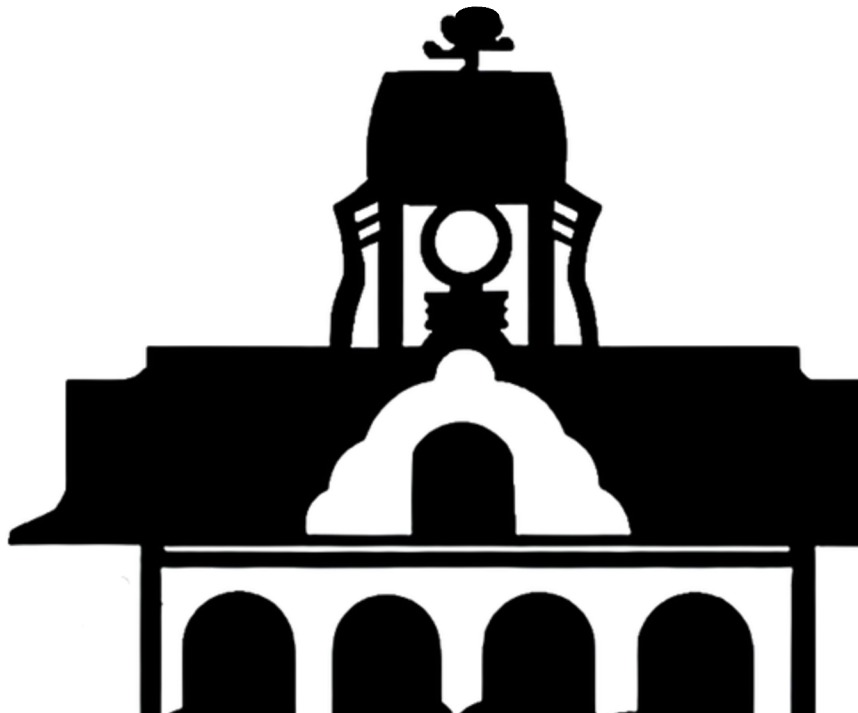




Parks & Recreation Master Plan

2025 Update

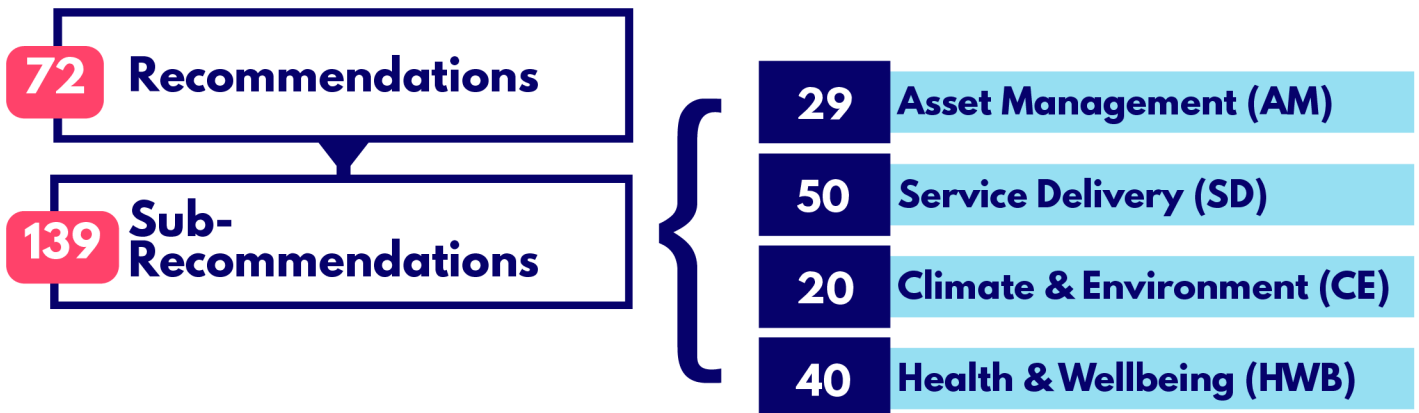


Summary of the Master Plan

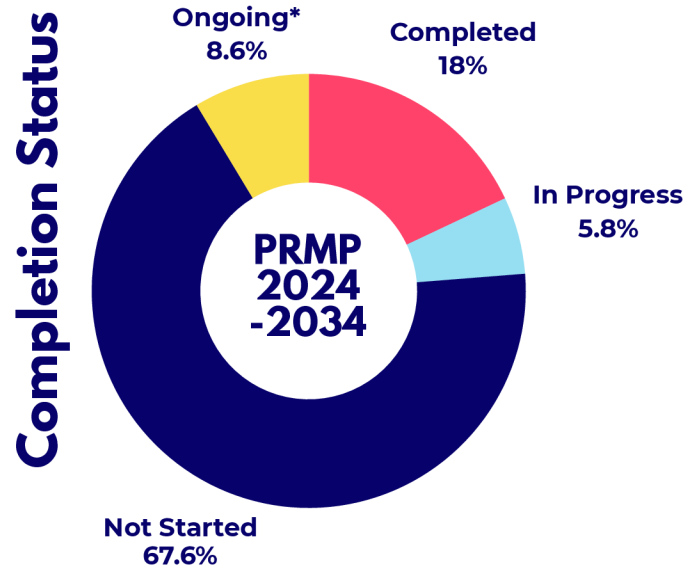
Main Facts

- The Parks & Recreation Master Plan (PRMP) was completed and adopted by Pembroke's Councillors in December 2024
- The Recreation Specialist was hired in April 2025, with the purpose of completing the recommendations in the PRMP

There are...



Progress



*Ongoing recommendations are those that involve continuous improvement rather than a defined end point. Their progress will therefore be reviewed and tracked on an annual basis.

Ongoing Recommendations

Ongoing recommendations are those that involve continuous improvement rather than a defined end point. Their progress will therefore be reviewed and tracked on an annual basis.

Ongoing Recommendations	2025 Actions
AM 4.1: Continue to support programs and events that bring residents and visitors to parks and the business core	Community Recreation Grant was started in April 2025. Supported EXPO, Buskerfest, Multicultural Festival and Ribfest through staffing, cost subsidization and P&R resources.
AM 14: Foster partnerships that allow for return on investment (e.g., Silver Stick) and that support access to indoor recreation spaces	Continued support for Silver Stick Tournament and the Rib Fest, as they continue to successfully run in our parks and our recreation facilities.
AM 17: Use data (through recreation software) to inform future decisions (e.g., cost recovery levels, usage statistics, customer satisfaction)	Created Post-Program Surveys. Started the data planning & cleaning process for creating a Dashboard with ActiveNet Data.
