reside partially or fully with one or both parents / guardians
- 3.10.9 Resident - an individual who, or a business that, resides within the Town of Collingwood boundaries or pays Town of Collingwood property taxes
- 3.10.10 Non-resident – an individual or business that resides outside of the Town of Collingwood and does not pay Town of Collingwood property taxes
- 3.10.11 Not for Profit – a registered not-for-profit agency or public entity
- 3.10.12 Commercial – Any individual, company or organization engaged in the pursuit of business for profit
- 3.10.13 Private - Any individual or organization which does not meet the requirements of the “Not for Profit” or “Commercial” definitions
- 3.10.14 Corporate – A group of 5 or more business people who provide business services within the Town of Collingwood

4. POLICY PURPOSE

- 4.1 To provide a cost recovery framework and general guidelines for the establishment of pricing for recreation services that are in alignment with the Council approved User Participation and Cost Recovery Philosophical Principles.

5. POLICY FRAMEWORK

This **Cost Recovery Framework** provides a methodology for determining the appropriate percent of cost recovery desired by the Town for both current and future recreations services. The adoption of this model will assist the Town in delivering services that are in alignment with the approved user participation and cost recovery philosophical principles, as well as meeting the established goals for cost recovery levels and budgeting.

Recreation Services will implement a Cost Recovery Pyramid model that is a widely used best practice in the Recreation industry. This Cost Recovery Framework will provide guidance in the establishment of appropriate and fair pricing for Recreation services with consideration of lower fees that have the most community benefit and are aligned with market rates.

This framework is based on a continuum that considers the community wide benefit and individual benefit of a program or activity. Further it supports the notion that the use of general purpose tax revenues is appropriate to subsidize services that have the most community wide benefit, while higher user fees are appropriate for services which have higher individual benefit. Based on this continuum, pricing will be adjusted to recover a portion or all of the direct operating costs for the delivery of recreation services and be aligned with market rates.

The following pyramid describes the recreation service classification, where the benefit of each service is considered, as well as the cost recovery level expected in order to offset the direct operating costs.

