

2014



TOWN OF PENETANGUISHENE
RECREATION & COMMUNITY SERVICES
MASTER PLAN



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Executive Summary

[Contents contingent on approval of the Draft Recreation and Community Services Master Plan]



1

Recreation Master Plan: Fundamentals

1 Recreation Master Plan: Fundamentals

1.1. What is a Recreation Master Plan?

The Recreation and Community Services Master Plan for the Town of Penetanguishene provides a comprehensive, multi-year framework of short (1-2 years), medium (3-6 years) and longer-term (7+ years) priorities for the development of recreation and leisure opportunities, services and facilities in the Town.

This Master Plan is a municipal guidance document designed to further effective planning, budgeting and implementation of stated goals and objectives for recreation and leisure in Penetanguishene until the year 2029.

The Master Plan is not an inflexible blueprint – many of the recommendations contained in this document are stand-alone, and can be implemented separate and apart from decisions required to implement other aspects of the Master Plan. The Master Plan should also be placed in the broader context of all obligations of the Town of Penetanguishene as a provider of services, facilities and infrastructure. Changes in the wider municipal environment in terms of fiscal priorities can be expected to impact the priorities contained in this Master Plan.

1.2. How it does it relate to Council's Strategic Priorities?

The 2014-2017 Strategic Plan for the Town of Penetanguishene is Council's charter for action and comprises a framework of priorities to guide municipal decision-making, organization and investment in the Town over the next 4 years.

With a vision to provide “a wealth of recreational opportunities, conscientious planned growth and development and safe sustainable infrastructure through responsible financial management”, the document prioritizes the following with respect to ensuring community quality of life and economic prosperity:

C1: Promote wellness of mind, body and soul.



View from the Town Dock and Harbour

C3: Protect and enhance a network of active living activities for all ages and abilities.

C4: Recognize and protect cultural identity and local arts and heritage.

E3: Strengthen tourism and recreation development in a low-impact manner.

1.2.1. Vision 2031: Recreation and Leisure as a Facilitator of Growth and Community Prosperity

Goals for the town's open space system as outlined in Penetanguishene's Official Plan function as general policy directives for the provision of recreation: *"the Town of Penetanguishene shall endeavour to provide residents and visitors with adequate land and facilities to accommodate their leisure activities and experiences"* (Section 3.8.1.1).

The 2008 Growth Management Study (GMS) further outlines a vision of the town as a community offering state-of-the-art recreational facilities and services; with effective recreation planning being an important factor in positioning Penetanguishene as the "best small town in Ontario to live, work, play and visit in 2031". Priorities of the Growth Management Study (GMS) include:

- A review and update of Official Plan policies on public access to the waterfront, public views, waterfront trails, etc.
- A review of parks/recreation planning to promote unorganized physical activities for all ages.

This Master Plan is a vehicle to accomplish this and other priorities for recreation and leisure development.

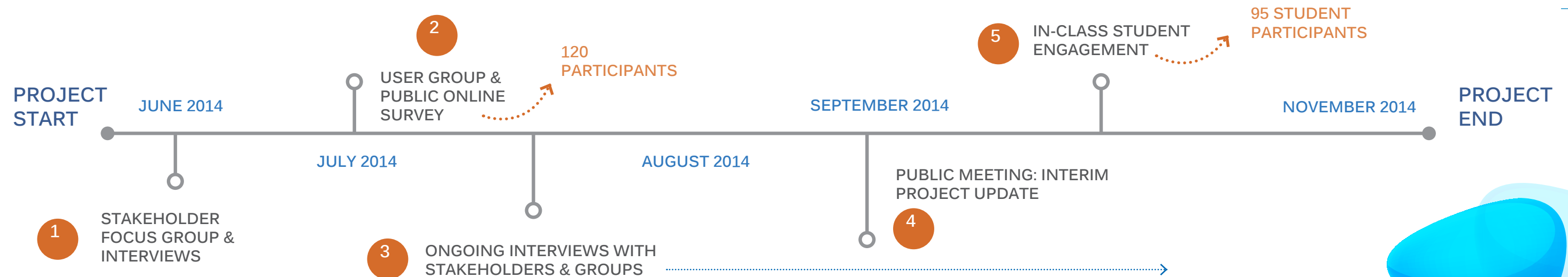
This Master Plan serves to consolidate and frame all the aforementioned policy and planning priorities into a comprehensive vision for recreation and leisure in Penetanguishene. The Plan provides a structure for the timely and sequential implementation of recommendations which take into account current and future opportunities for the development of recreation infrastructure, programming and services through effective planning and partnerships.

1.3. Process Guiding Plan Development & Implementation

The last recreation master plan for the Town was developed in 1986 by IER Planning, Research & Management Services in association with Moore/George Associates Inc. Due to the dated nature of the preceding document, this Master Plan project recognizes that a myriad of population, planning and economic shifts have occurred over the last 2 decades which render the need for a new strategy. As such, this Master Plan does not attempt to update the 1986 Leisure Plan. Rather, this document is based on a range of independent analyses of the socio-economic factors, policy, planning and community needs impacting the current and future delivery of recreation in Penetanguishene. In accomplishing this, the process of developing this Master Plan required:

- Public consultation and stakeholder outreach as well as Town Staff and Council engagement. Over 250 persons participated in the Master Plan consultation process;
- An analysis of local, regional and provincial demographic and leisure trends, as well as best practices in other communities;
- A Town-wide review of existing assets (including facility conditions, revenues and expenditures, utilization and planned capital investment) and the establishment of facility provision targets appropriate for Penetanguishene; and
- An analysis of strategic plans, policies and priorities (local, regional and provincial) for recreational development over the long-term horizon, so as to align Master Plan recommendations in a manner which ensures the Municipality is able to take full advantage of programming, investment and partnership opportunities.

CONSULTATION TIMELINE TO DATE



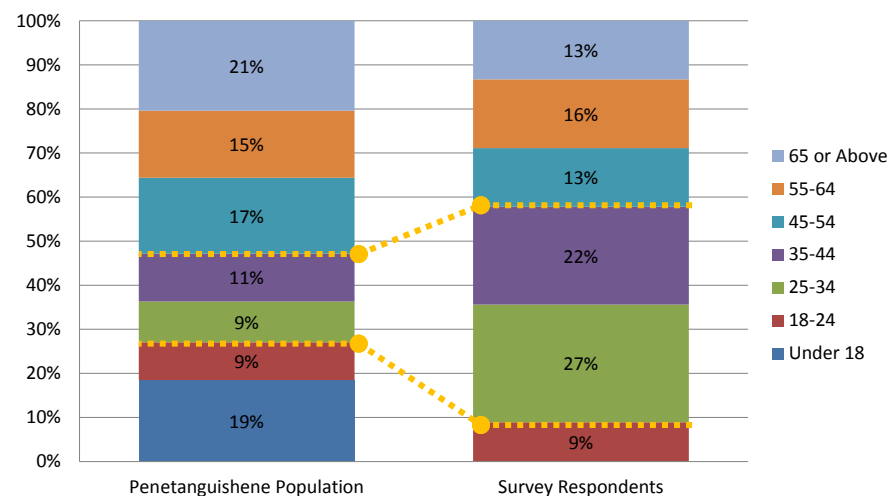
Consultation Highlights

During the month of July, members of the community were invited to complete an online survey for the Penetanguishene Recreation and Community Services Master Plan project. Approximately 120 persons voiced their opinions (roughly 85% were town residents.)

The majority of respondents represented Penetanguishene's younger families

- 45% of respondents were between the ages of 25-44 years.
- 49% of respondents described their household as comprising a couple with one dependent child or more.

Online Survey Respondents: Age Distribution



Top 5 Recreation and Leisure Activities: Walking for Leisure and Exercise ranks #1

1. Walking for leisure and exercise (65%)
2. Outdoor Swimming (57%)
3. Boating (47%)
4. Cycling or Mountain Biking (39%)
5. Fishing (open water) (38%)

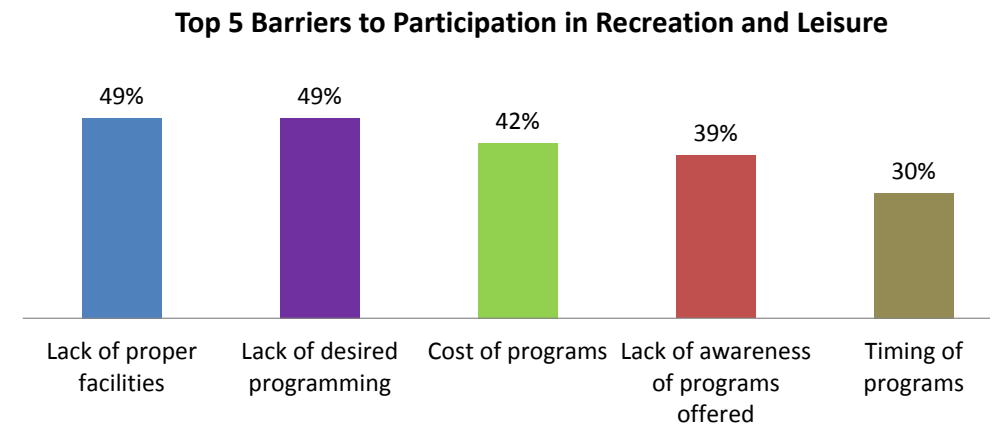
Primary Motivator: Desire to Maintain a Healthy Lifestyle

Top 3 motivators for participation in recreation were:

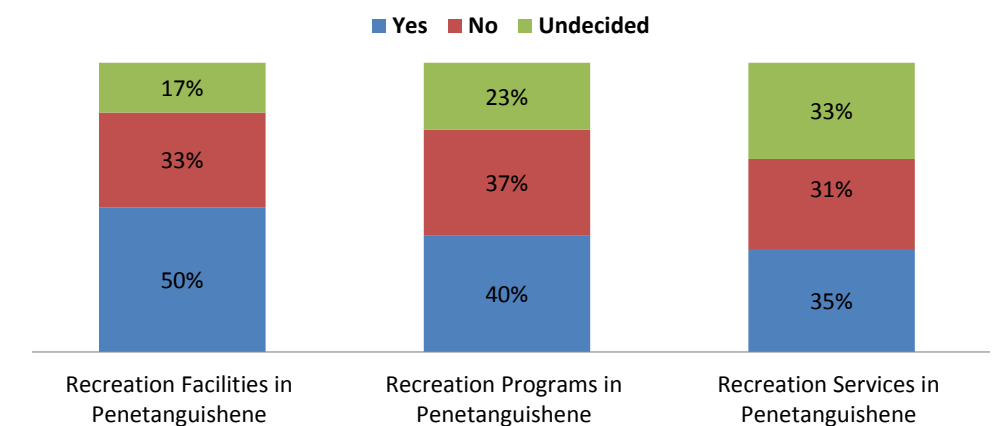
1. Desire to maintain and healthy lifestyle (77%)
2. Personal Enjoyment (70%)
3. Opportunities to social with other individuals (69%)



Greatest Barrier to Participation: Lack of Proper Facilities & Desired Programming



Split on Overall Satisfaction with Facilities



A photograph of a residential street with a wooden fence and trees. The fence is made of vertical wooden posts and horizontal rails, with a gate in the center. The trees are large and leafy, with some showing autumn colors. The sky is bright and clear. The overall scene is a peaceful suburban neighborhood.

2 Regional & Municipal Context

2 Regional & Municipal Context

2.1. Geography Matters

The Town of Penetanguishene is located in Simcoe County along the Georgian Bay. The Town is recognized as being part of the geographic area of Simcoe North, a provincial electoral district established in 2003, which includes Midland, Orillia, Penetanguishene, Tay, Tiny, Christian Island, Severn, Ramara, Oro-Medonte and Mnjikaning First Nation.

Historic community relations and municipal collaboration (for leisure and recreation service delivery etc.) has resulted in the term ‘North Simcoe’ being directly associated with the geographic communities of the Town of Penetanguishene, the Town of Midland, the Township of Tiny and the Township of Tay.

Recognizing the Municipality’s mandate to meet the recreation needs of the Town’s population, this Master Plan – as well as the scope of recommendations herein – also gives consideration to Penetanguishene’s role as a recreation and community service provider to a broader surrounding area with a permanent population of up to 47,372 persons:

Municipality	2014 Permanent Population	2029 Projected Permanent Population ¹
Penetanguishene	9,215	10,346
Tiny	11,522	13,576
Tay	9,923	10,886
Midland	16,712	20,468
Total	47,372	55,276

Sources: Town of Penetanguishene 2014 DC Background Study. Midland 2014 DC Background Study, Georgian Bay 2014 DC Background Study, Tay 2013 DC Background Study and Tiny 2010 DC Background Study.

Over the life of this Master Plan, the regional population is expected to increase by 17% from its 2014 population of 47,372 residents to 55,276 residents by 2029.

¹ Population Projections for Tiny beyond 2019 were estimated based on average persons per household and total projected households for 2020-31 as provided by the 2010 DC Background Study for Tiny.

Penetanguishene’s residents represent approximately 19% of North Simcoe’s total population.

2.1.1. Planning in the Context of Municipal and Regional Dynamics

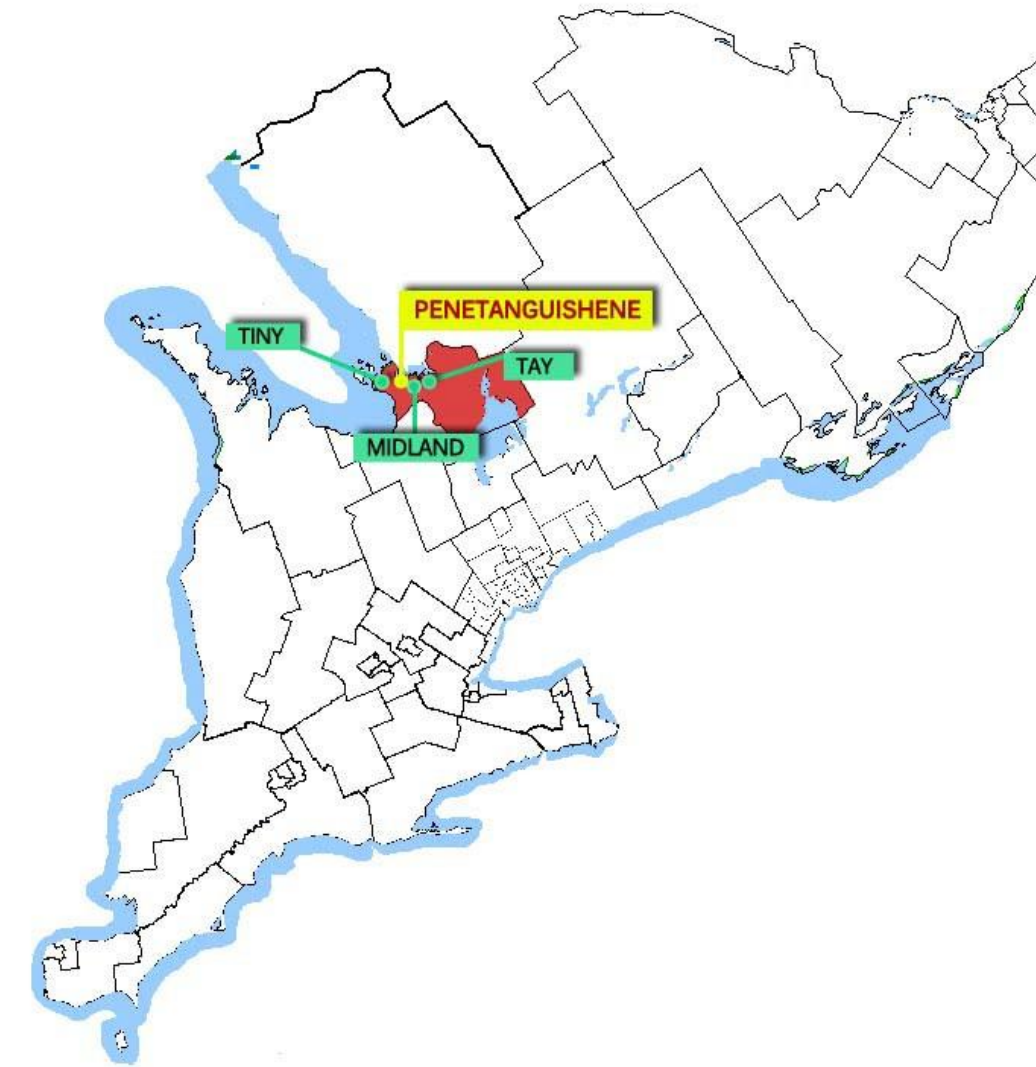
Dependent on the nature and scale of use of amenities, facility recommendations are based on planning for various types of facilities at a town/regional, community and/or neighbourhood level of service as appropriate. In order for Penetanguishene to play a greater role as a regional recreation service partner/provider, this demands that investment in change and development in recreation not be based solely on population standards or the number of available facilities. Rather, the recommendations of this Master Plan give consideration to the quality of facilities, value for money from the perspective of local users, and principles of economic development that require investment in a network of quality facilities to achieve the vision for the Town as a place to “live, work, play and visit”.