SD 2: Continue to Build Reserves	Net 2025 addition to P&R Reserves is \$91,719.
SD 3.2: Apply for Grant Funding as staff capacity allows and/or as volunteer grant writers are secured	Applied for the EASE grant and the FCC AgriSpirit Grant. Developed a grant funding tracker to identify upcoming grants, as well as a department-shared list of facility/recreation needs that can be met through upcoming Grant.
SD 17.1: Continue to use social media platforms to support corporate communication.	Monthly Recreation Fact of the Month posts are scheduled for the entire year. All events and programs are advertised on Social Media
SD 17.2: Employ digital content creation as an effective tool in communicating with and engaging the public.	Facebook Advertisements used for every major program & event. Promotional Videos are created as staffing capacities allow.
SD 20: Continue to advance Accessibility for Ontarians with Disabilities Act (AODA).	Applied for Grants to increase Pembroke's accessible playground equipment and paved pathways. Started Inclusive Programs such as Sensory Skates and Park Socials for kids who are Neurodivergent. New Chairlift installed at Kinsmen Pool.
CE 4.1: Support community driven climate mitigation efforts such as tree planting, water conservation initiatives, and use of green infrastructure.	Sponsored by CNL, more than 60 volunteers planted 22 new trees at Pansy Patch. Sponsored by CNL, The Pembroke Beautification and Climate Action Committee ran contests throughout Earth Week 2025.