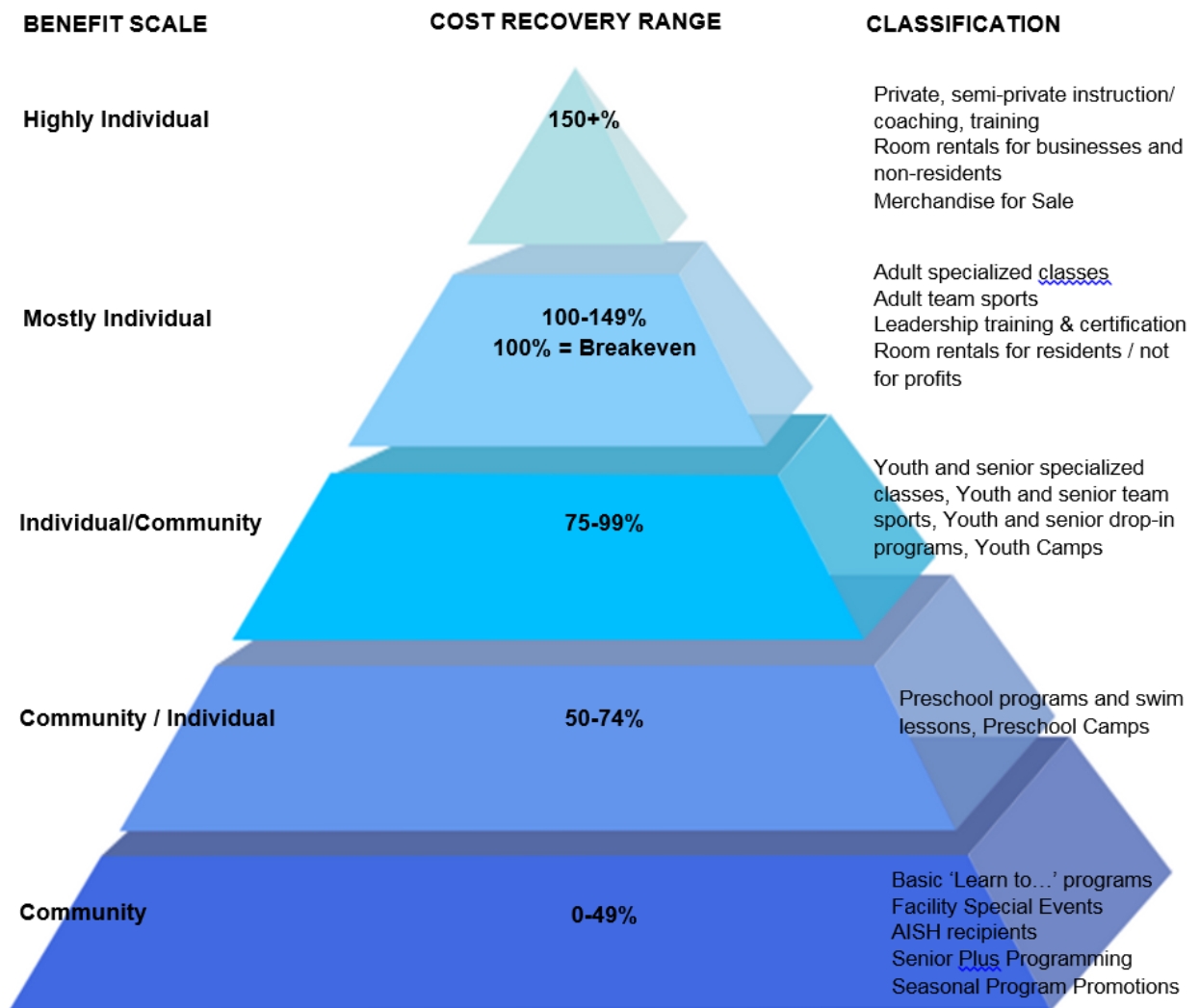


Figure 1: Cost Recovery Pyramid

6. POLICY DIRECTIVES

2. 1 Program Fees and Facility Rental Rates

Pricing for access to Recreation programs and facilities will consider: the identified user classifications, local and regional market analysis, degree of benefit and direct operating costs.

Fees will reflect priority consideration to residents, not for profits, youth and seniors. Factors such as number of non-permanent residents and tourists will also be given consideration to ensure access to selected services on a drop-in, daily and punch pass system.

Pricing will be designed to recover a percentage of the direct operating costs required to provide a specific service depending on the level of individual benefit versus community benefit as described in the Cost Recovery Pyramid.

7. RESPONSIBILITIES

Recreation Services will:

- i. Provide and maintain recreation programs and facilities for use by the general public.
- ii. Provide trained and qualified personnel for supervision and instruction of recreation programs.
- iii. Welcome public input into the planning and evaluation of recreation programs and facilities.
- iv. Provide access for all residents to participate in programs and to optimize use of the recreation facilities.
- v. Establish pricing and provide reporting in accordance with the requirements of this policy.

8. VISION ALIGNMENT:

This policy aligns itself with the [to be completed by PRC Staff].