2.2. Demographic and Socio-Economic Profile

In assessing population dynamics, this Master Plan considers present and anticipated future population changes in the town and the surrounding area. In general, recommendations of this Master Plan take into account the following:

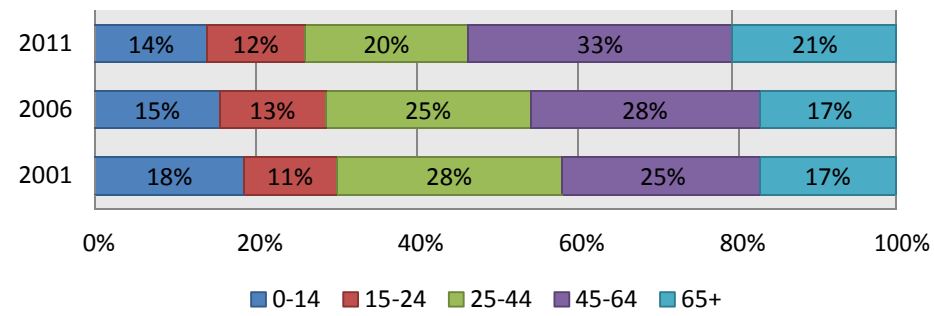
1 Penetanguishene’s population will age over time

- Similar to many municipalities across Canada, Penetanguishene is experiencing an aging population.
- Between 2001 and 2011, the proportion of the town’s senior population (65 years and older) grew from a 17% share to 21% share of the total population. Over the same period, the 45-64 year old age cohort grew from 25% to 33% of the total population.



Simcoe North: Penetanguishene’s Regional Context

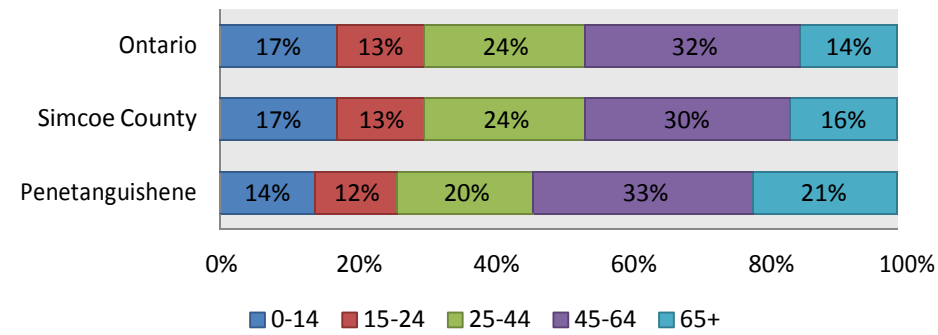
Exhibit 1: Penetanguishene Distribution of Population by Age Group 2001-11



Source: Sierra Planning and Management based on Statistics Canada, 2001-2011 Census

- In 2011 the median age of Penetanguishene’s population was 47.3, as compared to 41.8 for Simcoe County and 40.4 for the Province.

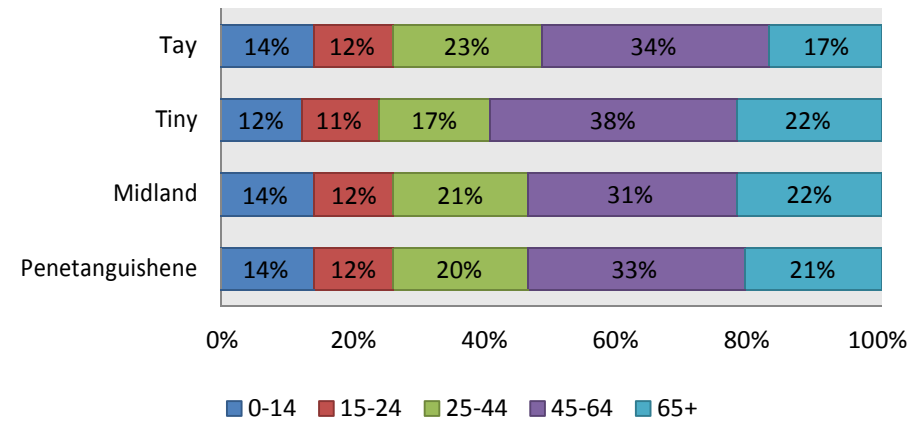
Exhibit 2: 2011 Age Distribution of the Population



Source: Sierra Planning and Management based on Statistics Canada, 2011 Census

- In comparison to other communities across North Simcoe, Penetanguishene’s age cohort distribution is fairly similar.

Exhibit 3: 2011 Age Cohort Comparison across North Simcoe



Source: Sierra Planning and Management based on Statistics Canada, 2011 Census

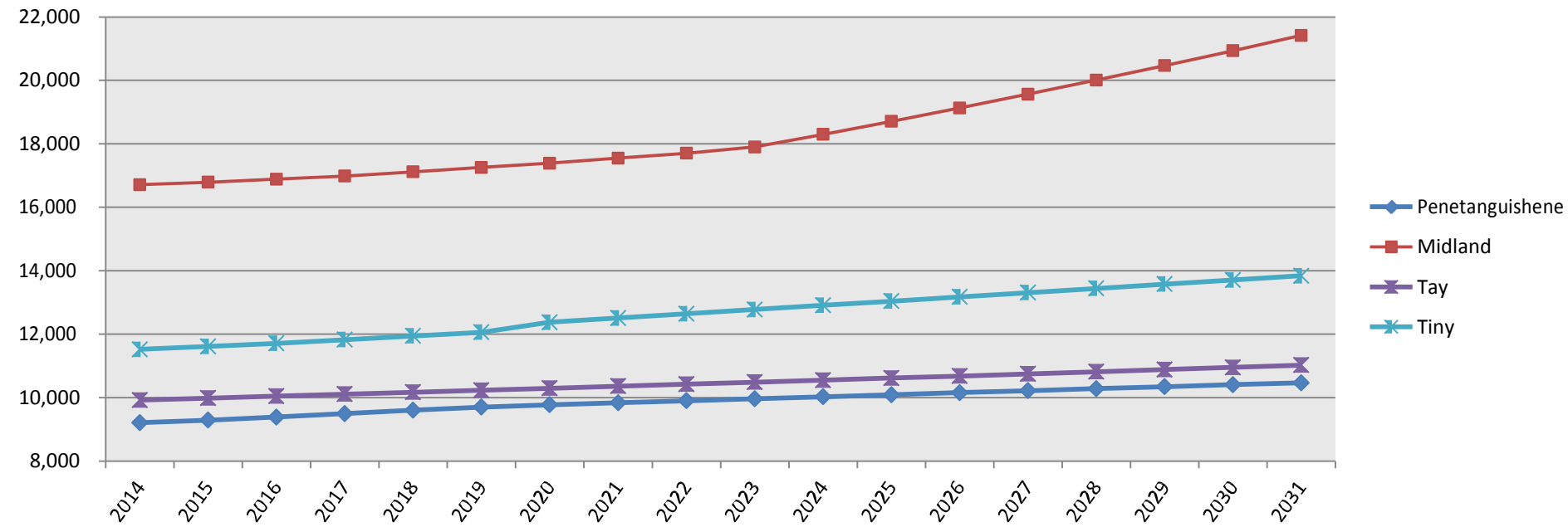


Gordon Park Playground (located within Rotary Park along the waterfront)

2 Marginal population growth is anticipated in the Town's horizon

- In 2011, the Town of Penetanguishene had a population of 9,111 persons – a 2.6% decline from its 2006 population. This represents a more recent trend as Penetanguishene's average annual population growth rate was 2.5% between 1996 and 2006.
- Penetanguishene's population is projected to increase to 10,346 residents by 2029, representing a 12% increase from the 2014 population of 9,215.

Exhibit 4: Population Projections for Municipalities across North Simcoe 2014-2031



Sierra Planning and Management based on Town of Penetanguishene 2014 Development Charges Study, Midland 2014 Development Charges Background Study, Tay 2013 Development Charges Background Study and Tiny 2010 Development Charges Background Study²

² Population Projections for Tiny beyond 2019 were estimated based on average persons per household and total projected households for 2020-31 as provided by the 2010 DC Background Study for Tiny.

3 The region of North Simcoe is also expected to experience population growth

Based on available community projections, the 15-year population growth rates for North Simcoe communities are as follows:

- Penetanguishene: 12%
- Midland: 22%
- Tay: 10%
- Tiny: 18%

The aforementioned is compared to forecasted population growth across Simcoe County and Ontario (at a rate of 22% and 18% respectively over the same period).



Penetanguishene Sports Hall of Fame

4 Who is moving to Penetanguishene?

Discussions with the Town’s Planning and Community Development Department indicate new residents are generally:

- Seniors moving into the area; and
- Some long-term cottagers that have decided to settle permanently in the Town.

5 Growth is occurring in and around Penetanguishene’s downtown core

- In 2011, Penetang Harbour East comprised of the majority of the town’s population (78%) followed by Rural Penetang (21%).
- Despite the 2011 census report of overall population decline, at the level of neighbourhood zones Penetang Harbour East experienced slight population growth (+1.9%) from 6,944 in 2006 to 7,075 in 2011.
- Between 2003 and 2013, a total of 773 residential units were registered for subdivision development in the Town (111 of these remain to be developed as of July 2014). Subdivision plans for a further 529 residential units have been granted draft approval by the Town.
- Residential growth in Penetanguishene is primarily planned for Penetang Harbour East, as 91% of existing registered plan units and 61% of proposed plans for subdivision in the town are located within this area.
- As of December 31, 2013 there were no registered plans for subdivision development within Penetang Harbour West, however 209 units (36 single family lots and 173 multi-family lots) have been proposed for this area.

6 Rural Penetanguishene is younger than other neighbourhood zones in the Town

- Rural Penetanguishene is also home to the Town’s larger families.

Exhibit 5: Penetanguishene Communities’ 2006-2011 Population Change

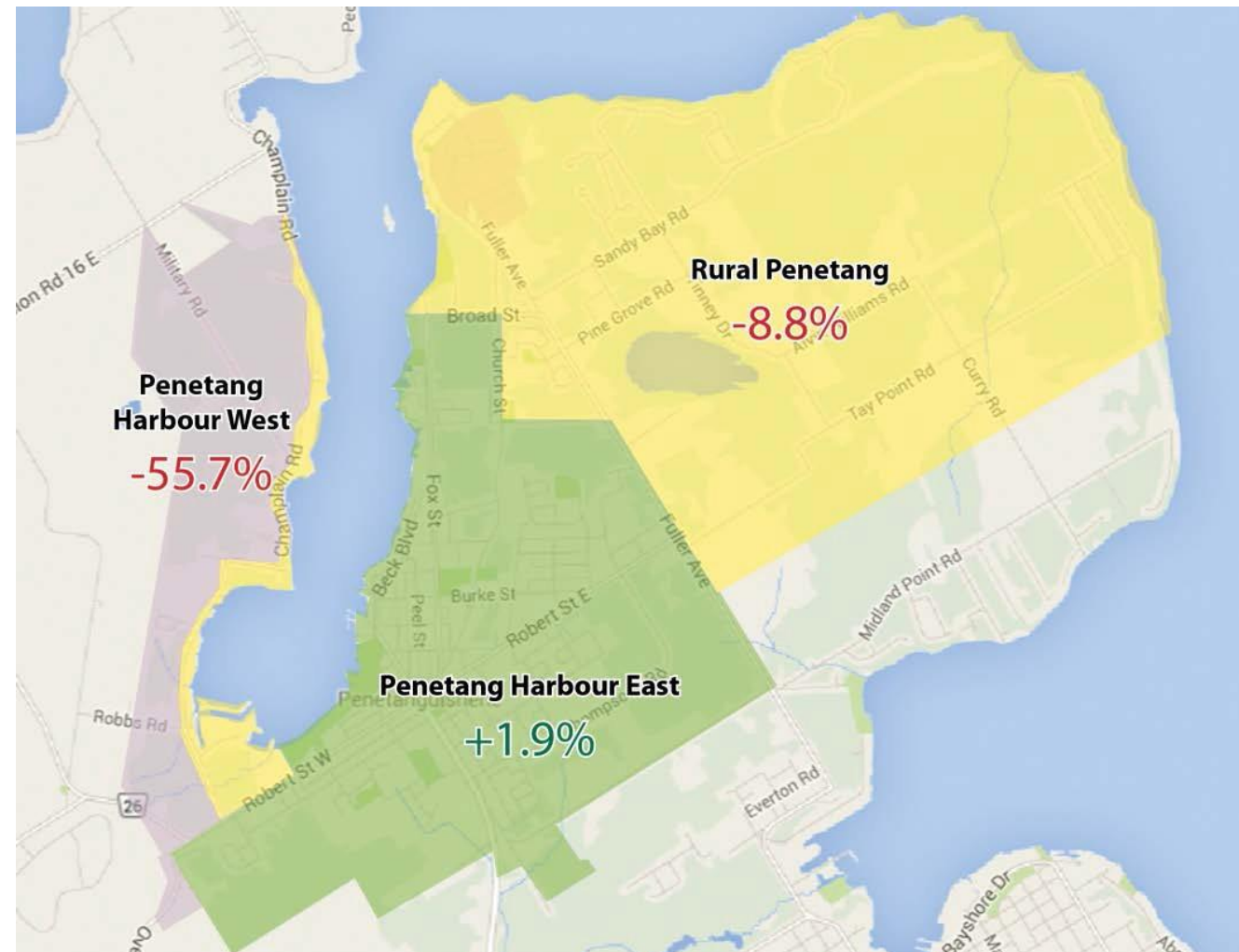


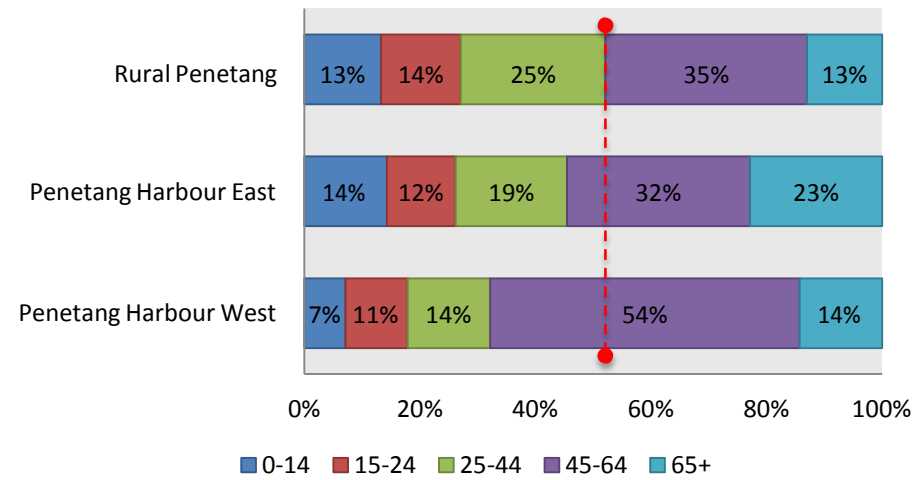
Exhibit 6: 2011 Population Dynamics in Communities throughout Penetanguishene

	Penetang Harbour W.	Penetang Harbour E.	Rural Penetang	Town of Penetanguishene ³
Census Pop.	135	7,075	1,910	9,115
Median Age	51.5	48.1	42.5	47.3
Average PPH	2.2	2.3	2.7	2.3

Source: Sierra Planning and Management based on Statistics Canada, 2011 Census

³ Figures may not add to total due to rounding from Statistics Canada.

Exhibit 7: Age Cohort Population Distribution by Communities for the Town of Penetanguishene (2011)



Source: Sierra Planning and Management based on Statistics Canada, 2011 Census



Ecology Gardens Park

7 Penetanguishene’s unemployment rate is at parity with the Province ... however, there are pockets/areas of the community have higher rates of unemployment

- In 2006, Penetanguishene’s unemployment rate was 6.3% compared to 6.4% for the Province.
- The unemployment rate in Rural Penetanguishene (12.3%) was significantly higher than the Town average (6.3%) and yet, the average household income in this area was the highest compared to other parts of the town.
- In 2010, the average household income for private households in Penetanguishene increased to \$68,926 from \$51,666 in 2005.