2025 In-Progress Recommendations

Recommendation	2025 Action
AM 1.2: Continue to improve navigability such as installing active transportation infrastructure, improving pedestrian corridors and way-finding signage. Seek Grants. Prioritize high traffic areas	Applied for the EASE Grant to increase paved pathways at the Waterfront Park. Will continue to seek out grants for this cause.
<p>AM 12: Make improvements in a dedicated park to address the needs of families with neurodivergent children (e.g., enclosed space, quiet areas, communication boards)</p> <p>As park equipment and play structure are updated/replaced, plan to:</p> <ul style="list-style-type: none"> Sprinkle accessible features across all parks in a manner that best suits the specific park (e.g. a wing might work in one location; where an accessible picnic table or climber might be a better fit in another location); and consider designating one park to be fully accessible over the longer term as more significant investment may be required. In at least one park, include options for neurodivergent children with a fenced in area, communication boards, and a quiet area. 	<ul style="list-style-type: none"> Kinsmen Park received an Accessible Swing in 2025. Planned full accessible playground at Waterfront Park, when funds become available. Where applicable, new park benches will be mounted on a concrete pad under the Commemorative Asset Policy. Rotary Park or Hillcrest Park will receive options for Neurodivergent children as grant funding becomes available.
AM 18: Create a Commemorative Bench and Tree Planting policy	Awaiting Council approval of the Commemorative Asset Policy. Planned commencement of program in January 2026.
<p>AM 20: Continue to enhance services and amenities that support the end-user experience (e.g., access to washrooms, seating, refreshments)</p> <p>Make modest investments in indoor facilities to improve accessibility and create consistency in facility amenities.</p>	<ul style="list-style-type: none"> Rebuilding the Marina Office (2025-2026). Planned rebuilding of the Boathouse Washrooms and additional of a Trailhead Hub with the help of funding from the Ontario Government (2026). With the help of Pembroke Minor Ball and the Jay's Care Foundation, Ball Diamond #3 was completed renovated (2025).
SD 10: Inventory non-municipal recreation facilities that may be accessed for program purposes	Inventory has been created. Accounts & agreements need to be revisited.

2025 In-Progress Recommendations

Recommendation	2025 Action
CE 8.1: Plant local native species (considering tree planting and ornamental / decorative beds. Tree planting should consider species that will flourish as temperature change	All trees planted under the Commemorative Asset Policy will be local native species and have been vetted for resilience with temperature change.
HWB 1.4: Create a Marketing Plan for the Recreation Services that engages community partners in the conversation, and continue to use various tools such as digital story telling, print, and social media. Review this strategy annually to ensure efficiency and effectiveness in marketing efforts.	Communication plans and standards have been created. Next step is to develop key metrics/goals, ensure consistency across the City, and communicate the plan with staff.
HWB 3: Engage the local medical community (e.g., Family Health Team) in promoting the benefits of an active lifestyle or through 'prescribing' recreation. Develop simple, easy to follow guidelines for doctors to 'prescribe' recreational activities, such as walking, swimming, group fitness classes, or outdoor sports. Be sure to highlight Pembroke's Programs and Spaces.	Had conversations with Park RX Canada organization to bring the movement to Pembroke. Will launch the program in Spring 2026. There are currently 9 physicians prescribing nature in Pembroke.
HWB 7.1: Identify and act on opportunities to increase the program supply in the community through partnerships. Work with community partners to facilitate the development of visual arts, environmental, low intensity, 'gentle' wellness programming, and mental health-mindfulness specific programming in response to community requests as part of survey process. Create and offer programs as a 'pilot' measuring participation rates and revising line-up to reflect emerging trends and interests, sustainability and include metrics to determine if pilot programs are worthy of being continued (e.g. through the provision of financial support)	Started the "Try-It series" with Try-It: Ice Skating. We had over 30 individuals at our first session. Will continue to promote this initiative in 2026 looking for partners to host recreation programs, including those that are low intensity, environmental, or include visual arts.
HWB 7.3: Identify and act on opportunities to increase the program supply in the community through partnerships. Explore membership opportunities with Rural associations such as Rural Recreation Association, Ontario Recreation Facilities Association and parks and Recreation Ontario to gain access to their expertise, support and resources	PRO Group Membership and Ontario Trails Council Membership attained in 2025. Will evaluate the benefits of alternative memberships in 2026.