Appendix **G**

List	Name	Address	Classification	Area (ha)	Reclassify?	Comments
1	Linksview*		Neighbourhood	0.653		Consider basketball courts and trail connections to Fisher Fields.
2	Mair Mills Park	6 Kells Crescent	Neighbourhood	0.713	Neighbourhood/Greenways	Linear park suitable for greenway designation
3	Princeton Shores Park	126 Princeton Shores Boulevard	Neighbourhood	0.478		
4	Todco Property*		Neighbourhood	1.018		Consider more amenities; Consider splash pad location;
5	Mair Mills Villages Park*		Neighbourhood	1.995		Consider splash pad location;
6	Georgian Meadows Park	44 Connor Avenue	Neighbourhood	1.440		
7	Red Maple Park*		Neighbourhood	0.748	Neighbourhood/Natural Area	Adjacent to Georgian Meadows. Opportunity to combine park spaces.
8	Black Ash Park	53 Brooke Avenue	Neighbourhood	0.309		
9	Friendship Gardens	110 Minnesota Street	Neighbourhood	0.357		Cultural heritage distinction (Japanese Sister City)
10	Cedar Park	51 St. Clair Street	Neighbourhood	0.166		
11	Nip Spooner Park	8 Georgian Manor Drive	Neighbourhood	0.648		
12	Morabay Park	39A Bush Street	Neighbourhood	0.531		
13	Bell Boulevard Park	21 Bell Boulevard	Neighbourhood	0.138		
14	Riverside Park	19 Williams Street	Neighbourhood	2.760	Neighbourhood/Natural Area	Adjacent to SWM pond
15	Kinsmen Park	43 Lockhart Road	Neighbourhood	1.715		
16	Walnut Park	425 Walnut Street	Neighbourhood	0.402		
17	Mountaincroft Park	150 Findlay Drive	Neighbourhood	1.433		
18	Summit View Park 1*		Neighbourhood	0.941	Neighbourhood/Natural Area	Adjacent to natural area.
19	Summit View Park 2*		Neighbourhood	0.207	Neighbourhood/Natural Area	Adjacent to natural area.
20	JJ Cooper Park	91 Chamberlain Crescent	Neighbourhood	0.967		
			TOTAL	17.619		
21	Fisher Field	829 Sixth Street & 820 Tenth Line	Community	10.481	Regional	
22	Heritage Park (Including dog park)	451 Third Street	Community	4.056		
23	Sunset Point Park/ Enviro Park	40 & 60 St. Lawrence Street	Community	14.599	Waterfront/Community	Large in size; Attracts people through trail connections and vistas;
24	Central Park (Including dog park)	85 Paterson Street	Community	6.282	Regional	
25	Old Village (Legion) Park	470 Ontario Street & 255 Erie Street	Community	2.741		
26	White's Bay Park	329 Balsam Street	Community	11.985	Natural Area/Waterfront	
27	Shipyards Hillside	2 North Maple Street	Community	3.154	Waterfront	Includes amphitheatre; Key cultural site at waterfront
28	Eden Oak*		Community	1.269		Adjacent to school - confirm if shared washrooms is an option.
			TOTAL	54.566		
29	Arboretum/Harbourview Park	1 Cedar Street	Waterfront	19.251	Waterfront/Regional	Consider for splashpad location; This park is very large and attracts outside visitors
30	Harbourlands Park	45 Heritage Drive	Waterfront	5.181		Opportunity to enhance access to water; Removable dock, boat rentals (non-motorized) should be considered
31	Millenium Park	1 Heritage Drive	Waterfront	2.861	Regional/Waterfront	While not significant in size, important regional draw and provides key amenities; Distinct cultural heritage point as well (shipyard history); 360 degree views of the Bay;
			TOTAL	27.293		
32	The Station/Cenotaph	45 St. Paul Street	Greenspace/Cenotaph	1.515	Urban Green	
33	1st & High Parkette		Greenspace/Parkette	0.109	Urban Green	
34	George Christie Nature Trails	245 Eleventh Line	Greenspace	21.646	Greenways	
35	Blue Shores Parkette	2 Barrington Trail	Greenspace/Parkette	0.081	Urban Green	
			TOTAL	23.350		

36	Pawplar Park "Dogtown"	7400 Poplar Sideroad	Dog Park	0.653	Urban Green	
			TOTAL	0.653		
	*Proposed/Future Park		GRAND TOTAL	123.481		

Appendix I

Recreation Services Operating Policy-Draft Template

DATE : xxxxxx

COUNCIL RESOLUTION: xxxxxxxx

1. POLICY STATEMENT

It is the policy of the Town of Collingwood to operate recreation programs and services in accordance with an enterprise operating model.

The Town of Collingwood recognizes the importance of recreation, health and wellness, sport, creative and educational experiences as a strong contributor to the quality of life of residents and visitors. The Town also recognizes the value of fiscally responsible operations and service delivery that has a strong emphasis on collaborative partnership development. This operating framework is based upon an enterprise model and yearly review of the continuum of community recreation services to encourage healthy, active, social and creative lifestyles.