Exhibit 8: 2005-2006 Household Characteristics of Penetanguishene Communities

	Penetang Harbour W	Penetang Harbour E	Rural Penetang	Town ⁴
Average Household Income	\$54,739	\$58,520	\$83,709 ⁵	\$61,476
% Owned Occupied Dwellings	91.7%	70.9%	88.5%	74.8%
% Unemployment	6.2%	5.6%	12.3%	6.2%
Participation Rate	60.4%	58.2%	75.3%	60.4%

Source: Sierra Planning and Management based on Statistics Canada, 2006 Census

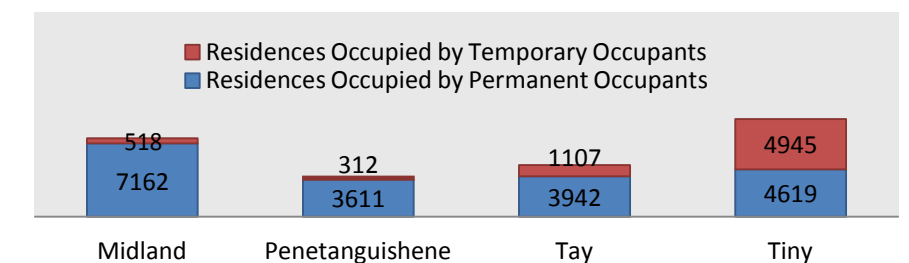
⁴ Figures may not add to total due to rounding from Statistics Canada
⁵ 2005 average household income of private households in Rural Penetang was likely higher as due to data availability, a portion of the community (dissemination area 35431331) was not included in the total figure

8 What about seasonal residents?

- **Penetanguishene:** Local planning authorities estimate that the town’s seasonal population in 2013 was approximately 400 residents. There is opportunity for 1) local tourism enterprise to target visiting friends and relatives associated with new seniors’ residences in the town, and 2) for the town to function as a broader tourist attraction and historic commercial strip in the North Simcoe.
- **Midland:** The town’s seasonal population accounts for an additional 500 residents during the summer season.
- **Tay Township:** The Township of Tay communities (Port McNicoll, Victoria Harbour, and Waubaushene) are popular cottage destinations. The Township contains a little over 1,100 seasonal dwellings, accounting for approximately 15% of the region’s cottages. Local planning authorities estimate that the Township of Tay’s population swells by approximately 2,700 residents during the summer months from a base of 9,700.
- **Tiny Township:** Estimates from local planning authorities indicate that the population in the Township grows by approximately 12,000 residents every summer, effectively doubling the local population. Estimates from Statistics Canada’s (2011) Census indicate that over half (52%) of all residences in the township are used as seasonal dwellings.

This Master Plan recognizes the need to plan for and service the recreational needs of the permanent as well as seasonal resident base in Penetanguishene and the broader region.

Exhibit 9: Breakdown of Seasonal Residences across Communities of North Simcoe



Source: Huronia Area Tourism Action Plan (2014)

3

Current Service Delivery



3 Current Service Delivery

3.1. The Town as a Recreation Provider

3.1.1. A Provider of the First Choice for Facilities

The Town of Penetanguishene remains the provider of first choice for both indoor and outdoor recreation facilities within the municipality. In addition to managing the town's only indoor ice surface and the lion-share of sport fields, outdoor courts and park facilities, the Town of Penetanguishene also owns and operates major waterfront attractions and assets including Rotary Park and the Historical Port of Penetanguishene (also referred to as the Town's Dock and Harbour).

School facilities are a supplement to the recreation facility supply in the Town and work well in providing additional opportunities for recreation for the community. Nonetheless, public access to such facilities is secondary and limited to availability outside of school/school board activities. For this reason, school facilities play a supporting role by and large for recreation use by members of the public. More readily, residents and groups in Penetanguishene utilize recreation facilities in the surrounding communities (e.g. Midland) where local facilities are deemed to be insufficient in scale, availability and/or lacking altogether from the recreation portfolio.

Recognizing, however, that school facilities serve to meet current gaps in the municipal supply of indoor facilities – particularly as it relates to gymnasias and indoor meeting/community rooms – the Town of Penetanguishene has established arrangements for the use of some school facilities to host a range of publicly-offered programming such as Home Alone, Babysitting and CPR courses (offered in conjunction with Certified Emergency Response Training (CERT)) as well as select fitness programs (administered by private instructors).

3.1.2. Municipal Re-entry into Programming

The delivery of sport and leisure programming in Penetanguishene is largely a community and volunteer-driven initiative. As a municipal organization, the Town is currently not well known as a program provider and up until 2012 had virtually no programming options available to the public. In 2013,

The Town began to re-engage in programming and is currently working to increase its role in this area as it seeks to provide affordable and accessible options for its residents. The Town's Recreation and Community Services Department through joint planning and marketing mechanisms (such as the North Simcoe Recreation Guide) has sought to expand its profile as a provider of (non-competing) public programming in the Town.

Aquatics

With community demand for indoor aquatic programming options, the Town's Recreation and Community Services Department developed an agreement with the Waypoint Centre for Mental Health to utilize its indoor swimming facility for public programming. With this agreement, the Town initiated youth, adult and seniors aquatic programs. In 2013, just over 600 residents of varying age groups participated in municipally-run aquatics programs. In 2014, the Council of the Town of Penetanguishene took steps to formalize an agreement for the use of the facility to maintain this program. In August 2014 Council approved a joint use agreement for the indoor pool facility at Waypoint. The 2014 line-up of aquatic programs now includes school swims.

Adult Fitness

In 2013 and 2014, the Town provided a range of adult fitness programs including zumba, yoga, running and aerobics. The majority of classes were administered out the Penetanguishene Memorial Community Centre; with select programs being hosted within the gymnasium facility at the James Keating Elementary School. Fitness programs are typically 8-10 weeks in duration. Limited adult recreational opportunities are offered by the town's private sector.

Youth Camps

March Break Camps: range the spectrum to include hockey, arts & craft, swimming, trips and other leisure activities. Camps typically run for a full day and extend over the course of one week.

Summer Sport Camps: include Tim Bits Soccer, Kids Soft-Ball and T-Ball. Camps typically operate for 6-8 weeks. The Kids Soft-Ball and T-Ball program is administered in partnership with Toanche Parks and Recreation Association (based out of the Township of Tiny). Additionally, the Town received a grant from the Tim Horton's corporation towards its 2014 soccer program for which around 100 youth were registered.

Summer Day Camps: such as the Voyagers Day Camp and the Penetanguishene Museum Lil' Pioneers Kinder Camp operate throughout June to August. Both are sponsored by the Town of Penetanguishene through its Recreation and Community Service Department, however, Kinder Camp is directly administered and managed by Penetanguishene Centennial Museum staff.

The Town continues to explore means to expand its recreational youth offer and has included new programs such as Cheer Fit and Adventure Runners to its fall 2014 youth program roster.

Seniors Programming

Seniors programs include rug hookers, fitness, bocce, shuffleboard and pickleball. Outdoor programs such as bocce and pickleball are held twice a week between May and September.

Specialized Training Programs:

- Girls Night Out & Guys Hang Out: personal development programs for girls and boys ages 9 to 12 years old.
- Home Alone Course (offered by CERT): Home safety course for youth 10 years of age and older.
- Baby Sitting Course (offered by CERT): for young caregivers ages 11 and older.
- Standard First Aid & CPR (offered by CERT): a certified program offered to youth 14 years of age and older.

The Town of Penetanguishene continues investigate opportunities to access available grant monies from upper levels of government for the development of youth programming at the local-level. Additionally, the Town seeks to increase its base of volunteers in order to enhance its existing programs as well as develop new program options to meet the needs of the Penetanguishene community.

3.2. User Group Partners

User groups (ranging from organized leagues to less formal teams) provide residents with access to both local and regional recreation facilities. In general, locally-based user groups offer more traditional sporting opportunities such as ice hockey, ball hockey, figure skating, tennis, baseball (slo-pitch) and curling. Where gaps exist in local programming, residents have historically travelled to surrounding communities – primarily Midland – to participate in organized sporting activities. See Section 4.5 of this report for more information on regional recreation dynamics.

Recreation user groups servicing Penetanguishene residents are as follows:

Penetanguishene-based User Groups	Other (Non-exhaustive)
<ul style="list-style-type: none"> ▪ Penetanguishene Curling Club ▪ Penetanguishene Minor Hockey Association ▪ OHA Penetang Kings ▪ Penetang/Midland Minor Ball Hockey League ▪ Penetanguishene Skating Club ▪ Penetang-Midland Basketball Association ▪ Penetang Recreational Hockey League ▪ Georgian Bay Ladies Slo Pitch ▪ Penetang-Midland Ladies Ball Hockey League 	<ul style="list-style-type: none"> ▪ Huronia Soccer Club ▪ Midland-Penetang Touch Football League ▪ North Simcoe Girls Hockey Association ▪ Hurons Gymnastic Club ▪ Midland Minor Baseball Association ▪ Huronia Braves Lacrosse ▪ Over Thirty Hockey League Midland ▪ Toanche Parks and Recreation Association

Approximately 16 user groups across North Simcoe participated in the consultation process for this Master Plan (this included focus group, telephone and online survey outreach). While roughly 80% of participating groups were based in the Town of Penetanguishene, all groups serviced a regional (North Simcoe) membership base. The following is an assessment of the membership profile of select user groups that participated in the Master Plan process (based on information provided (self-reported) by groups):

		Membership Profile	
User Groups	Activity	Current Membership	Membership Trends
Men's Senior Tennis	Tennis	12	↑
Seniors Tennis Club	Tennis	25	↑
Penetanguishene Recreational Hockey League	Hockey	86	↔
Georgian Bay Snowriders	Snowmobiling	1600	↑
Penetang-Midland Minor Ball Hockey League	Ball Hockey	920	↔
Huronia Braves - MMLA	Lacrosse	177	↑
Georgian Bay Ladies Slo-Pitch	Baseball	100	↓
Penetanguishene Skating Club	Figure Skating	125	↔
Huronia Soccer Club	Soccer	150	↔
Penetanguishene Minor Hockey Association	Hockey	240	↔
Penetanguishene Curling Club	Curling	200	↑
OHA Penetang Kings	Hockey	23	↔
Total Membership		3,658	
Trends Key: (↑) Increase, (↓) Decrease, (↔) Relatively Stable			

3.2.1. User Groups in Penetanguishene serve the Region

Based on available responses, an average of 55% of the membership composition of Penetanguishene-based user groups were town residents. Roughly 45% of total memberships (accounting for more than 200 persons) were non-residents of Penetanguishene who commute to the Town to take advantage of recreation programs and facilities.

3.2.2. Tournament and Program Development

User groups across North Simcoe hosted 31 tournaments in the last 3 to 5 years which drew an estimated total of over 6,300 attendees. When asked whether their organization had plans to expand, reduce or otherwise change programming over the next few years, roughly 50% of groups responded positively and expressed hopes to develop stronger youth and competitive programming. Penetanguishene-based user groups that indicated having no plans for program expansion primarily cited the quality of available facilities as the primary hindrance to club growth.



4

Current Inventory and Utilization

4 Current Inventory and Utilization

4.1. Penetanguishene's Recreation Inventory

4.1.1. The Indoor Asset Base

The table below summarizes the consulting team's review and inventory of indoor recreational facilities in Penetanguishene based on ownership, nature of use/scale of use (as relevant) and type of facility. The findings below are an amalgamation of the results of the consulting team's June 2014 field review as well as existing data provided by the Town of Penetanguishene's Recreation and Community Services Department, local-serving school boards and other available databases of information.

There are 21 indoor recreation facilities in the Town of Penetanguishene, 8 of which are municipally-owned including one single pad arena at the Penetanguishene Memorial Community Centre, Brian Orser Hall and other designated meeting spaces for public & private rentals as well as the Penetanguishene Centennial Museum.

While the Town of Penetanguishene contributes capital and operating funding to the Penetanguishene Public Library, the institution (its policies, daily protocols and projects) is managed and controlled by the Penetanguishene Public Library Board which consists of citizen representation as well as council representation from the Town of Penetanguishene and the Township of Tiny. Similarly, though sited on Town-owned land, Penetanguishene's Curling Club facility is operated and managed by a non-profit sporting association. As it relates to the physical maintenance of the property, the Town of Penetanguishene primarily assists with maintenance of the grounds. Capital investment and upgrades to the Curling Club building are the primary responsibility of the local curling association.

The town's indoor pool facility and local gymnasium are in private and school board ownership (respectively).

Facilities by Type	Total	Ownership		
		Town	School Board	Other/Private
Ice Pad	1	1	0	0
Pool - Indoor	1	0	0	1
Curling Rink	1	0	0	1
Gymnasia	7	0	7	0
<i>Town-serving</i>	0	0	0	0
<i>Community-serving</i>	7	0	7	0
Community Hall	1	1	0	0
Designated Community Meeting Spaces	8	5	0	3
Public Library	1	0	0	1
Museum	1	1	0	0



Penetanguishene Memorial Community Centre - Arena

4.1.2. The Outdoor Asset Base

Parks, trails and open space are signature features of the Town of Penetanguishene. With a portfolio of a range of facilities such as outdoor courts, fields and play areas; the town offers over 47 outdoor recreation and leisure facilities for passive, active, formal and informal use by residents irrespective of age, income and ethnicity.

The table below summarizes the consulting team’s review and inventory of outdoor recreational facilities in Penetanguishene based on ownership, nature of use/scale of use (as relevant) and type of facility. Similar to the indoor facility inventory above, the findings below are an amalgamation of the results of the consulting team June 2014 field review as well as existing data provided by the Town of Penetanguishene’s Recreation and Community Services Department, local-serving school boards and other available databases of information.

Penetanguishene’s outdoor facilities constitute the most significant share of its recreation asset inventory. These include:

- 8 baseball diamonds (3 of which are in municipal ownership);
- 11 playground facilities;
- 2 natural rinks including a harbourfront ice rink;
- Basketball courts, soccer/football fields and running tracks (most of which are in school board ownership);
- 24 active and passive parks (totaling 188.51 acres/76.29 hectares);
- One skate park and Race Car (RC) track;
- Bocce, tennis and volleyball courts;
- 7 walking trails and 1 snowmobile trail traversing through the Town (totalling almost 16 KM);
- A waterfront disc golf-course spanning 90 acres of park land; and
- 6 marinas including the Historical Port of Penetanguishene which is a focal point of the town’s heritage.

Facilities by Type	Total	Ownership		
		Town	School Board	Private
Outdoor Ice Rink	2	2	0	1
<i>Town-wide</i>	1	1	0	0
<i>Other</i>	1	1	0	1
Ball Diamonds	8	3	4	1
<i>Town-wide</i>	2	2	0	0
<i>Community</i>	5	1	4	0
<i>Other</i>	1	0	0	1
Basketball Courts	8.5	2.5	5	0
<i>Town-wide</i>	0	0	0	0
<i>Community</i>	8.5	3.5	5	0
Beach Volleyball Courts	2	2	0	0
<i>Town-wide</i>	2	2	0	0
Bocce Courts	4	4	0	0
<i>Town-wide</i>	4	4	0	0
Football Fields	1	0	1	0
<i>Town-wide</i>	0	0	0	0
<i>Community</i>	1	0	1	0
Tennis	4	4	0	0
<i>Town-wide</i>	2	2	0	0
<i>Community</i>	2	2	0	0
Disc Golf Course	1	1	0	0
Play Structures	18	10	8	0
<i>Special Open Space Areas</i>	2	2	0	0
<i>Community</i>	2	2	0	0
<i>Neighbourhood</i>	14	6	8	0
Running Tracks	2	0	2	0
Skate Park	1	1	0	0
Soccer Fields	6	1	5	0
<i>Town-wide</i>	1	1	0	0
<i>Community</i>	5	0	5	0
Parks	24	24	0	0
<i>Special Open Space Areas</i>	9	9	0	0
<i>Community Park</i>	3	3	0	0
<i>Neighbourhood Park</i>	12	12	0	0
Dog Park	1	1	0	0
Trails (walking)	7	7	0	0
Trails (snowmobile)	1	0	0	1
Race Track	1	1	0	0
Marinas	6	1	0	5

4.2. Condition & Utilization

The following represents an assessment of utilization of select⁶ indoor facilities in the Town of Penetanguishene.

4.2.1. Indoor Facilities

4.2.1.1. Penetanguishene Memorial Community Centre - Arena

The Penetanguishene Memorial Community Centre houses the Town's only single-pad arena. The original arena was built in 1953/4 with a later addition constructed in 1983. The arena area is approximately 115' x 200' with the ice surface being 85' x 180' in dimension. Key facility users include Penetanguishene Minor Hockey, OHA Penetang Kings, Penetanguishene Skating Club and the Penetang/Midland Minor Ball Hockey League.

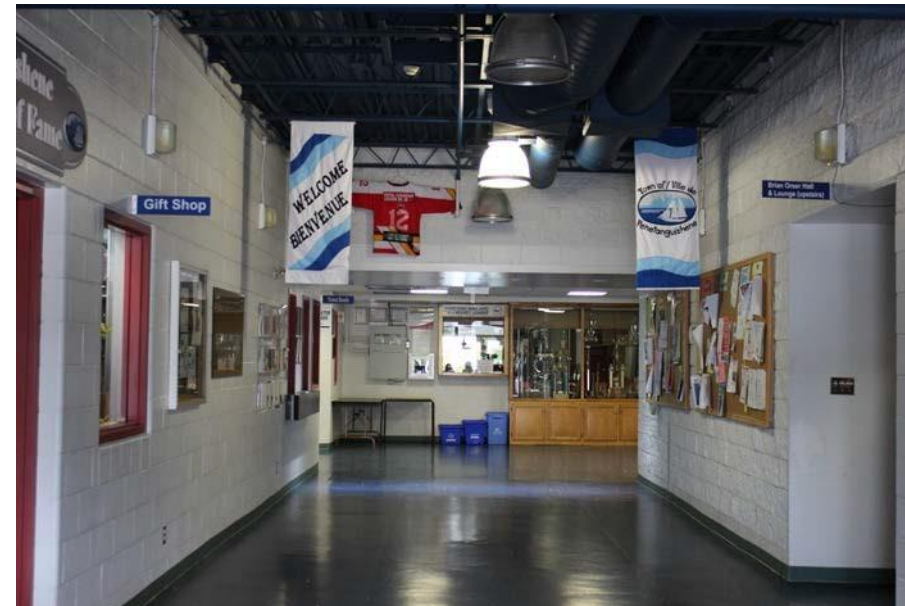
The Town of Penetanguishene defines ice-time as:

- 1 **Prime time** – Monday to Friday, 4 p.m. to 6 p.m.; Saturdays and Sundays and all Federal/Provincial/Municipal Holidays.
- 2 **Non-prime time** – Monday to Friday 6 a.m. to 4 p.m.