2025 Completed Recommendations

Recommendation	2025 Action
AM 2: Obtain an Ontario Trails Council membership to allow for more fulsome access to OTC resources.	Obtained membership in September 2025. Attended first AGM in October 2025.
AM 5.3: Ensure standardized training for staff related to park inspections (following the Canadian Playground Safety Institute (CPSI)) (Same as AM 10.2)	Playground inspections are completed from April to December by 2 staff that are certified inspectors through the CPSI. Each playground is inspected formally, one time every month. Staff monitor the conditions of the playgrounds weekly, while working in the parks.
AM 10.2: Ensure standardized training for staff related to park inspections (following CPSI)	Same as recommendation AM 5.3.
SD 8.1: Improve collaboration with partners by hosting annual meetings to review program delivery and facilitate communications. Establish semi-annual meetings among all recreation service providers	Petawawa hosted the first Recreation Provider meeting in October 2025. Both the Pembroke Recreation Programmer and the Recreation Specialist attended, and will continue to attend/host these meetings.
SD 11: Create a Community Partnership Policy that defines roles and responsibilities related to programs and events; and includes a funding mechanism to support community driven program and event.	The Community Recreation Grant was approved and launched in March 2025. Several applicants were submitted and the Committee distributed 4 grants through this program in 2025.
SD 12: Update the departmental org chart and job descriptions to better align with service delivery	The updated P&R Organizational Chart was completed in 2025 and is attached in appendix 1.
SD 13.2: Increase staffing levels to support operations and service delivery while reducing risk. Providing adequate staffing levels to manage recreation assets and mitigate risk.	2 full-time staff were added in April 2025 after council approval to better address the increasing service demands and facility needs. A total of 64 individuals have completed courses at the Kinsmen Pool toward Lifeguard and Swim Instructor certification, including 16 who are now fully certified as Lifeguards, helping to grow a recruitment pool.
SD 14: Continue to develop and implement processes to facilitate staff attraction and retention (e.g., salary review, training opportunities, allocated staff space. Support staff in creating a positive culture and work environment through regular communications, flex time, and training and development opportunities.	Where applicable for their positions, staff are given the option for flexible working arrangements. Training for all staff is being pushed, for both hard and soft skills. A Pryor Annual Membership was offered to any admin staff interested, providing marketing, advanced computer, and communication training.

2025 Completed Recommendations

Recommendation	2025 Action
SD 16: Fully implement recreation software to support program registration, facility rentals, and online payments	Completed in December 2023, our online system has enabled us to track essential program data. For example, our Aquabics class has seen over 1,000 participants since January 2025, with approximately 80% holding memberships and 20% attending as drop-ins.
SD 18.1: Adopt Artificial Intelligence (A.I.) to support staff efforts (e.g., creating marketing content, analyzing data, customer service portal). Use integrated AI where possible (e.g. Canva, Adobe)	AI is used as a tool for research, data compilation, communication and marketing across the department. Students will be trained on proper use of AI in 2026.
SD 18.2: Use AI to support marketing (e.g. create marketing strategy, create social media posts, and other promotional material)	Same as 18.1
SD 22.3: Create inclusive spaces and programs (as capital budget and staff capacity allows) (e.g., gender neutral, barrier free, accessible, age friendly. Continue to offer senior programs such as chair yoga, etc.	Two new barrier free programs were created in 2025: Park Club Socials and Sensory Friendly Skates Try-it: Ice Skating was created to break financial barriers that a family may have to skating and improve the safety of our public skates. Chair Yoga is continued to be offered at capacity. Feasibility of a summer session / a second session are being evaluated for 2026.
SD 22.5: Promote external funding programs (such as Champions for Kids and JumpStart) as a means to offset financial barriers for children and youth in the community	External funding programs are now advertised on our programming webpages.
CE 1.1: Begin to apply earth friendly practices in day-to-day operations (e.g., recycling, automatic lighting, turning off computer monitors at end of day). Install LED Lighting at parks and in public buildings where not already in place	Lights and computer monitors are turned off at end of day. Lighting is replaced with LED lights where feasible.