2. PURPOSE

This policy sets out:

- a) the vision, mission and operating principles that guide the Parks and Recreation Department in the provision of facilities, programs and services;
- b) a commitment to stakeholder engagement to ensure that services and programs respond to the whole needs of the community to deliver services that meet the recreational aspirations of its residents and visitors.

3. DEFINITIONS

- 3.1. "Recreation" means the experience which results from freely chosen participation in sport, fitness, educational and creative pursuits.
- 3.2. "Program" means a formal, planned, instructor-led opportunity for individuals to develop skill or understanding in a specific content area, whether through advanced registration or on a drop-in basis.
- 3.3. "Service" refers to products or benefits which can be obtained within recreation facilities and may include such offerings such as publicly accessible fitness, swimming and skating, as well as equipment rental and private instruction.
- 3.4. "Stakeholders" means those organizations or individuals interested or concerned about recreational opportunities in the Town of Grimsby.

4. PROVISIONS

4.1. Vision

Envisioning a community where residents and visitors are inspired and enabled to achieve physical and mental wellbeing through healthy activity, and social engagement, utilizing our unique physical environment.

4.2. Mission (examples)

- a) Provide connections to the places, programs and people to inspire creative, healthy and active living.
- b) Encourage participation by operating within an inclusive, sustainable business model founded on service excellence and community conscience.

4.3. Enterprise Model Operating Principles

The enterprise model begins with an assessment of community aspirations and needs that guide program delivery and membership services.

The philosophy of an enterprise model has 5 key areas:

a) Provide high quality experiences and services

Recreation services will provide high quality facilities, services and programs delivered by qualified instructors and monitors. Facilities will be safe, clean, and operated in an efficient and responsible manner. Service excellence will be evidenced by positive and professional administration. Customer service will be proactive, attentive, and reactive to customer needs.

b) Engage more of the community to participate more often in the diversity of opportunities available

Parks and Recreation Services will increase participation through high quality, innovative programming, which will encourage all residents to pursue their passions and be more active. Parks and Recreation services will efficiently connect visitors and residents to the diversity of recreational opportunities provided within Collingwood. The Parks and Recreation Department will also partner with stakeholders to maximize the opportunities available and encourage participation and make best use of community assets. Participation in recreational programming will be encouraged through specific pricing and programming offered to children youth, families and seniors. In addition, partnerships with local schools to encourage off peak use will be maintained and developed. The Parks and Recreation Department will increase usage of programs and facilities by members of the community who can demonstrate affordability barriers through the accessibility program and innovative program development.

c) Provide quality engaging programs, consistent with the recreation services continuum, which is reflective of the assets available in the community

The recreation services continuum (attachment) outlines the scope of services offered in the community. The continuum outlines three categories of services: 1) sport, 2) fitness, and 3) creative and educational. The continuum will identify service providers, classified as for-profit, not-for-profit, educational, as well as Town of Collingwood recreation services program offerings.

d) Promote and encourage community participation as the primary means to achieve the highest community benefit within a financial framework

The Parks and Recreation Department will measure success based on several metrics: a) total participation b) financial results c) participant and stakeholder evaluation and feedback. It is anticipated that PRC Department will operate programs based on a minimum break even basis, with annual revenues being collected to help offset and/or recover costs. Recreational facilities will target to recover a minimum of xx% of the costs directly attributable to its operations, including those incurred by PRC department.