Over the 2013/14 season there was an estimated total of 3797.5 available hours of ice time at the Town-owned arena. On average, only 50% of annual available ice time was utilized by groups over the last two seasons. Only 19% of non-seasonal floor rental hours were utilized by groups such as Penetang-Midland Minor Ball Hockey League and Men's and Women's Ball Hockey League. See Section 8.1 for further details on prime versus non-prime time use.

In 2012 the Town's Recreation and Community Services Department commissioned Yolles to undertake a visual structural review of the arena building. The report identified the arena facility was in reasonable condition for its age. More significant capital work is required for roof maintenance. In 2013, an inspection by Provincial Roofing identified areas of leakage and deterioration in the arena roof membrane. Its replacement will require a \$220,000 investment on the part of the Town.

⁶ Based on data made available by the Town of Penetanguishene's Recreation and Community Services Department



Penetanguishene Memorial Community Centre - Arena



4.2.1.2. Penetanguishene Curling Club

The Penetanguishene Curling Club is a 90' x 185' building containing a 6-sheet curling rink surface (50 x 52.5 metres in dimension), lounge/hall, meeting rooms, a viewing area and deck facilities. The facility, which was built by the curling club association, is set to host the 2014 Provincial Scotties and is expected to attract thousands of spectators from across Ontario to the Town. Club facilities cater to a membership base of approximately 200 persons; 100 of which are school-aged youth involved with the Club's Little Rock Program⁷.

A 2012 visual structural review by Yolles identified that the curling facility was in reasonable condition with the majority of identified repair work (including exterior masonry repairs) being easily undertaken during regular maintenance procedures.



Penetanguishene Curling Club – Lounge/Hall and Curling Surface

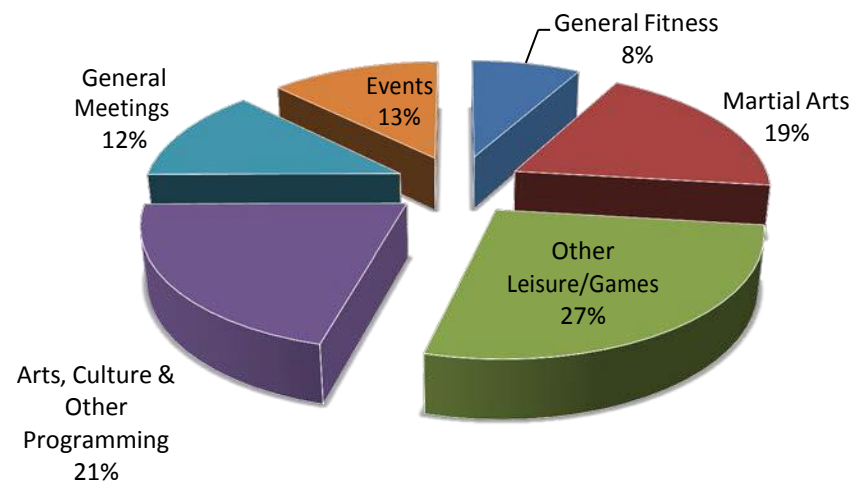


⁷ This data is based on information provided during discussions with the administration of the Penetanguishene Curling Club

4.2.1.3. Brian Orser Hall

Also housed within the Penetanguishene Memorial Community Centre, Brian Orser Hall is the Town’s only designated community hall facility. The hall is equipped with audio-visual amenities and hosts a range of activities including meetings, shuffleboard and game activities as well as events such as engagement parties. On average (based on booking records over the last 2 years) only 19% of total available facility hours are booked per annum (around 950 hours per year). See Section 8.1 for further details on prime time utilization.

Exhibit 10: Brian Orser Hall Rentals based on Activity (2013)



Source: Based on 2013 facility booking data provided by the Town of Penetanguishene Recreation and Community Services Department

4.2.1.4. Penetanguishene Public Library

The Penetanguishene Public Library was built 1907. In 1995 the facility underwent significant expansion and relatively doubled its size. The presence of modern and accessible amenities reflects on-going investment in the facility. Routine upgrades and capital investment have been made to bring the building up to code as well as meet accessibility requirements. With the exception of the basement area, the library facility is accessibility compliant. While no condition assessments are available for the building, planned capital projects include a new outdoor sign, furnace replacement, as well as interior and exterior building improvements.

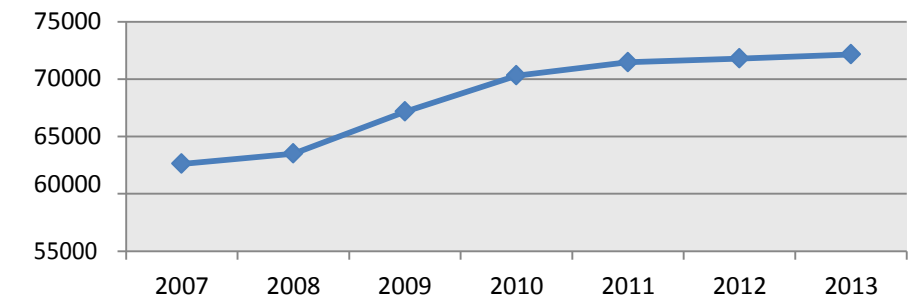


Penetanguishene Public Library

Around 60% of annual funding for the Library is provided by the Town of Penetanguishene. The Library also receives funding assistance from the Government of Ontario and other sources.

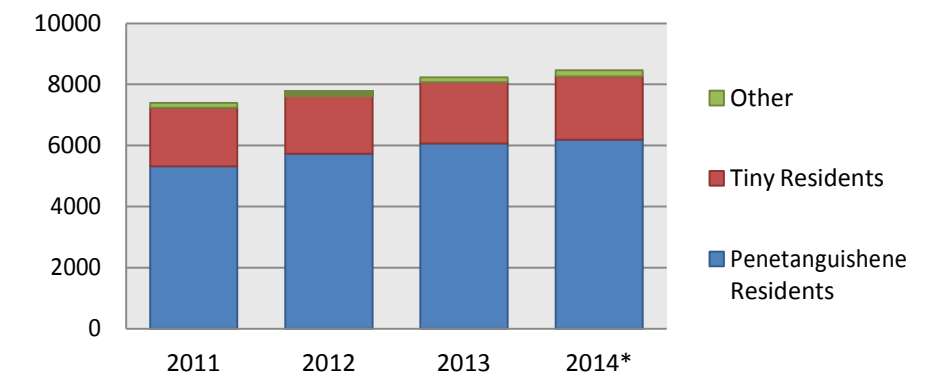
Library usage has significantly increased over the past 5 years, particularly as programming has been expanded to meet the needs of the community(ies) over time.

Exhibit 11: Annual Turnstiles for Penetanguishene Public Library



Source: Based on 2007-2013 facility utilization data provided by the Penetanguishene Public Library

Exhibit 12: Penetanguishene Public Library Membership Profile (2011-2014)



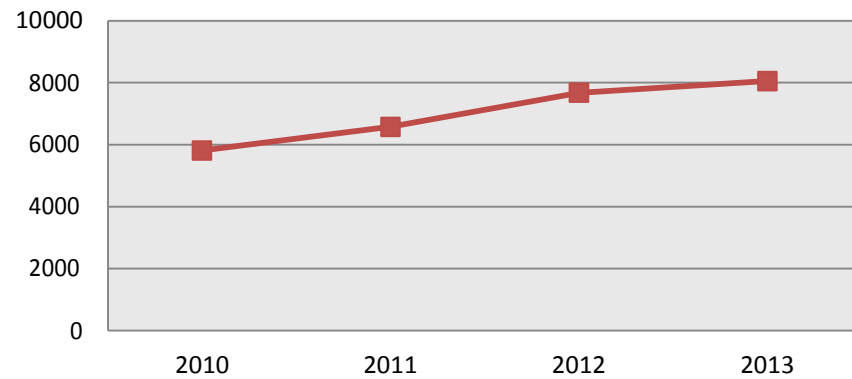
* Year to date figure as of July 2014.

Source: Based on 2011-2014 annual membership data provided by the Penetanguishene Public Library

4.2.2. Penetanguishene Centennial Museum

Built in 1875 to house the former C. Beck Lumber Office and General Store, buildings on property of the Penetanguishene Centennial Museum were fully restored in 1994. The facility comprises archives and exhibitory space, a genealogical centre, gift shop as well as meeting and event space. The property also sites a gazebo, concessions, kitchen, bar and washrooms for outdoor event hosting. The facility is in prime condition considering its status as a heritage building. Future capital plans for the facility include window replacement, as well as roofing maintenance and repair. Based on Year End Reports provided by the Penetanguishene Centennial Museum, museum utilization has grown by 39% between 2010 and 2013, with a total of 8,050 persons visiting the facility in 2013.

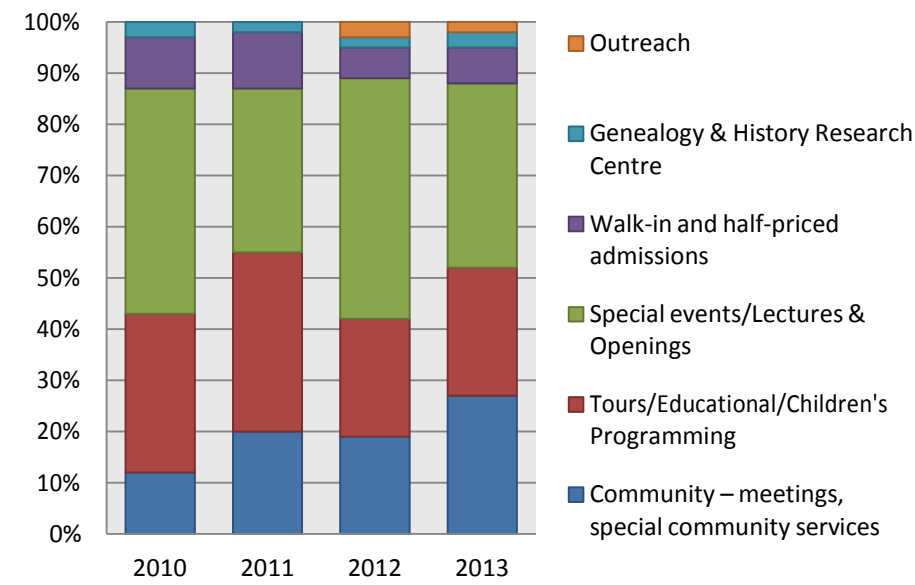
Exhibit 13: Change in Museum Attendance (2010-2013)



Source: Based on 2011-2013 Museum Year End Reports provided by the Penetanguishene Centennial Museum

On average the museum hosts 6 to 8 events per year (2 of which are the Museum's own initiatives). Events range the spectrum from condominium annual general meetings and fundraisers to baby showers and children's parties. In 2013, an estimated 22% (523 hours) of the museum's opening hours were utilized for walk-ins and research. Considering hall rentals, day camps and other programming would this figure would increase. Regardless, there is room for greater use of this facility.

Exhibit 14: Museum Attendance by Activity (2010-2013)



Source: Based on 2011-2013 Museum Year End Reports provided by the Penetanguishene Centennial Museum



Penetanguishene Centennial Museum

4.3. Outdoor Facilities

There is limited data available on the utilization of outdoor recreation facilities in the municipality – largely because much of these facilities are available to the public for informal, non-registered use throughout the day. As such the following review is limited to the Town-owned soccer field, ball diamonds and the Town Dock and Wharf as these facilities host regular programming and event bookings. In the case of the Dock, the Town has the ability to track facility and slip rentals.

4.3.1. Soccer Fields

The J.T. Payette Park Soccer Field is the only municipally-owned soccer field in the town. This facility is unlit and while the grass surface is relatively well-maintained, the field sits below road-level and is at risk of flooding. This inhibits the use of the facility for games. At the time of the field review there were no spectator amenities on-site (e.g. bleachers). This renders the facility inopportune for tournaments and competitions. The Town’s capital plan includes a 2015 budget of \$100,000 to develop washroom facilities to service the J.T. Payette Park.

The Town of Penetanguishene sought to operate its Timbit’s soccer program from this facility in 2014. Due to weather concerns, the program was relocated to the soccer field at the Penetanguishene Secondary School (P.S.S). As a result, an estimated 32 hours of field utilization was transferred from the J.T. Payette Park Soccer Field to the P.S.S facility.

4.3.2. Baseball Diamonds

The municipality owns 3 of the 7 baseball diamonds in Penetanguishene – the Phil Marchildon Ball Diamond and 2 fields at McGuire Park. At present, only the McGuire Diamonds host organized sport programming – this includes the Town’s summer T-ball and Soft-ball program as well as weekly practice and game schedules for the Georgian Bay Ladies Slo-Pitch League. A total of 157 participants were registered in the aforementioned programs. Approximately 5%-11% of available seasonal field hours at the McGuire facility were utilized in 2013 (see Section 8.2 for further details on prime utilization).

In terms of condition, a June 2014 field review showed municipal diamonds and related amenities were generally in fair condition, with some investment being required in player and spectator amenities (seating etc.). McGuire Park exhibits issues related to drainage. This requires further investigation by the Municipality as this was observed to inhibit the utilization of the ball diamonds at this location. The Town has allocated funding for improvements to the parking lot at the park in 2016.

4.3.3. Town Dock and Wharf

The Historical Port of Penetanguishene is a focal point of the town, its history, and is one of the premier docking facilities in the municipality. The Town’s Official Plan recognizes the “Penetang Harbour has played and will continue to play a vital role in shaping the character and economic well-being of the Town” (Section 2.2.2) both as a tourism and recreation asset. Recent investments in improvements include renovated docks (completed in 2011) and the refurbishing of the Tourist Information Centre. The facility and its amenities are generally well-maintained; however, washrooms exhibit the need for upgrades. An \$180,000 budget has been allocated to capital improvements to the dock facility between 2015 and 2016, with the majority of this budget going toward the repaving of the parking lot and needed wharf inspections.

The facility has a total of 113 slips (seasonal and transient) that are at 100% occupancy during the peak period of late June to late August. Roughly 70% of boat owners who utilize the dock are from Penetanguishene and another 30% are from Midland, Toronto and other cottage destinations. Additionally, the Georgian Queen boat tour attracts anywhere from 20-200 people per trip, and operates 1-3 times per day during the season (for a total of 15,000 patrons per annum).

As a tourism asset, the Historical Port also hosts a range of events which pull residents from all over North Simcoe and caters to the local permanent and seasonal resident base (cottagers). On average the Tourist Information Centre serves around 80-100 people per day on weekends and 40-80 people per day on weekdays during the May to November season.



McGuire Park Ball Diamond #2

4.4. Regional Inventory of Significance

4.4.1. Regional Perspective on Recreation Facilities and Usage

Penetanguishene is located on the border of the Town of Midland and Tiny Township, and is just north of the Township of Tay. While each municipality has its own parks and recreation department and collection of facilities, historically there has been a degree of overlap as it pertains to community use of these facilities and associated programming. The movement of residents between the communities to engage in recreation programming and activities is encouraged by the municipalities in that there are no non-resident user fees to use the facilities, or surcharges on program registration. The four municipal departments meet on a bi-monthly basis to discuss common issues as it pertains to recreation facility provision and programming in the North Simcoe region.

Midland

Midland is the population and service hub of the region, and as such the region’s indoor recreation facilities are primarily concentrated in the town, and to a lesser extent, Penetanguishene. Midland’s North Simcoe Sports & Recreation Centre is the sole multi-use indoor recreation facility in the

region, housing a double gymnasium, and twin pad arena, in addition to community rooms that include senior-specific space. Program registration data provided by the Town of Midland’s Recreation Department indicates that historically, approximately 20% of all user group registrants (totaling 1,256 persons in 2011) that utilize the NSSRC are Penetanguishene residents. Of particular popularity among Penetanguishene residents based on registration numbers at the North Simcoe Sports & Recreation Centre, is ball hockey and youth basketball.

Midland also houses the region’s only non-restricted access swimming pool in the town’s YMCA⁸.