2025 Completed Recommendations

Recommendation	2025 Action
CE 7: Use trees as a natural shade solution, and support initiatives such as 'Restore the Canopy'	Promote & manage applications through the Private Property Tree Planting Rebate. 4 applications were received in 2025. Commemorative Asset Policy was created in 2025 to encourage replacement and addition of trees removed in Pembroke's parks.
HWB 1.1: Official and consistency in messaging that contribute to 'brand' recognition.	Branding Kits were made for all programs & events run by the P&R department to ensure consistency and brand recognition.
HWB 1.2: Collaborate with community organizations for online/print news, local stories, and promotion of recreation related programs and services	Started adding all events to calendars across Ottawa Valley, including the OVTA Calendar of Events, Pembroke's Calendar of Events, as well as the Pembroke Observer's Calendar. Will continue to seek out partnerships/organizations that will promote our events/programs.
HWB 1.3: Utilize technology to improve communication and service delivery of municipal parks and recreation opportunities (consider publishing a monthly e-newsletter (or similar) recreation and parks programming / events information on a monthly basis and continue to use (and promote) the online calendar available on the City's website and social platforms)	Creation of the 2026 Recreation Calendar to replace traditional Recreation Guides (To be printed in December, 2025). There will be future opportunities for revenue generation and community partnerships depending on the success of these calendars.
HWB 1.5: Continue to implement policy to ensure consistent branding across entire City; consider way-finding signage and opportunity to reduce or mitigate risk by employing sector specific best practices	Branding kits were created for each event. Standardized modern park signage is phasing out current signage. The new signage can be found at Riverside Park, Waterfront Park, Pansy Patch, and Hillcrest Park.
HWB 1.8: Continue to promote the benefits of recreation through regular ongoing communications. Communicate benefits of Recreation as part of regular and ongoing recreation-based communications	Benefits of Recreation are communicated monthly through the "Recreation Fact of the Month" social media campaign.

2025 Completed Recommendations

Recommendation	2025 Action
<p>HWB 6: Use evaluation/metrics to gauge effectiveness of parks and recreation services; and to provide mechanism for ongoing feedback related to service delivery. Use evaluations beginning in this calendar year to measure and track participation rates and quality of programming. Use this data to establish future goals and objectives for recreation program development, and to increase participation levels and identify opportunities for program and service delivery improvements</p>	<p>Created a Post-Program Survey, which we started to send out in October 2025. This survey allows us to compile comparable data across all of our programs to understand the success of the program, and where we could improve key metrics such as accessibility, communication and instruction.</p>
<p>HWB 7.2: Identify and act on opportunities to increase the program supply in the community through partnerships. Work with community partners to facilitate the development of visual arts, environmental, low intensity, 'gentle' wellness programming, and mental health-mindfulness specific programming in response to community requests as part of survey process</p>	<p>Park Club Socials were created in partnership with Dragonfly Learning Services to provide a community for Neurodivergent kids and their families. Try-it: Ice Skating was created in partnership with the Pembroke Skating Club</p> <p>Fall Craft Nights are in their second year, promoting local businesses and providing citizens of all ages with opportunities for socialization and skill building.</p>

22 Recommendations in total are completed for 2025.
3 recommendations are still in progress, but will be completed by the end of 2025.

2026 Recommendations

Recommendation	Sub Recommendation
AM 1.1: Continue to improve navigability such as installing active transportation infrastructure, improving pedestrian corridors and way-finding signage.	Install Active Transport Infrastructure such as cycle stations, bike repair stations, water bottle filling stations, benches at key locations
AM 3: Improve connectivity with trail systems between greenspaces and business core.	<p>Wayfinding signs help people be easily oriented to new spaces, find their destination with minimum stress and without getting lost, locate points of interest such as restrooms and discover information in an easy to digest way.</p> <p>Seek opportunities to install signage, connect trail users and the downtown core (businesses) and to invest strategically in trailhead development</p>
AM 4.2: Continue to support programs and events that bring residents and visitors to parks and the business core	Contemplate creating an Events Policy to better outline roles, and responsibilities
AM 7: Be consistent in trailhead development aiming for a minimum standard (signage, seating, waste disposal, parking)	Be Consistent, create SOP for Trailhead Development standards that reflect best practices as identified by the Ontario Trails Council, active Transportation Plans / Networks, Regional Trails, Strategy Documents, etc. and that considers appropriate levels of investment within the City's available resources.
AM 8: Assess financial benefits and ROI on campground; consider closing and repurposing this land	<p>Gather performance data (Rentals, revenue, maintenance requirements); measure against economic benefit to the City)</p> <p>In referencing AM19 and considering long-term opportunities, and investment in the parkland to ensure that the campground and corresponding resource requirements align with Pembroke's overall vision.</p>
AM 10.1: Create outdoor recreation standards for minimum requirements for each of the three parks classifications (e.g., seating supply, signage)	<p>Address the general maintenance items as noted through the facility inspections.</p> <p>Follow CSA Standards for ongoing Maintenance and Safety</p>