Program participants and stakeholders in PRC services will be requested to provide formal and informal feedback on a regular basis to ensure service provision continues to be accessible and respond to the social, cultural and recreational aspirations of its residents and visitors. Services will be delivered in an effective, innovative and fiscally responsible manner.

e) Operating with a business approach with a community conscience includes the following major components:

- Customer Service: Managing with a membership and customer service focus that also reflects a co-operative nature with other local service providers, including local private bricks and mortar fitness businesses. The Town of Collingwood recognizes the importance of having a diversity of stakeholders including municipal, not-for-profit and private business providers that complement one another in the provision of recreation services and programs.
- Access & Affordability of Services: Developing accessible programs and services in partnership with other providers and support agencies to promote access by those that cannot afford services and delivering those services in an inclusive, respectful manner.
- Fiscal Responsibility and Accountability: Recreation services are priced according to the “Cost Recovery Pyramid” contained in the Recreation User Fee Rental Rate Policy. Recreation Services will operate in a transparent, fiscally responsible manner, consistent with approved policies, collaborating with community partners and reporting regularly to Town Council. Acknowledging PRC responsibility as a significant public provider of community facilities, services and programs, and the consequent responsibility to operate in a thoughtful, conscientious, and financially responsive manner that takes into consideration the access to services, responding to a range of community interests, offering a broad range of services available through various providers. Whenever possible, collaborate with stakeholders in order provide maximum recreation service delivery and access to the community within the financial constraints of the Town.
- Maximizing community assets and facilities to deliver a broad range of high quality programs: The goal being co-operation versus competition to maximize all community recreation assets, both public and private, to meet the wide range of interests and aspirations within the local community while ensuring access and affordability of services to the community.
- Marketing and Sales Approach: The development of a marketing and sales approach to raise awareness of services. Collaborating with stakeholders to identify opportunities to work in a collaborative fashion to help promote private and not-for-profit recreational opportunities to the community.
- Maximizing Economic Benefit: Leveraging and maximizing recreational opportunities to generate positive local economic activity through the provision of programs and services to meet the needs of residents and visitors.

- Best Practices: Recognizing the importance of the municipal PRC role in introducing people to sport, fitness, health and wellness, and the role of other stakeholders in serving the wide spectrum of programs and services which provide more advanced and specialized skill and physical development. Effectively managing operations which reflect, whenever possible, industry best practices, while respecting the values, culture and economic health of the whole community.
- Developing & Supporting Staff and Volunteers: Developing a motivated, informed, competent and empowered staff and volunteer team in the delivery of services through ongoing training and development and recognition opportunities.
- Innovation, Partnerships & Alignment: Encouraging innovative service delivery and collaborative partnerships that are aligned with Town of Collingwood business plans and the continuum of recreation service delivery model. Recreation Services will consider new programming by taking into consideration the needs and interests of the whole community, responsible financial planning, and in alignment with the continuum of recreation services (Attachment : Recreation Services Continuum) that outlines the predictable, planned, spectrum of services offered by a variety of recreation providers.

5. STAKEHOLDER ENGAGEMENT

The PRC Department is committed to stakeholder engagement and will develop and maintain an annual schedule to promote collaboration. This means developing effective, proactive approaches for facility management, working with a variety of stakeholders through such collaborative systems as: regular meetings annual review of the recreation continuum of service delivery, seasonal program offerings, respecting shared used agreements and memorandums of understanding.

Services will be delivered with recognition of other stakeholders in the community through thoughtful and intentional program planning based upon the continuum of recreation services offered in the community by all stakeholders.

6. RESPONSIBILITIES

6.1 Town Council:

- Support a professional team whose objective is to meet the recreational aspirations of the community, build partnerships, and maximize participation for the health and wellbeing of the whole community.

6.2 Director of Parks, Recreation and Culture:

- Annually reviews the policy, within the context of the annual business plan, to ensure the policy remains valid, and if not, bring proposed amendments to Town Council for approval.
- Provide briefings to council on stakeholder engagement, and changes to the recreation services continuum.
- Ensure that the PRC team is aware of, and act in accordance with the Policy.

7. VISION ALIGNMENT

This policy aligns itself with the Town of Collingwood Community-Based Strategic Plan and the approved Parks, Recreation and Culture User Fee Rental Rate Policy. It will encourage collaboration in the provision of recreation services and programs, and ensure that Collingwood's services and programs respond to the social, cultural and recreational aspirations of its residents and visitors in an effective, innovative and fiscally responsible manner.

8. RELATED DOCUMENTS

8.1 User Fee & Rental Policies etc.

9. ATTACHMENTS

Recreation Continuum