McGuire Park Bocce Courts

Exhibit 15: Municipally-owned & Non-Profit Recreation Facilities in North Simcoe

Facility Type	Penetanguishene	Midland	Tay	Tiny
Indoor Facilities				
Curling Rinks	1	1	--	--
Gymnasias	--	2	3	--
Ice Pads	1	2	--	--
Meeting Spaces	5	5	5	4
Pools (Indoor)	--	1 (YMCA)	--	--
Outdoor Facilities				
Ball Diamonds	3	3	7	12
Basketball Courts	2	3	--	--
Beach Volleyball Courts	2	2	--	--
Bocce Courts	4	--	--	--
Disc Golf Course	1	1	--	--
Horseshoe Pits	--	--	--	21
Outdoor Rinks	2	--	4	3
Soccer Fields	1	3	--	2
Stake Parks	1	1	--	1
Tennis Courts	4	5	--	7

Source: Sierra Planning and Management (2014)
Darker shading indicates concentration of regional facilities in a given community

Tay and Tiny Townships

While both Tay and Tiny Townships have larger populations than Penetanguishene, this is spread among a series of smaller, more rural, communities. Given the significantly lower population density of these communities, recreation facilities in the two Townships are a collection of small community halls and outdoor facilities including soccer pitches, horseshoe pits, ball diamonds, tennis courts and outdoor rinks. Tiny Township in particular has a large number of baseball diamonds spread between its communities out of which the Toanche Parks and Recreation Association operates. Tay Township is also known for its baseball diamonds, pulling residents from both Penetanguishene and Midland. Consultation with the townships’ recreation departments indicated that these fields were more heavily used by Penetang residents prior to

Penetanguishene offering baseball programming in 2013. The two townships are also known for their outdoor rinks, particularly given that Midland does not offer these facilities, and Penetang’s supply is limited to the harbourfront.

Programming in Tiny Township is focused on a youth soccer program, March Break Camp, and Summer Camp. While registration in the March Break Camp by Penetang residents is not significant, both the youth soccer program, and Summer Camp, have historically (2010-2013) drawn approximately 50 youth registrants each from Penetanguishene annually. Recreation program registration in Tay Township is relatively limited, and as such Penetanguishene residents are not significant users of the township’s soccer and seasonal programming.

⁸ The Town of Penetanguishene negotiates access to the pool at the Waypoint Centre for Mental Health for swimming program registrants.

Penetanguishene

Penetanguishene’s inventory of recreation facilities offers a broader range of amenities than the Townships of Tay and Tiny, however the relative proximity of Midland as the population and service hub of the North Simcoe region means that many residents from these communities travel to Midland to fulfil their recreation needs rather than Penetanguishene. In terms of a key draw for residents in other communities, Penetanguishene’s bocce courts are the only ones in the North Simcoe region. As such, these courts are occasionally used by seniors groups from across the region.

Penetanguishene offers indoor ice time at the Penetanguishene Memorial Arena, and both Midland and Penetanguishene have curling clubs. Consultation indicated that while there is some overlap between Penetanguishene and Midland in terms of ice usage, historically hockey and curling teams are predominantly made up of players from their own community.



5

Recreation Needs

5 Recreation Needs

5.1. Facility Standards

This Master Plan establishes provision standards which provide a general guideline for determining present and future facility needs based on population and/or participation thresholds (i.e. the number of people or participants per type of facility). Population-based and participation-based target standards were developed through a comprehensive analysis of:

- Existing service standards in the Town of Penetanguishene;
- Existing community and user group demand for and utilization of recreation facilities; and
- Standards of provision in other comparable Ontario communities.

The following presents an overview of standards of recreation facility provision (by type of facility) in the Town of Penetanguishene; assessing the ratio of supply of amenities – whether publicly or privately owned – based on total population and registered participants as appropriate.

5.1.1. Population-based & Participation-based Standards

Population-based standards were established using population estimates for the year 2014⁹. Population-based target standards of facility provision, in general are most appropriately applied to those facilities historically developed in response to community-wide and/or town-wide needs (such as arenas, ball fields, etc.). Population-based standards, however, do not reflect the scale and specificity of demand for activities which may be influenced by a range of locational, demographic and historic factors. As such, Exhibit 17 provides an overview of participation-based standards in the town. Individual recommendations of this Master Plan weigh the applicability of population-based and participation-based targets accordingly.

The town is within standards and population growth is not going to drive demand for net additional facilities where provision is based on a population-based standard. While participation can change and drive the need for additional facilities, this too is unlikely over the plan period.

⁹ As provided by Hemson Consulting through the Town's 2014 Development Charges Background Study.

Exhibit 16: Population-based Standards for Recreation in the Town of Penetanguishene

	Current Town Standard				Target Standard		
	Current Supply		Population Standard				
Indoor Facilities							
Ice Pads	1	1:	9,215	Population	1:	12,500 – 15,000	Population
Curling Rinks	1	1:	9,215	Population	Target Not Applicable*		
Gymnasia	7	1:	1,316	Population	1:	10,000	Population
Halls	1	1:	9,215	Population	1:	12,000	Population
Designated Community Meeting Spaces	8	1:	1,152	Population	Target Not Applicable*		
Pools - Indoor	1	1:	9,215	Population	1:	30,000	Population
Outdoor Facilities							
Running Tracks	2	1:	4,608	Population	1:	4,000	Population
Skate Parks	1	1:	1,825*	Youth (ages 0-19)	1:	4,000	Youth (ages 0-19)
Soccer Fields	6	1:	304*	Youth (ages 0-19)	1:	3,000	Youth (ages 0-19)
Tennis Courts	4	1:	2,304	Population	1:	5,000	Population
Playgrounds	11	1:	73*	Youth (ages 0-19)	Target Not Applicable*		
Ball Diamonds	8	1:	1,152	Population	1:	4,000	Population
Basketball Courts	8.5	1:	215	Population	1:	800	Youth (ages 0-19)
* Standard is based on 2011 Census profile data due to a lack of available age cohort projections for 2014. All other standards are based on 2014 population projects from the 2014 Town of Penetanguishene Development Charge Background Study.							

Exhibit 17: Participation-based Standards for Recreation in the Town of Penetanguishene

	Target/Comparable Standard	Current Standard	
Ice Pads	1: 450-600 registered participants	1:	474 Registered participants
		1:	388 Registered youth participants
Ball Diamonds	1: 80-100 registered participants	1:	13 Registered participants
Soccer Fields	1: 60-100 registered participants	1:	18 Registered participants*

***This standard is based on all available fields in the community. This ratio would be more in keeping with comparable targets if only based on the municipal supply of fields.**

6 Community Aspirations



6 Community Aspirations

The following is based on the views heard from the community throughout consultations.

An Active Waterfront

Complete with vibrant beach areas, active and pristine waterfront park land areas and a premier showcase of the Town Dock and Harbour through facility investment and more festivals and events.

Recreation for All

Through the growth and diversification of recreation programs to include opportunities for older youth (8-18 years of age) and families.

Enhancement of Existing Assets

Through the multi-use of existing facilities (indoor and outdoor) as well as the appropriate and effective co-location of new/enhanced amenities with existing assets.

Active Volunteerism

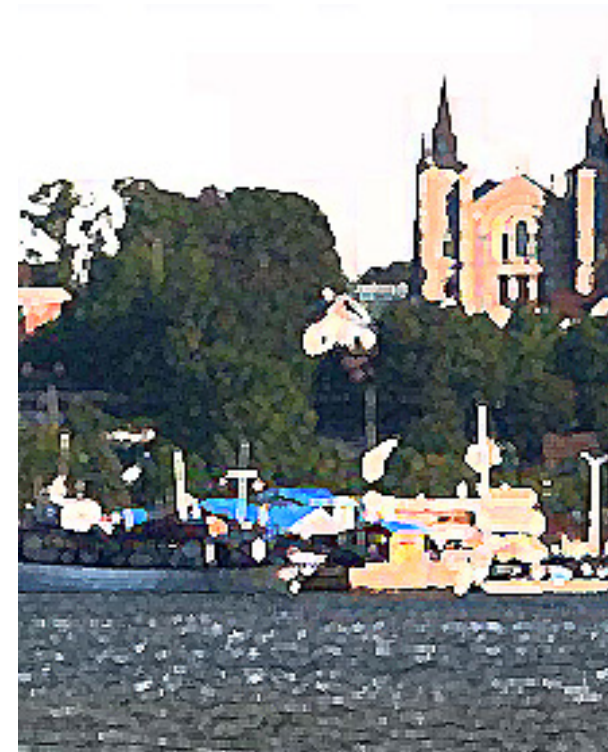
Engaging the community and its youth base in active participation in the implementation of recreation and leisure programs and activities year-round.

Showcase of Natural and Cultural Heritage

Through the improved promotion and continued development of the Town's Museum and Library services, tourism infrastructure and services as well as effective land-use planning.

Community Cross-Collaboration

Fostering forums and opportunities for continued collaboration with other North Simcoe recreation providers to effectively develop and implement new programs and recreation opportunities in a manner which best utilizes all community resources.





7

A Central Role for Recreation

7 A Central Role for Recreation



7.1

The Vision

“A vibrant town offering recreation and leisure opportunities, events and experiences that optimize our natural assets, picturesque environment, history and bayside community heritage.”

7.2

The Mission

“To fully develop the town’s regional role in providing recreation and leisure facilities and services over the next 10-15 years.”

7.3 Principles for Recreation

The following outlines principles of recreation on which the goals and recommendations of this Master Plan are based. The following builds on existing priorities of the Town’s Recreation and Community Services Department.

Building a Healthy Community

- By recognizing the role that recreation and culture play in promoting health lifestyles and social interaction, the Town will strive to provide community and political support to ensure that services are properly delivered, maintained and enhanced.
- The Town will encourage participation in sport at every stage of life and the pursuit of healthy, active lifestyles.
- The Town will facilitate health and wellness through passive and active

leisure opportunities which allow residents to maximize participation in recreation in their daily lives.

Making Recreation and Culture Accessible for All

- The Recreation and Community Services Department will continue to explore and implement ways to remove a range of barriers (physical, financial and social) which may prevent residents from participating in recreation. This requires efficiency in facility operations and management procedures.
- Recreation and Community Services will seek to ensure that sufficient facility space and allocations of time, and programs are offered at affordable costs to enable participation.
- The Town will invest in organized and unorganized activities for youth

by providing opportunities that engage youth in meaningful physical activity, recreation and cultural experiences.

- The Recreation and Community Services Department will aim to provide affordable programs, services and access to facilities for seniors, children, youth and parents/guardians. This may entail the continued subsidization of the direct and indirect costs of some programs and services.
- The Recreation and Community Services Department will encourage youth participation in non-essential programs and activities (including advanced or specialty programs for leadership and/or personal development).
- As the older adult and senior population grows, the Town will broaden its complement of active and social leisure programs and services to this age group.

Culture and Inclusion

- The Recreation and Community Services Department will aim to provide a range of services, facilities and programs which reflect the diversity of interests and cultures within the community.
- The Town will strive to accommodate new and emerging recreation and cultural activities through programming where such demand grows over time.

Advocacy and Promotion

- The Town will maximize its role as a public information provider and supporter of community wellness through the promotion of recreation programs, activities and facilities.
- The Town's Recreation and Community Services Department will promote the benefits of participation in recreation through web-based, social and other media marketing as well as through strategic partnerships with local/regional health organizations.

Embracing the Natural Environment and Heritage Sites

- The Town will continue to embrace its natural surroundings and heritage sites and build upon the opportunities provided by these assets through the exploration of programming options and the promotion of recreation and cultural activities associated with these assets.
- The Town will seek to maximize public enjoyment of its parks and waterfront assets through festivals and events.

Providing the Necessary Infrastructure

- The Town will strive towards the provision and maintenance of integrated recreation infrastructure that meets community needs and reflects a diversity of interests, ages and abilities.
- The Town will continue to maintain a high standard of facility maintenance and will plan efficiently towards the replacement of facilities and amenities as may be required over time.
- The Town will re-engage in programming opportunities (non-competing with the private sector) to maximize the full benefit of facilities in Penetanguishene.

Encouraging Positive Partnerships and Alliances

- Where appropriate, the Town will pursue partnerships with other public, community and private sector providers in order to facilitate the provision of a diverse range of recreation and culture services.



- The Recreation and Community Services Department recognizes the value of partnerships for sport and recreation program development. The department will strive to ensure the most effective use of the Town's resources in order to maximize all opportunities for partnership development with other municipalities, school boards, institutions etc.

Efficient and Effective Service Delivery

- The Town, through its role as the primary coordinator of the local leisure system, will ensure that the required tools, resources and supports are available so that recreation and culture opportunities are provided in an efficient and effective manner.
- The Recreation and Community Services Department will endeavour to provide high quality services to the community in a manner which is responsive to current and future needs.
- Town will strive to provide a level of customer service and facility maintenance which maximizes participation in recreation through timely communication on programs and services.

7.4 Goals and Objectives

Goal 1: Improved Recreation Service Delivery

Objectives:

- To develop, coordinate and manage a committed base of volunteers to support program development and event management.
- To increase public awareness of recreation programs, opportunities and events in the Town through community-based marketing and information tools.
- To develop and maintain effective partnerships for program development as well as service and facility delivery.
- To enhance communication and collaboration with regional, municipal/public, private, institutional and community stakeholders to ensure effective planning for recreation (through facility use mechanisms, policies etc.).

Goal 2: Define Recreation in Penetanguishene by Program Development

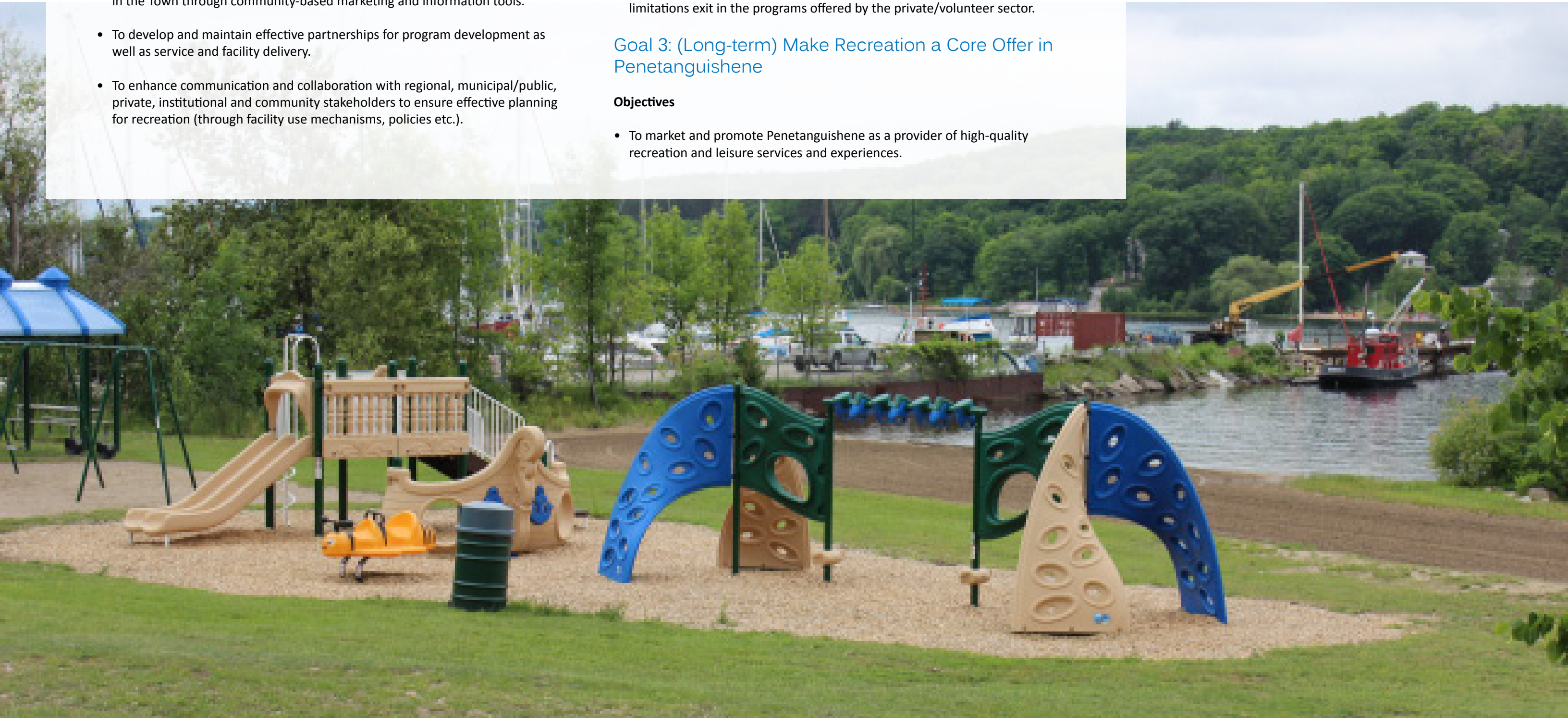
Objectives

- To facilitate new and emerging needs for recreation activities and programs which are responsive to demographic and community change.
- To develop and maintain a range of core programs which have multi-generational appeal, from youth to seniors.
- To become the recreation program provider of the first resort where gaps and limitations exist in the programs offered by the private/volunteer sector.

Goal 3: (Long-term) Make Recreation a Core Offer in Penetanguishene

Objectives

- To market and promote Penetanguishene as a provider of high-quality recreation and leisure services and experiences.



- To view the impact of recreation service delivery as more than Town-wide and solidify the Town's role as a regional recreation provider.
- To develop recreation services, opportunities and facilities which support resident as well as visitor needs.