2026 Recommendations

Recommendation	Sub Recommendation
AM 23: Support local fundraising committees to help them reach financial goals and support capital campaigns (e.g. communications and marketing, offering prizes for raffles such as free admission to public skating, or event support within available resources)	Consistent updates and communication (internal and external)
AM 24: Look to other sources of revenue to support investment in infrastructure such as naming rights and sponsorships	Create Policy around naming rights, sponsorships where none currently exist
SD 1.1: Review, add and update rates and fees to improve cost recovery, to align with comparable municipalities, and to increase reserves	Recognizing/assessing full program costs
SD 1.3: Review, add and update rates and fees to improve cost recovery, to align with comparable municipalities, and to increase reserves	Establish user fees recreation facilities where none currently exist
SD 1.4: Review, add and update rates and fees to improve cost recovery, to align with comparable municipalities, and to increase reserves	Reviewing and updating rates and fee structure annually as part of the budget process; fees should be increased regularly to reflect the cost of doing business, and align with similar municipalities (and services).
SD 1.6: Review, add and update rates and fees to improve cost recovery, to align with comparable municipalities, and to increase reserves	Following feedback from the community through the survey process
SD 1.7: Review, add and update rates and fees to improve cost recovery, to align with comparable municipalities, and to increase reserves	Events have a community benefit and should be supported in the community. Nonetheless, step can be taken to help manage resource allocation and possible cost recovery.
SD 7: Explore partnership opportunities for public and private organizations to support program delivery and infrastructure investment	On a case-by-case basis, be sure to understand the pros and cons of entering into an agreement (further consider a cost-benefit analysis of this approach) Develop formal agreements that clearly outline roles, responsibilities, etc for the duration of the partnership

2026 Recommendations

Recommendation	Sub Recommendation
SD 21.1: Support action that celebrates diverse cultures	Review options to recognize and acknowledge and celebrate various backgrounds and cultures that might include: signage, flags, identifying residents on the Wall of Fame, social media posts, continued support for the Multi-Cultural Festival
SD 21.2: Support action that celebrates diverse cultures	Provide staff training on cultural sensitivity.
SD 22.1: Create inclusive spaces and programs (as capital budget and staff capacity allows) (e.g., gender neutral, barrier free, accessible, age-friendly)	Support improvements that benefit older adults such as enhanced programs and facilities, barrier-free and accessible services including locations and costs/fees
SD 22.2: Create inclusive spaces and programs (as capital budget and staff capacity allows) (e.g., gender neutral, barrier free, accessible, age-friendly)	Support improvements that benefit older adults such as enhanced programs and facilities, barrier-free and accessible services including locations and costs/fees
SD 22.4: Create inclusive spaces and programs (as capital budget and staff capacity allows) (e.g., gender neutral, barrier free, accessible, age-friendly)	Support improvements that benefit older adults such as enhanced programs and facilities, barrier-free and accessible services including locations and costs/fees
CE 2: Install garbage/recycle combination bins at strategic locations for public use; consider supporting composting programs	Review locations, build consistency, plan for ongoing maintenance, and renewal
CE 4.2: Work with local environmental leaders (conservation authority, local field naturalists, Algonquin College) as partners in environmental education	Host and support programs - ideally located in green spaces - that include an environmental educational component such as learning about local wildlife or sustainable practices.

2026 Recommendations

Recommendation	Sub Recommendation
CE 11: Support the efforts of Emergency Services and the Community Emergency Management Group (CEMC) insofar as it impacts parks and recreation services	
CE 12: Monitor changing weather patterns as this impacts service delivery (e.g., warmer winters make it difficult to maintain outdoor rinks; early spring results in demand for earlier installation waste cans in Parks when staff are still attending to winter operations; cost to maintain ice in arenas	Warmer winters make it difficult to maintain outdoor rinks; early spring results in demand for earlier installation waste cans in Parks when staff are still attending to winter operations; cost to maintain ice in arenas
HWB 1.6: Continue to promote the benefits of recreation through regular ongoing communications	Showcase the City's success and communicate upcoming projects and initiatives that benefit the community (e.g. install a sign of the concept drawings at the infrastructure projects). This is also a great opportunity to recognize project sponsors.
HWB 1.7: Continue to promote the benefits of recreation through regular ongoing communications	Include Framework for Recreation in Canada as part of Council Orientation
HWB 5: Continue to invest in and grow the Lending Hub as a community resource	Continue to expand the 'lending hub' to allow residents to access equipment at no fee to support their recreation pursuits (e.g. snowshoes, trekking poles, racquet sports, water sports, gardening tools/equipment, knitting/crochet hooks)

26 Recommendations are planned but not started for 2026.
7 recommendations have already been started, and will be completed by the end of 2026.