Goal 4: Target Children and Youth through Recreation

Objectives

- To promote healthy and active living for children and youth by offering a range of recreational and cultural services. This includes to development of programs which target older youth (ages 13-18);
- To offer non-traditional program opportunities with promote youth advancement through leadership training and personal development;
- To work in partnership with regional/local health providers and other stakeholders to promote child health and physical activity.

Goal 5: Support, Promote and Partner for Access to Facilities and Programs for Older Residents as an Ongoing Requirement

Objectives:

- To continuously investigate new ways to develop programs for seniors in partnership with local/regional retirement and senior services organizations.
- To ensure best possible access to facilities by seniors through effective facility booking protocols and subsidized rates.
- To investigate flexible program options to enhance the participation of seniors in recreation (e.g. mobile programming).

Goal 6: Facilities Renewal & Investment

Objectives:

- Maximize the utilization of existing assets through investment in improvements and renewal. This requires a comparison of the costs and benefits of facility renewal against new construction.
- To pursue all opportunities to develop sport infrastructure by leveraging Provincial and other funding programs that exist.
- To ensure long-term capital planning for infrastructure renewal as a principle of operational sustainability.
- To support investment in facilities which enhance opportunities for multi-

use and/or alternative use in order to enhance utilization and revenue generation.

- To ensure efficient investment in modern recreational infrastructure which maximizes facility benefits to residents and visitors.

Goal 7: Prioritize and Enhance Passive Recreational Opportunities through Trail and Park Development

Objectives:

- To enhance the development and utilization of multi-use trails to accommodate a range of unaffiliated recreation and leisure pursuits (passive and active).
- To develop effective on- and off-road linkages which provide a continuous and effective trail navigation system (self-guided or otherwise) through urban and rural parts of the community.
- To enhance connectivity between existing trails in order to link all quadrants of the community.

Goal 8: Define the Town's Open Spaces and Waterfront for Program and Event Use

- To develop a strategic and long-term approach to park development and investment which maximizes Penetanguishene's natural assets for recreation and cultural activities as well as event hosting.
- To develop the Town's prime waterfront parks and recreation facilities into civic, social, cultural and tourism hubs - particularly Rotary Park and the Town Dock/Harbour.



QUICK FACTS: Trends in Physical Activity

- 1 The rate of youth obesity in the Simcoe Muskoka region is comparable to the Province

Around 27% of youth across Simcoe Muskoka and the Province were overweight in 2011 (based on the World Health Organization Body Mass Index (BMI)-for-age standard).

- 2 Likewise, the proportion of active youth in the region has ranked close that of the Province and Canada

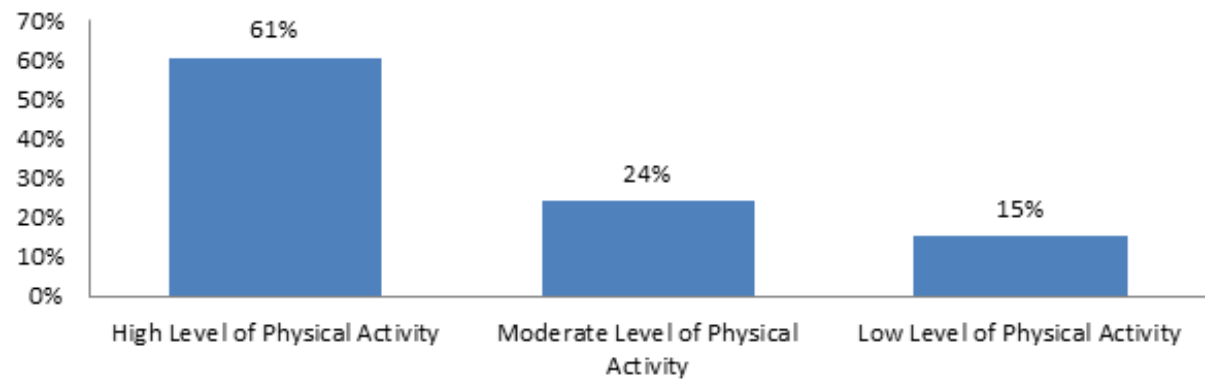
Almost 70% of youth across Simcoe Muskoka reported being active during their leisure time (based on 2009/10 data). This was similar to the provincial and national trend.

- 3 Positive levels of adult fitness across the Simcoe Muskoka region

Only 15% of adult residents in the Simcoe Muskoka region reported having low levels of physical activity in 2011.

KEY ISSUE:
Greater level of youth inactivity when compared to levels of Adult Inactivity in the Simcoe Muskoka region.

Levels of physical activity among Adults (age 18-69) in the Simcoe Muskoka Health District (2011)



Source: Statistical data provided by the Simcoe Muskoka District Health Unit





8 Recommendations

8 Recommendations

8.1. Indoor Facilities

Key trends that have emerged in parks and recreation facility development across Ontario include:

- **Multi-use** – this includes multi-use trail development as well as the provision of facilities as recreation, entertainment and family centres. The community and resource benefits of incorporating of a range of services such as libraries, cultural, passive and active recreation amenities within a consolidated site has shifted the focus from standalone sport facilities;
- **Investment in Outdoor Facilities** – Outdoor activities represent the fastest growing recreation market. Soccer fields are generally in short supply relative to the demand for organized and unorganized field sport, leading to a growing demand for artificial turf;
- **Accessibility** – Renovating, upgrading and developing facilities to meet legislated accessibility standards in order to improve opportunities for recreation participation for persons with disabilities.

Parks and Recreation Ontario (PRO) identifies Ontario’s recreation infrastructure is in a state of decline, as the majority of publically-owned facilities were built between 1956 and 1980. According to PRO’s Major Municipal Sport and Recreation Facility Inventory, all communities throughout Ontario will be required to upgrade or replace up to 55% of their community centres in the near future.

A basic premise of this Master Plan is to ensure the long-term and efficient provision of quality recreation facilities – sufficient in scale and uses to meet the needs of the current and future population – as well as the development of sustainable strategies to achieve this.

The following recommendations pertain to a range of recreation facilities (indoor and outdoor) in the Town – actions for which have been determined based on an evaluation of existing utilization and demand,

facility conditions, capital and operating costs/impacts and acceptable standards of facility provision.

8.1.1. Arena

The Town of Penetanguishene’s only indoor ice pad is located at the Penetanguishene Memorial Community Centre. The arena, though well-maintained, is beyond its estimated useful life (of 50 years). The Town is plans to invest almost \$500,000 in capital works to improve the facility over the next 5 years; with the most significant capital item being on the replacement of the arena roof membrane in 2017 (at a budgeted cost of \$220,000).

In terms of operations, the arena generates an annual deficit of around \$240,000 (resulting in a \$523 subsidy per registered ice user).

In terms of utilization, between 50%-70% of available prime-time ice and 30-50% of available non-prime time ice is booked per annum. Based on this performance there is room to improve prime and non-prime time use of the Town’s existing ice pad. Roughly 60-80% of prime-time (non-ice) arena floor use is booked for activities such as ball hockey.

INDOOR ICE: STANDARDS OF PROVISION FOR THE TOWN OF PENETANGUISHENE	
Existing Standard of Provision	<ul style="list-style-type: none"> ▪ 1 ice pad : 9,215 population ▪ 1 ice pad : 388 registered youth participants
Target Standard of Provision	<ul style="list-style-type: none"> ▪ 1 ice pad: 12,500 to 15,000 population ▪ 1 ice pad : 450 - 600 registered youth participants

Based on existing participation in ice-based sports (minor sport), Penetanguishene has a lower ratio of registered youth participants per ice pad – roughly 1 ice pad per 388 registered youth participants compared to 1:450 to 1:600 typically seen across similar communities in the Province. Similar observations were made based on existing population-based standards.

Current ice utilization weighed against recommended standards of provision (above) do not warrant a second ice pad in Penetanguishene.

It is a principle of this Master Plan that while 1) population and participation trends indicate no need for a new arena, 2) there are no critical capital expenses which require an immediate solution in the form of a new indoor ice facility, and 3) ongoing investment in capital repairs may serve to routinely extend the functionality of the arena; ongoing investment in necessary capital expenditures will not improve the net book value of the arena facility.

A Look at the Regional Ice Supply

Further to this, the regional standard of indoor ice provision was evaluated is as follows:

INDOOR ICE: STANDARDS OF PROVISION FOR NORTH SIMCOE	
Existing Standard of Provision	<ul style="list-style-type: none"> ▪ 1 ice pad : 15,791 population ▪ 1 ice pad : 329 registered youth participants
Projected Standard of Provision by 2029	<ul style="list-style-type: none"> ▪ 1 ice pad: 18,425 population

Aside from the arena in Penetanguishene, the North Simcoe Sport and Recreation Centre (NSSRC) in Midland is the only other indoor ice facility in the region. The NSSRC has 2 ice surfaces and currently observes close to 100% prime-time ice utilization and 35% non-prime time ice utilization during the winter season. The facility also offers summer ice (between July and August). The NSSRC observes 70% prime-time ice utilization and 85% non-prime ice utilization during the summer period.

While there is a clear opportunity for Penetanguishene to enhance its role as a regional provider of indoor ice, trends in the utilization of Penetanguishene’s arena coupled with the current and projected regional facility standard for indoor ice does not warrant the development of a second ice surface in Penetanguishene over the life of this Plan.

A New Multi-use Complex for Penetanguishene

This Master Plan recognizes the need to plan towards the replacement of current arena facility over the medium to long-term horizon of this plan. The development of a new multi-use recreation complex anchored on the basis of one surface and one curling rink raises the need for a detailed site-related feasibility study. As part of that exercise, a full financial feasibility

and funding analysis should be undertaken. It is a recommendation of this Plan to undertake a detailed feasibility assessment on the following basis:

- During the Master Plan process, the benefits of the reuse of the existing Memorial Community Centre site were evaluated. A preliminary investigation suggests that the development of a new multi-use facility at this location will be challenging given the existing size of the site and the restrictive nature of surrounding (residential) developments.
- A preliminary assessment of available public lands for development showed there was a limited base of municipally-owned land of suitable size (i.e. more than 4 acres), configuration and location to accommodate a new multi-use facility. However, the impending closure of the Penetanguishene Secondary School in 2015 will render the 14 acre property available for disposition and development. The school site would offer co-location opportunities with St. Ann’s Elementary School (for programming etc.). Potential acquisition of the P.S.S property would also offer an opportunity to develop an outdoor component to the new multi-use facility – potentially through the retention of the existing soccer field and outdoor track on-site.
- The feasibility assessment should address the site location for the new facility – including an evaluation of the Memorial Community Centre property as well as other sites – in determining the best fit in terms of location, building form, capital cost etc.
- This feasibility assessment should be undertaken in the immediate term (2015).

Recommendation 1: Continue to invest in planned upgrades and maintenance of the Memorial Community Centre Arena over the short to medium-term.

Recommendation 2: Plan for a replacement complex based on a single pad. However, given the opportunity provided by investment in new ice, and given the potential for creating a multi-use complex serving other indoor needs in the community, consideration should be given to a more comprehensive solution involving 2 ice surfaces with one being operational as both a general ice sports pad and a curling surface (a number of examples exist with the capacity as needed to change over to curling surface as needed). In this innovative approach, advantages in capital and

operational efficiencies are created through multi-ice pads. This approach would necessitate an active partnership with the Curling Club in both funding and operating and also raise the potential to redevelop the existing curling club site for a higher order, waterfront-oriented commercial, hotel or other use.

Recommendation 3: Undertake a Location and Feasibility Analysis for a new multi-use recreation facility to include an assessment of the viability of building on the Memorial Community Centre site as well as the feasibility of construction at a new location. The results of this exercise should include the confirmation of a preferred location as well as the development of concept and business plan for the new facility.

Recommendation 4: Contingent on the concept plan and business planning exercise, develop a new multi-use recreation complex. The building should have the following core components:

- 1 new NHL-sized ice surface;
- Potentially 1 general ice sports pad/curling surface;
- An indoor walking track (above the main rink);
- Multi-purpose community space for meetings/performances/events; and
- Potentially gymnasium space.

Any consideration of a new multi-use facility should consider outdoor field amenities for soccer and/or baseball.

A Strategy for Seniors
The inclusion of an indoor walking track as part of a new multi-use facility will allow for year-round leisure opportunities for older residents in Penetanguishene.

Recommendation 5: (Long-term) Implement the decommissioning of the Memorial Community Centre and ice surface contingent on 1) the results of a feasibility study (above) and 2) the implementation of investment in an ice surface as part of a new multi-use recreation complex .

The decommissioning of the Memorial Community Centre will make this site available for disposition or alternative use. The sale of the Memorial Community Centre site for the development of a new Metis Community

Centre (see below) is a potential future option. Regardless, should land disposition be the chosen solution, financing from the sale of the property should be used to finance a capital reserve for recreation facilities. Further to this, finance from the disposition of any recreation land asset as a result of the implementation of this Master Plan should be used to develop a capital reserve for recreation facilities.

A Plan for a New Metis Community Centre in Penetanguishene

The Georgian Bay arm of the Metis Nation of Ontario has completed a concept plan for a potential new Metis Community Centre in the Town of Penetanguishene. The planned facility offers an opportunity for the Metis Council to move its existing service office from leased space in Midland. The facility is expected to service the Metis community in the Georgian Bay area

(totaling an estimated 3,400 persons) as well as be open to the broader public (fee for use). The community centre is planned to accommodate:

- 2 (85’ x 120’) indoor soccer fields;
- 3 indoor bocce courts;
- A cultural centre component; and
- Office space.

The implementation of the development of this facility is dependent on:

1. The ability of the Metis Council to secure the Ojibway Landing site for development. The site (which is currently owned by the Town of Penetanguishene) has recently undergone a Phase 1 Environmental Assessment to identify the nature and level of soil contamination on the site. The results of the ESA are to be evaluated prior to any decision regarding the potential reuse and sale of the site.
2. A formal funding commitment from the Federal and Provincial Government.

Recommendation 6: The Town of Penetanguishene should support the development of a Metis Community Centre in Penetanguishene and work with the Metis Council to ensure affordable public access to the facility once developed.

8.1.2. Curling Club

Curling represents an important part of the heritage of Penetanguishene. The current curling space at the Penetanguishene Curling Club is located on Town-owned land for which Municipality continues to fund the landscape maintenance of the property. The existing curling facility is in reasonable condition but is nearing the end of its useful life (of 50 years). Over the long-term horizon of this plan, there is an opportunity to develop a new curling facility as component of a new multi-use complex. The Municipality, in discussion with the Curling Club, should seek to address the potential benefits as well as options for partnerships for the development and operation of a curling facility within a new multi-use recreation complex.

This Master Plan supports the continued enjoyment of curling in the Town of Penetanguishene, and the opportunity for its youth to develop recreational, competitive and elite curling.

Recommendation 7: Investigate options and partnerships to both fund and operate a curling rink as a potential component of a new multi-use facility.

Recommendation 8: Decommission the existing Penetanguishene curling rink contingent on a decision to maintain Town support for a curling facility as part of a new multi-use complex.

The potential decommissioning of the existing curling rink would make the land available for disposition or reuse. The Champlain-Wendat Rotary Park legacy plan identifies a series of options for new uses on the land including the potential siting of a small hotel/inn. These options should be evaluated by Council in due course.

8.1.3. Indoor Pool

Swimming is a major part of the municipal recreation program offer in Penetanguishene. Online survey and student responses showed continued demand for the maintenance of aquatic programming locally. Considering the existence of an effective partnership and formal agreement for the use of the Waypoint indoor pool facility for Town-run aquatic programs (including family, parent and tot swims), this Master Plan does not recommend the development of a new municipal indoor pool in Penetanguishene. In general, indoor pool operations across Ontario

typically require substantial amounts municipal subsidy. In some communities this can amount a \$500,000+ annual operating deficit.

It is recommended that the Town maximize the use of the Waypoint facility as:

- The cost to access/rent the facility is minimal when compared to the potential expense associated with building and operating a new public pool facility.
- There is room to expand the existing municipal swim program schedule to make better use of available hours (i.e. weekends) at the Waypoint pool facility and generate additional revenue for the Town.

Despite being smaller than the minimum standard competition-sized pool (25 meters), the Waypoint pool is a modern indoor aquatic facility (built in 2010) and is an existing asset in Pentanguishene for which options for better utilization should be explored prior to any consideration of a new build.

Recommendation 9: Continue partnership/agreement with the Waypoint Centre for Mental Health Care for the use of the Waypoint indoor pool facility. Seek to develop greater public use/access to the facility and ultimately program as demand allows.

As a longer-term proposition, the Town of Penetanguishene along with other North Simcoe municipalities may explore the option for joint municipal investment in a public indoor aquatic facility if regional/community demand warrants it over time.

8.1.4. Gymnasias and Municipal Access to School-owned Recreation Facilities

There are 7 gymnasiums in Penetanguishene¹⁰ – all of which are within the school supply. At present, municipal access to these facilities is limited due to the priority placed on accommodating school/school board programming within these facilities (and in some instances the lack of an existing joint use agreement for municipal use of school facilities). The Town has an existing

¹⁰ The closure of Penetanguishene Secondary School will result in the loss of a double gym facility; bringing this total to 5 facilities

joint use agreement with the Simcoe County District School Board for the utilization of facilities/gymnasias at the James Keating Elementary School. Other arrangements for the use of school facilities are less formal and are brokered as needed.

This Master Plan recognizes that school gymnasias (though not controlled by the Municipality) are an important resource within Penetanguishene's recreation asset supply which should be better leveraged for youth, seniors and otherwise public programming offered by the Town. This is particularly true for the Municipality's Voyager Camp Program which has been accommodated within the Curling Club Lounge. This program would be better accommodated in a well-equipped gym facility.

Recommendation 10: The Recreation and Community Services Department should work with local schools/school boards to develop a partnership for the systematic sharing (i.e. monthly or quarterly) of gymnasias booking information in order to facilitate forward-planning on the part of the Municipality for access to these facilities. This will impact the Town's ability to effectively host programming within these facilities.

Recommendation 11: Enhance Municipal access to school board facilities in Penetanguishene through the development and formalization of facility joint use agreements where these do not currently exist.

Additionally, it is important that the Municipality work closely with local schools and school boards to ensure that community access to school facilities is otherwise attainable irrespective of current demand; in order to ensure that events of a community nature may be accommodated within these facilities.

Recommendation 12: Engage local user/community groups in discussions to address issues of liability and the coordination of rentals which impact community access to school facilities. Work collaboratively with schools/school boards to address these issues as feasible.

8.1.5. Hall & Meeting Spaces

Penetanguishene offers 1 designated hall and 8 meeting spaces (within indoor facilities) as follows:

- Brian Orser Hall
- Penetanguishene Memorial C.C. - Lounge
- John Desroches Board Room
- Penetanguishene Public Library Community Room
- Penetanguishene Curling Club Lounge
- Penetanguishene Curling Club Meeting Rooms (2)
- Penetanguishene Museum - Great Hall

None of these facilities are equipped to accommodate major community events. Many of these spaces are underutilized and new building could accommodate better and more flex space for range of community and cultural uses. Only around 30% of annual available prime use hours for the Brian Orser Hall have been booked for programming and events over the last 3 years.

It should be the priority of the Town to enhance meeting space utilization through programming (see Section 8.8).

Recommendation 13: Maintain investment in hall and meeting space facilities.

Recommendation 14: With the development of a new multi-use facility (and the subsequent decommissioning of the Memorial Community) multi-purpose community space should be developed as part of the new complex. The form, scale and range of utility of multi-purpose community space within the new facility is to be dependent on the confirmation of user needs assessed in balance with all factors impacting the eventual functional program, design and cost of the facility.



Penetanguishene Museum - Great Hall



Brian Orser Hall

8.2. Outdoor Facilities

8.2.1. Playing Fields

There are 15 playing fields (for soccer, football and baseball) across the public, institutional and school supply in Penetanguishene. Considering 10 of these facilities are within the school supply, it will be important that the municipality further develop agreements with the school boards to facilitate public access to these facilities as much as possible.

Soccer Fields

There are 6 outdoor soccer fields in Penetanguishene, only one of which is in municipal ownership. Fields that are not within the municipal portfolio represent assets for which there is no public control as it relates to maintenance and improvements.

The municipal field at the J.T. Payette Park has relatively low utilization. Physical challenges to the use of the facility include issues of drainage related to the fact that the field sits below road-level. Planned capital investments in the development of a public washroom at J.T. Payette Park will serve to enhance available amenities for soccer field users. However, the Municipality should investigate the nature of the drainage issue at the soccer field and implement the appropriate solution prior to any further development/investment in this facility. If in future the P.S.S site may be acquired and if the associated outdoor soccer field may be maintained on-site as part of the development of a multi-use recreation complex, the Town may consider alternative uses for the J.T. Payette soccer field.

Recommendation 15: Investigate and address issues of drainage at the J.T. Payette Park soccer field to ensure the continued use of the facility over the short to medium-term.

Recommendation 16: Contingent on the results of a feasibility study for a new multi-use recreation facility, invest in a standard size outdoor soccer field (with turf and lighting) as part of the new complex. This should also comprise a mini pitch adjacent (behind the goal), giving capacity for accommodating football should opportunity arise in the future.



McGuire Park Ball Diamond #1

Recommendation 17: Contingent on investment in a new soccer field as part of a new multi-use facility, investigate and implement a plan for the alternative use of the J.T. Payette Park soccer field.

Ball Diamonds

There are 7 ball fields across Penetanguishene, 3 of which are within the municipal supply. The Town's only lit ball diamond is located at McGuire Park (Diamond #1) and is only used 11-20% of the available prime time. A comparison of participation and population-based standards across similar municipalities in Ontario, suggests there is no numeric deficit in the supply of ball fields Town-wide (see Exhibits 16 & 17).

Recommendation 18: Investigate the nature of drainage issues at the McGuire Park facility and implement measures to resolve this accordingly.

Recommendation 19: (Dependent on a implementing a solution for drainage) Invest in the McGuire Ball Diamonds as the Town's premier baseball facility. Lighting at Ball Diamond #1 offers opportunity for extended play and game hosting. Additional investment is required in modern player and spectator amenities (e.g. seating), improved concessions etc. Investment in the fields should be complemented by program development around the facility.

Recommendation 20: Identify, prioritize and invest in capital replacement at the Phil Marchildon Ball Diamond as required over time. Ensure player/spectator amenities are in place, in good repair and open for use.

8.2.2. Courts: Basketball, Volleyball, Bocce & Tennis

Outdoor courts in Penetanguishene include basketball, volleyball, bocce and tennis facilities:

- McGuire Park offers the Town's only bocce facilities (4 courts) which have relatively little utilization outside of the Town-run senior's bocce program (for which only 26 persons were registered in 2013).
- There are 6 full courts and 5 half court (equivalent to 2.5 full courts) basketball facilities across the municipality. Three full courts and one half court facility (3.5 courts) is within Municipal ownership. Another three full courts and 4 half courts are within school ownership. All courts are concrete slab facilities and are generally in good condition.
- The Town's only beach volleyball facilities are located at Rotary Park and are well-maintained.

- Both McGuire Park and Memorial Park each have double court tennis facilities. While the Memorial Park court surface was recently redone, the McGuire Courts are still in need of resurfacing.

Lighting at the Memorial Park tennis facility has temporarily been removed. This court is also multi-purposed for Pickleball.

Both facilities at McGuire Park and Memorial Park are self/user-regulated and are of low cost to operate. These facilities work well to provide formal and informal recreational opportunities for all members of the community and should be maintained.

Recommendation 21: Maintain and resurface the existing tennis courts at McGuire Park.

Recommendation 22: Maintain the existing tennis courts at Memorial Park. Recent investments in court resurfacing should be complimented by ongoing maintenance and investment in lighting at this facility.

A Strategy for Seniors

Recommendation 23: Maintain the practice of multi-use of the Memorial Park tennis courts for Pickleball.

Recommendation 24: Replace existing asphalt basketball courts at Rotary Park and develop 2 new multi-use basketball courts (with lighting) on-site.

Recommendation 25: Maintain and upgrade existing Bocce courts as needed over time. This includes investment in player and spectator amenities.

Recommendation 26: Maintain existing beach volleyball courts at Rotary Park and develop programming around this facility for enhanced utilization.



Rotary Park – Beach Volleyball Courts



Newly refurbished Memorial Park Tennis Courts

8.2.3. Play Facilities

Playgrounds & Play Equipment

Playgrounds refer to open space areas (within parks and/or on school property) with play structures. Penetanguishene has 18 of these facilities (10 of which are within the municipal supply). The majority (14) playground facilities are neighbourhood-serving facilities.

The following table outlines the latest available Public Sector Accounting Board (PSAB) data on municipal playground facilities in the Penetanguishene. The data indicates the play equipment at Bayfield Park is beyond its useful life, this along with facilities at McGuire Park and Rotary Park are priorities for replacement.

Recommendation 27: Develop a replacement strategy for play equipment within all parks and budget accordingly. Any play structure installed prior to the year 2000 should be phased for replacement over the short-term. As each year passes, a 20 year trigger will identify more play structures that need replacement.

Recommendation 28: As part of a Park Design Strategy develop guidelines for playground design based on park service levels. These should include accessible playground design standards.

Exhibit 18: Review of Remaining Useful Life of Existing Municipal Playground Facilities

Park Name	Date Play Structure was Acquired	Useful Life at Acquisition (in years)	Estimated Remaining Useful life	Net Book Value at the end of 2013
Bayfield Park	1985	20	-9	\$0.00
McGuire Park	1995	20	1	\$531.20
Rotary Park	1996	20	2	\$1,099.82
Therrien Park	1998	20	4	\$3,117.40
Ojibwa Park	1999	20	5	\$31,750.00
Gendron Park	2000	20	6	\$22,800.60
Scott Park	2000	20	6	\$2,832.75
Tom Coffin Park	2000	20	6	\$3,479.32
Martin Valley Park	2012	20	18	\$4,885.80
Huronion Park	2013	20	19	\$3,785.18

Source: Town of Penetanguishene Public Sector Accounting Board (PSAB) 2013 data

Recommendation 29: (long-term) Invest in one 1 Splash Pad at Rotary Park along the waterfront (see Section 8.3 for further detail).



Rotary Park - Skate Park

Skate Park

Additionally, the skate park at Rotary Park is the only of its kind in the Town of Penetanguishene. The facility is relatively small in scale. Student consultation indicates a desire among youth to see the facility improved.

Recommendation 30: Improve (and potentially expand) the existing Skate Park at Rotary Park (see Section 8.3 for further detail) or decommission the existing Skate Park and invest in a new facility at another location.

- There is an opportunity to make improvements to existing jumps and amenities at the Rotary Park facility. The Town should work with local youth to develop design features for the facility. The removal of the existing Race Car Track adjacent the Skate Park may be required in order to implement improvements (the RC track is currently underutilized).

8.3. Parks, Trails & Open Space

8.3.1. Parks and Open Space

At the end of 2013, the Town-owned park lands were valued at around \$957,000 (not including play equipment and other structures sited within the parks). The Town’s Official Plan (OP) provides that “the Open Space System shall be considered on the basis of its ecological benefits for the renewal and maintenance of air, land and groundwater resources, habitat of plants and wildlife, flood and erosion control, as well as its scenic and recreational values” (Section 3.8.1.2). The Town’s current Official Plan classifies park lands as follows:



Ecology Gardens Park

Exhibit 19: Current Parkland Classification outlined in the Town of Penetanguishene Official Plan

Parkland Classification	Description
Special Open Space Areas	Special Open Space Areas include all parkland which is considered beyond a neighbourhood or community park function. Examples of Special Open Space Areas are waterfront areas, environmentally sensitive areas and school yards. No specific standard of provision applies.
Community Parks	Community parks serve several neighbourhoods. Possible facilities within community parks are major playgrounds, tennis courts, senior level baseball etc. Community parks shall generally have a minimum area of 4-6 hectares (10-15 acres) and preferably an area of 8-12 ha (20-30 ac.). Council shall endeavour to provide community parkland at a standard of 1.0 ha (2.5 ac.)/1,000 population.
Neighbourhood Parks	Neighbourhood parks are the smallest parks which serve a local neighbourhood. Possible facilities within neighbourhood parks are playgrounds, tennis courts, outdoor ice rinks etc. Neighbourhood parks shall generally have a minimum area of 1.8 hectares (4.5 acres) and preferably an area of 3 ha (7 ac.). Council shall endeavour to provide neighbourhood parkland at a standard of 0.8 ha (2 ac.)/1,000 population.

Based on this standard, the Town currently provides an estimated 3.36 acres of neighbourhood park land per 1000 population and an estimated 2.34 acres of community park land per 1000 population. While the supply of community parks is relatively at parity with the Town’s current standard for provision, Penetanguishene has an oversupply of neighbourhood parks and does not require the acquisition or development of new park land.

Exhibit 20: Current Standard of Parkland Provision in Penetanguishene

Class of Park	OP Park Land Standard	Current Levels of Provision
Special Open Space Areas	No specific standard of provision	15.50 ac./1,000 population
Community Parks	2.5 ac./1,000 population	2.34/1,000 population
Neighbourhood Parks	2 ac./1,000 population	3.36/1,000 population

The current Official Plan Parkland classification presents limitations to effective park planning as it does not account for how facilities are actually used by members of the public (i.e. scale of use), and therefore there is little differentiation between the types of amenities/assets (e.g. soccer fields) which may be found across each class of park. Under the current approved classification system, local parks are mainly distinguished by size and, to a lesser extent, location rather than actual community function.

Recommendation 31: Revise the Town’s Official Plan Parkland Classification based on considerations of community function (scale of use), location and available amenities. Once adopted this System should form the basis for prioritizing investments in park enhancements as well as determine levels of maintenance for the various categories of parks.

Recommendation 32: Create a Park Design Strategy based on the new Classification system. The Strategy should be developed in partnership with the public, local sport groups, and other key stakeholders in recreation.

- The Strategy should outline maintenance standards for parks and related amenities (sport fields, ball diamonds, play structures etc.).

A Strategy for Seniors

An important consideration for parks planning should be the

provision of high-quality spaces for seniors.

The Park Design Strategy should include accessibility design guidelines for park-related facilities such as development of non-slip walkways which are fully accessible to persons using mobility aids.

Recommendation 33: Maintain proper subdivision planning and ensure appropriate park land dedication provides sufficient green space for new residential areas.

Recommendation 34: Confirm that Cash-in Lieu of Parkland protocols (as outlined in the existing Official Plan) will be used where available for existing park improvements as opposed to the acquisition of new parkland.

Champlain-Wendat Rotary Park Legacy Plan

Among the Town’s inventory of Special Open Space park land is the 90 acre Rotary Park site. The park is located along a significant stretch of waterfront property and encompasses a range of recreational assets,

In the spring of 2013, Council contracted Landscape Architect Stefan Bolliger and team to develop a concept plan for the redevelopment of the Park; one which would meld aspects of the community’s the French, British and Wendat (Huron) heritage. The proposed redevelopment involves the creation of the series of character zones, each of which will articulate varying aspects of the Penetanguishene’s history. This includes the creation of a town plaza which is to accommodate a village green, a series of public art, interpretive walking paths/trails, a boardwalk skirting the outer edges of the water treatment plant as well as a conservatory building which is to host a Champlain exhibitory and a new tourism office complete with washrooms. Other primary projects for the site include:

1. The development of an amphitheater, native arboretum and botanical gardens;

2. Redevelopment of the beach area with commercial and washroom facilities;
3. The proposed redevelopment of the Curling Club site as a mixed use commercial/residential building, or relocated municipal office for the Recreation and Community Services Department or a mid-sized specialty hotel and inn.



Source: Champlain-Wendat Rotary Park Legacy Plan

The project is expected to generate a capital cost of \$7 million. At the time of the development of this Master Plan, the Town of Penetanguishene received both a Provincial and County funding commitment toward capital costs for the project. The Municipality awaits the Federal Government’s decision to participate in funding before it proceeds with planned park development.

The legacy plan for Rotary Park is an important step towards the development of one of the Town’s most significant waterfront assets. However, planned designs call for the removal of active recreation facilities which currently exist within the park and have historically serviced the local population.



Source: Champlain-Wendat Rotary Park Legacy Plan

In particular, the concept plan calls for the removal of the existing skate park (the only one of its kind in Penetanguishene), RC Track and Disc Golf Course which are currently features of Rotary Park. While the disc golf course is a movable amenity (which may potentially be reconfigured and maintained on-site) and the RC Track is underutilized and relatively easy to relocate to another park; it is recommendation of this Master Plan that a stake park facility be maintained in the Town of Penetanguishene (see recommendation 35) whether at its current location or at another park location in the Town.

Other aspects of the concept plan which should be re-examined by the Town include:

- The proposed development of a dock and kayak rental area to the north-west end of the park. This is more appropriately accommodated at the Town Dock and Wharf as part of the redevelopment of that site.
- The creation of an adventure-themed playground. A strategy (for theming, marketing, passes/ticket sales, playground management and supervision etc.) will be required to efficiently operate this type of facility. Theming may also become dated over time. This Master Plan proposes that this feature be replaced by a children’s splash pad (see recommendation 29) which requires much less effort and resources in terms of maintenance and operations.

Recommendation 35: Review Champlain-Wendat Rotary Park concept plan in light of recommendations of this Master Plan to:

- Potentially maintain and improve/expand the existing skate park on-site;
- Develop a splash pad in the place adventure-themed playground; and
- Exclude the development of a kayak/dock feature at this location due to better opportunity for this at the Town Dock and Wharf.

8.4. Outdoor Rinks

The Town of Penetanguishene seasonally provides two natural outdoor rinks. It is not recommended that the Town invest in a covered outdoor ice rink as these facilities exist in the Townships of Tay and Tiny and are easily accessible to Penetanguishene residents.

Recommendation 36: Continue the practice of maintaining temporary natural outdoor rinks. Rinks should be located at strategic park locations across the community.

Recommendation 37: Work to seasonally promote local outdoor rinks. Develop concessions and activities around these facilities to promote use.