2027-2029 Recommendations

AM 5.1: Address the general maintenance items as noted, through the facility inspections

AM 5.2: Create Standard Operating Procedures (SOPs) to outline and identify service levels and corresponding actions to create consistency and contribute to long term asset planning.

AM 13: Renew existing Shared Use Agreements and create new agreements where none currently exist

AM 15: Create appropriate storage space to support departmental operations

AM 16: Utilize Asset Management software to support long-term planning, maintenance cycles, resource allocation, etc

SD 1.2: Review, add and update rates and fees to improve cost recovery, to align with comparable municipalities, and to increase reserves

SD 1.5: Seek sponsorship opportunities (e.g. to build capital reserves, to support Affordable Access to Recreation policy).

SD3.1: Create a high-level funding strategy that outlines the City's approach to raising financial support (including grant writing) for priority recreation investments

SD 5: Review and update cost sharing agreement with Laurentian Valley to ensure consistency, accountability, and transparency.

Create new agreements where none currently exist.

SD 6: Plan for a review of this Parks and Recreation Master Plan in five years

SD 8.2: Improve collaboration with partners by hosting annual meetings to review program delivery and facilitate communications

SD 9: Enter into formal agreements to increase access to indoor recreation space (e.g. schools, BGC) so that programming options can grow (based on staff capacity)

SD 13.1: Consider increasing staff levels to support quality program delivery

SD 15.1: Use website to support volunteerism (info, FAQ's)

SD 15.2: Create a Volunteer Policy that clearly outlines roles, responsibilities, expectations, etc as a tool to support volunteer recruitment, retention and recognition practices.

SD 15.3: Support volunteer recruitment efforts through existing events where possible.

2027-2029 Recommendations

SD 15.4: Recognize volunteers in the community through awards, recognition events, or similar.

SD 19: Improve access to Wi-fi in public spaces to enhance end-user experience and to support administrative functions offsite (e.g., parks, marina, campground, arenas, and other recreation facilities)

SD 22.8: Create an Internal policy that outlines the IDEA process; and how it will be incorporated into Pembroke Parks & Recreation Services

SD 22.9: Staff take "staff spaces" training / education awareness

SD 22.10: Pilot programs that are designed for women and girls as participation tends to be more limited by this audience.

SD 22.11: Install LGBTQ+ crosswalks.

Establish gender-neutral washrooms in public facilities where they do not currently exist.

SD 22.12: Recognize the socio-economic diversity in the community consider the creation of an Affordable Recreation Policy to provide a mechanism to reduce costs for economically disadvantaged youth, seniors,

SD 23: Foster opportunities for new Canadians recognizing challenges with language and culture that may impact participation and engagement

CE 1.2: Use low-flow faucets and dual flush toilets in public buildings

CE 1.3: Minimize impervious surfaces such as pavement in parking lots (while maintaining accessible parking stalls and paths of travel)

CE 3: Identify key locations and explore partnership opportunities with PBIA and Others

CE 5.2: Develop required accessibility upgrades to parks and trails (including playground safety, routes and wayfinding, seating, shade structures and trees, and bicycle parking) as part of ongoing maintenance

CE 6: Host or co-host programs that take place in an outdoor setting such as day camps or guided hikes

CE 8.2: Use of local native species in ornamental gardens (e.g. outside municipal facilities or in beds that are located by village entrance signs)

CE 8.3: Preserve waterfront habitats

CE 10: Recognize that LEED certification can be costly, make incremental steps towards best practices

2027-2029 Recommendations

HWB2.1: Offer more direct programming to fill gaps (e.g. drop-in program in parks through summer, fitness programs)

HWB2.2: Ensure equal opportunity for active and passive recreation (these options should be complementary, not competitive)

HWB2.3: Support opportunities for unstructured youth programming to help mitigate or reduce at risk behaviors stemming from leisure boredom

HWB 4.1: Conduct regular accessibility audits of Parks and Recreation Services

HWB 4.2: Provide a mix of junior and senior play opportunities with playgrounds.

HWB 4.3: Provide unstructured or open spaces in parks that allow for a range of passive recreation opportunities.

HWB 4.4: Include shade shelters or trees in central areas within parks to protect users from the elements and sun

HWB 4.5: Maintain parks and trails to a high standard as they provide a mechanism for passive and spontaneous recreation (consider accessibility, all ages and users, provision of seating and shade shelters, consistent signage, etc)

HWB 4.6: Maintain pathways

HWB 4.8: Consider activities such as pickleball for the growing older adult population that increase day-time use of parks

HWB 4.9: Waste and Recycle Containers (close to park entrances)

HWB 4.10: Be consistent with signage

HWB 4.11: Further consider in some areas: Public Art Installations,
Using Natural Species for Planting,
Follow Crime Prevention through Environmental Design (CPTED) principles,
Include buffer space between parkland and residential / commercial areas

HWB 8: Implement universal design standards in all facilities and parks.

HWB 9: Support efforts of the local task force addressing at risk behaviours where possible within existing capacity

HWB 10.1: Seek opportunity for intergenerational programs and connections such as pairing youth with seniors for activities such as gardening, crafting, or technology workshops

2027-2029 Recommendations

HWB 10.2: Invite seniors to share local history and other stories with children through storytelling sessions

HWB 10.3: Foster partnerships and enhance communications to ensure both supply and awareness of programs and events that include a social component

HWB 11: Recognize the unique needs and interest of older adults in the community as it relates to Parks and Recreation Services

HWB 12: Identify mechanisms and opportunities to include CPTED in both regular maintenance and operations, but also in long term plans and investments

HWB 13.1: Create relevant programs that achieve positive results and have direct impact on physical activity levels, social inclusion, etc.

HWB 13.2: As new indoor recreation space is created in the city (whether through construction or renovation), include or create designated space for youth and for seniors

HWB 13.3: Engage adults with allies to support Youth Space and create a positive (and safe) environment

HWB 13.4: Ensure balance of structured and unstructured programs whether offered directly through the City (relying on existing or new staff), by volunteers, or other community organizations

HWB 14: Consider the integration of food trees along trails and community gardens within selected parks and municipally owned recreation properties to support food security in the community

57 Recommendations to be completed in 2027-2029

2030-2034 Recommendations

AM 6: Reconsider the location of the dog park (allowing the space to be reallocated for better usage)

AM 9: Invest in a business plan for the marina that considers usage patterns, service options, revenue streams; and that considers non-motorized boating options

AM 11: Explore underutilized parkland (consider repurposing parkland, development or disposition (providing existing and available parkland meets city targets as provided in the Official Plan))

AM 19: Explore options for Riverside Park and the Waterfront as a regional attraction to support economic development (tourism, hosting sport tournaments) as well as allow for the provision of additional active and passive outdoor recreation and leisure activity (e.g. pickleball, cricket)

AM 21: Invest in capital improvements to extend the life of existing recreation infrastructure

AM 22: Invest in new (multi-purpose) recreation infrastructure

SD 18.3: Implement tools such as chatbots to assist with customer service

SD 18.4: Monitor environmental conditions for outdoor activities such as hiking or boating; It can provide real-time updates on weather conditions, trail accessibility, and safety alerts.

SD 22.6: Improve walkability for seniors to access recreation programs and facilities

SD 22.7: Include popular seniors activity in parks such as horseshoes, cornhole or pickleball

CE 5.1: Create opportunities for residents to recreate in an outdoor environment through strong trails systems, storywalks, well maintained parks, pedestrian corridors, etc

CE 5.3: Create trailheads that include, at a minimum, city branded directional signs, parking, accessible seating, signage for risk mitigation, waste receptables, active transportation infrastructure, etc.

CE 5.4: Use improvements at existing waterfront access points, and future development to provide amenities for non-motorized, small craft water sports as self directed activities.

CE 9: Support active transportation options as a mechanism to reduce greenhouse gas (GHG) emissions

HWB 4.7: Invest in equipment (play structures and furniture) that is not easily vandalized

15 Recommendations to be completed in 2030-2034, taking into account that the PRMP will be revisited and expanded in 2029.

Appendix 1 - Organizational Chart

Parks & Recreation Department

Organizational Chart