8.5. Town Dock and Wharf

The Town of Penetanguishene has commissioned the creation of a concept plan for the redevelopment of the Town Dock and Wharf. This is timely considering municipal plans to initiate the Champlain-Wendat Rotary Park legacy plan over the short to medium-term timeframe. The Concept Plan will outline a range of design improvements to enhance the functionality of the dock and wharf for resident and visitor enjoyment as well as offer a series of recommendations for new amenities and uses, pedestrian and parking/vehicular flow enhancements.

Recommendation 38: Contingent on the approval of a final redevelopment concept for the Town Dock and Wharf, develop a physical, business and marketing plan for the facility. The Plan should explore opportunities for partnerships for funding, tourism attraction and marketing.



Discovery Harbour Trail



Payette Trail

8.6. Trails

Trails provide a significant contribution to the community in terms of health, recreation and education. They promote physical activity which contributes to improved fitness and mental health while making communities more liveable. They connect people to the natural surroundings and provide access to even greater recreational opportunities.

BASIC TRAIL DESIGN PRINCIPLES



SUSTAINABLE DESIGN

Sustainability, as it relates to trails, means that the trail structure will retain its form under the forces of users and nature, for many years. As ongoing use will promote change, trails should be able to adapt to that change, and remain physically stable with appropriate management. This ensures Physical Sustainability. Developing a management strategy to deal with ongoing maintenance is critical to ensure Economic Sustainability. Ecological Sustainability is achieved by protecting sensitive natural and cultural resources and minimizing impact. Instilling trail users and the public with a sense of responsibility for stewardship of trails is another component of sustainability.

UNIVERSAL DESIGN

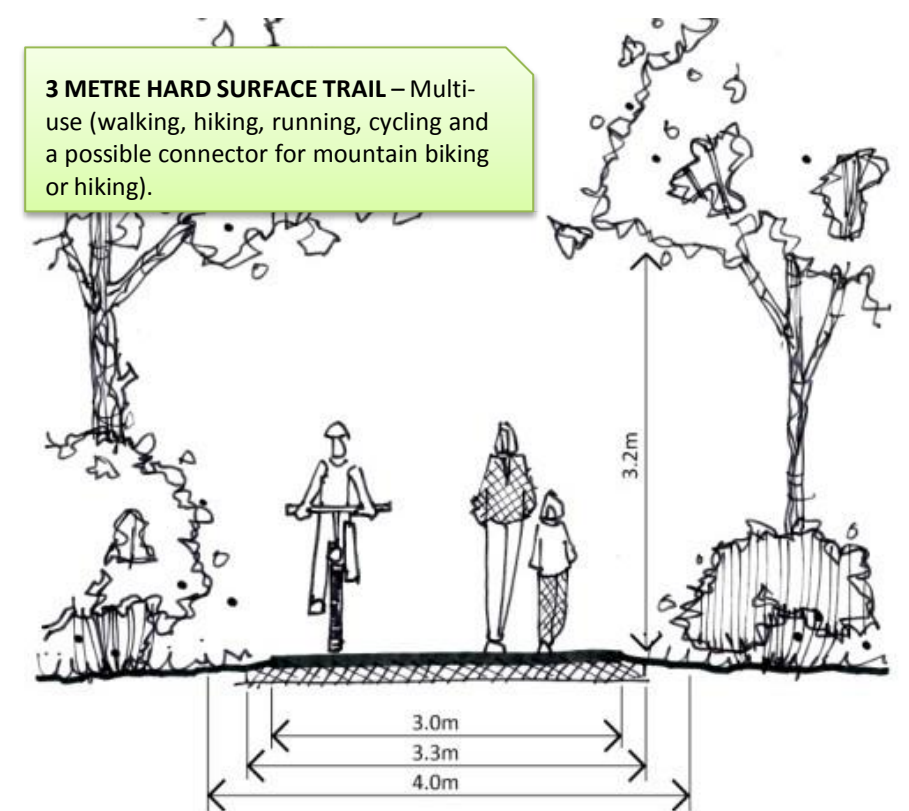
The Universal Design philosophy is one that considers the needs and abilities of everyone ensuring that people of all abilities can enjoy the designed facility. As it applies to trails, the considerations generally relate to ranges of experience, age, agility and fitness. For each specific trail use, the needs and abilities of ALL users are considered and accommodated to the greatest extent possible. More specifically, trails should be designed to provide equitable use with flexibility to adapt to all abilities. Trails should be simple and intuitive in use, and where direction is required it should be displayed in a way that is perceptible and clear. Alignment should provide clear site lines, grades requiring low physical effort and a minimum of possible conflicts hazards. The greatest benefit of a Universal Trails is that it will allow use by a higher proportion of the population and see a far greater diversity of users.

Proposed Trail Classification and Hierarchy for Penetanguishene

The key to making the trail system intuitive is creating a clear trail hierarchy. Hierarchy is based on both the types of users and the volume of use. The Hierarchy envisioned for Penetanguishene would be as follows:

- PRIMARY** 3 metre Hard Surface Trail
- SECONDARY** 2.4 metre Hard Surface Trail or Walkway or
2.7 metre Granular Trail (suitable for future upgrade to 2.4m hard surface)
- TERTIARY** 1.5 metre Granular Trail or
Dedicated Bike Lane on Road Surface

Recommendation 39: Confirm and adopt a trail classification system and hierarchy for the Town of Penetanguishene based on the designed use of trails as well as the type and volume of users.



The Town of Penetanguishene offers 7 walking trails and 1 snowmobile trail as follows:

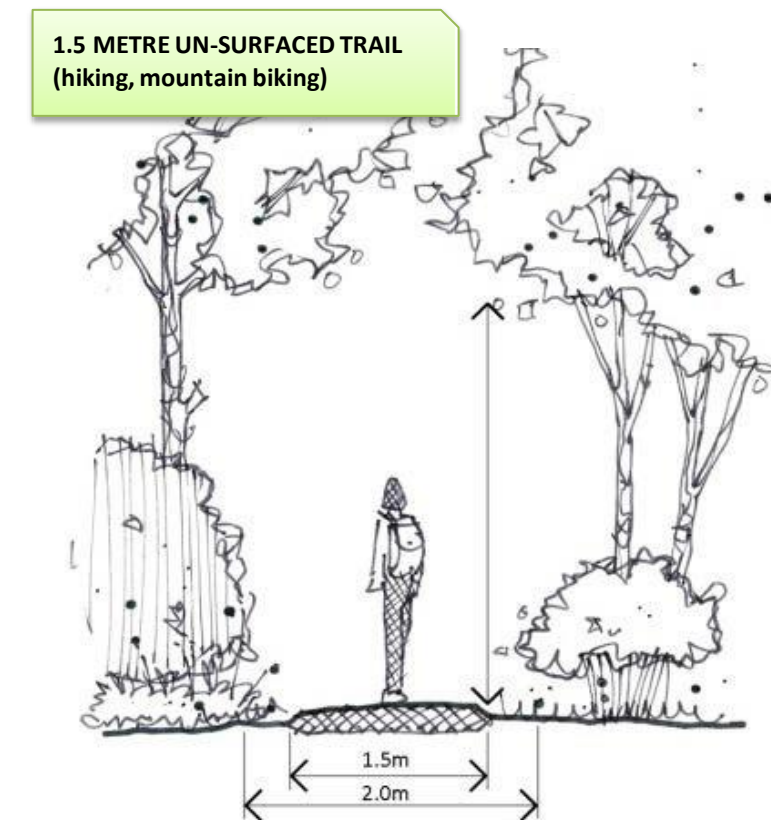
Trail	Motorized/Non-motorized	Surface	Suggested Classification
Trans Canada Trail (A portion of which is utilized for snowmobiling in winter)	Non-Motorized/ Motorized portions	limestone, asphalt, and paved sidewalk sections	Primary Trail
Discovery Harbour Trail	Non-Motorized	Paved	Secondary Trail
Copeland C. Trail	Non-Motorized	Paved/crushed limestone	Secondary Trail
Fox Run Trail	Non-Motorized	Unpaved	Tertiary Trail
Payette Trail	Non-Motorized	Paved & Unpaved	Tertiary Trail
Tom Coffin	Non-Motorized	Under Development	Tertiary Trail

An example of a primary trail is the Trans Canada Trail in Penetanguishene which connects the Town to the surrounding communities of Midland and Tiny. A portion of this trail is subject to the Champlain-Wendat Rotary Park Plan. Appropriate on and off road connections (potentially delineated by trail crossings and effective way-finding signage) should be made at the following locations:

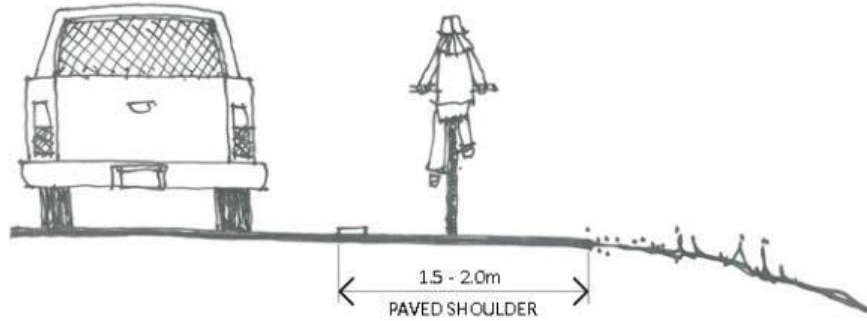
- **Thompson Road Trail extension and Main Street:** to navigate users north to Rotary Park or to continue east along the Thompson Road Trail.
- **Trans Canada Trail:** should offer appropriate connections along Main Street (and potentially include bike/pedestrian paths).
- **Copeland Creek Trail:** Develop on and off road connections to navigate users south along Park Street and connect to the planned

Thompsons Road Trail. Also develop stronger linkages to the trail in Rotary Park to the east.

The Town should further assess appropriate designs for trail development as part of a Trail Development Strategy. Appendix A of this Master Plan outlines a matrix for trail development and maintenance based on the suggested trail classification. This matrix is only a guideline, the details of which are to be confirmed by the Trail Development Strategy.



1.5 – 2M BIKE LANE ON EXISTING ROAD SURFACE



Recommendation 40: Building on the current Trails Capital Plan, develop a clear strategy for trail development based on an approved trails classification system/hierarchy. The strategy should include a plan for trail signage, on and off road trail connections, surface materials and accessibility standards etc.

Recommendation 41: Pursue the Trails Capital Plan in keeping with design recommendations of the Trail Development Strategy, with an aim to link all corners of the community.

- Plans to enhance the Trans Canada Trail should inform the Main Street Streetscape Plan and vice-versa.

Developing Trail Signage

The main objective when signing the trail system is to provide well planned, clear, concise way-finding method which will contribute greatly to a positive user experience. Signs provide assurance to the user that they are on the correct route, as well as enhance safety and can even communicate a variety of stories. Beyond way-finding, signage can educate through interpretive messages, they can reduce conflicts, make the trail safer and more enjoyable for all users while providing consistent positive exposure of the trail system which may very well increase use.

Trail markings can be anything from simple directional “blazes”, directional signs, maps (either on a sign or a printed version you carry) interpretive

displays or information kiosks. Mechanisms such as GPS trail maps and QR code elements that can be scanned with a smart phone to retrieve additional information such as an interpretive story or updated mapping.

Naming trails is a good start to the communication process. Names such as “Discovery Harbour Trail” and “Copeland Creek Trail” already convey user information about the trail and the destination or experience. Signage throughout the system should be consistent, although each trails signs may have some individual colours or components that set them apart and begin to reinforce the overall trail system and trail hierarchy.

Trail signage needs to convey information in such a way that it can be understood by all potential trail users. Different users have different needs. For instance cyclists need brief messages that can be comprehended at a glance. Snowmobilers have a marking system specific to their sport. In some situations, blazing is the only trail marking required. For the most part, we consider the majority of the Penetanguishene trails as being multi-use. For this type of use, as a general rule, the message elements can be symbols, text, or a combination of the two.

Locating signs is based on need and opportunity. Wherever a decision is required, a directional sign is appropriate. Wherever some warning or guidance is required, a regulatory sign is appropriate. Where there is a story to tell of natural or cultural significance, an interpretive sign is appropriate. Where there is a long distance between signs, possibly a blaze or km marker is appropriate to re-assure the users that they are still following the right path. The “needs” for signage should be balanced with an aesthetic consideration to avoid the over-use of signage and “sign pollution”.

Recommendation 42: Support the Ontario Trails Strategy and leverage any related funding as may become available in future years to develop local trail infrastructure.

Recommendation 43: Develop an Active Transportation Plan for the

Town to include opportunities to develop urban bike lanes with effective connections to the local trail system.

Recommendation 44: Municipal online interactive and GIS mapping of trails should identify where on and off road trail connections are planned or exist, so as to help navigate visitors and users along trail routes. Mapping should distinguish between portions of trails which are off-road versus street-based.



Town Dock and Amenities

8.7. Service Delivery

Trends that have emerged in the delivery of recreational and sport programming across Canada include:

- **Effective Partnerships** – Municipalities are increasingly entering into partnership agreements with community groups, the private sector and institutional stakeholders to maximize cost efficiencies in program delivery and facility operations;
- **Volunteerism** – National trends show a decline in the number of persons engaged in volunteerism. However, those who do volunteer are doing so on a more frequent basis;
- **Performance measures** – Performance measures for the recreation sector are increasingly shifting from outputs to outcomes (that is, a shift from output measures such as capital costs and volumes of program registrants to outcome measures such as qualitative assessments of how programs have benefited/met community and health indicators);
- **User and rental fees** – Increased user and rental fees are increasingly raising the cost of participation. This is a particular challenge for communities in the inclusion of target groups and has resulted in the adoption of user fee policies which more heavily subsidize specific categories of users such as low income groups, youth and seniors; and
- **Unstructured Recreation and Sport** – Growing demand for unorganized and drop-in activities which meet the needs of increasingly busy lifestyles – particularly in communities with significant commuting populations.

8.7.1. Maximizing the Role of the Recreation and Community Services Department

This Master Plan recognizes there are a range of opportunities for the Town to work with local school boards, health service providers and other non-profit partners for the enhanced delivery of recreation in Penetanguishene. This Master Plan supports the development of an Integrated Service Delivery (ISD) model for recreation. The ISD model recognizes the ability of the Municipality and other organizations/agencies to work collaboratively to develop approaches to program and service delivery; and in so doing the model promotes the efficient use of available resources across sectors to address existing community needs and social dynamics.

With a mission to “manage, coordinate, maintain and provide quality, accessible and affordable recreational facilities, community programs, events, parks and open spaces for the enjoyment of the residents and visitors”, Penetanguishene’s Recreation and Community Services Department oversees the delivery of recreation, leisure and cultural services in the Town. Key supervisory roles include a full-time Facilities Manager, Programs and Events Coordinator, Museum Curator, and a term/seasonal Harbour Master and Aquatics Supervisor; all of whom directly report to the Manager of Recreation and Community Services. While existing staff roles and functions meet the present departmental mandate, it is anticipated that the implementation of this Master Plan will require additional staff effort and support.

The current structure of the Recreation and Community Services Department exhibits a number of challenges with respect to effectively engaging in an Integrated Service Delivery Model. This includes the lack of support staff with responsibility to regularly monitor and research shifts in community demand for recreation as well as lead other strategic aspects of effective program development and delivery such as volunteer management and recruitment. The facilitation of an effective organizational structure is necessary to ensure the successful implementation of recommendations.

Recommendation 45: Annually commission a summer student for the role of Research Coordinator: 1) with responsibility for monitoring grant opportunities for program and facility development 2) to design and implement customer service tools (such as community surveys) to annually monitor community satisfaction with recreation facilities,

services and programs in the Town.

Recommendation 46: Appoint a part-time Volunteer Coordinator and Programming Assistant with responsibility for volunteer recruitment, training and management as well as to provide coordination assistance for recreation programs and events. Responsibilities will include partnership development and outreach to schools for student participation in volunteerism. As programs and events develop over time this will become an increasingly important (and potentially full-time) staff role.

The Town’s Facilities Manager currently has the responsibility of a facility booking coordinator as well as a facility maintenance manager (for both indoor and outdoor facilities in the Town). This has worked well historically; however, the implementation of facility recommendations (and necessary phasing and commissioning of capital works) is expected to place additional pressure on the Facilities Manager’s current portfolio. Considering this and the need for a more concentrated effort on enhancing the utilization of facility spaces through programming, partnerships and rentals; this Master Plan recommends a streamlining of the role of the Facilities Manager and transfer of responsibility for facility bookings and rental coordination to a dedicated staff person.

Recommendation 47: Appoint a designated staff person to act as a Facility Booking Manager. This will become an increasingly more important role with the development of a new multi-use recreation facility.

Recommendation 48: As part of future municipal organizational reviews, continue to monitor the effectiveness of the staff roles within the Recreation and Community Services Department.

8.7.2. Marketing and Communications

Almost 40% of online survey respondents that reported facing barriers to participation in recreation indicated a lack of awareness of available programs was a major contributing factor for this. Key to facilitating greater access to recreation is the development of appropriate public information mechanisms. The annual publication of the North Simcoe Recreation Guide as well as data available through the Resident Portal of the municipal website is a positive precedent. However, the opportunity exists to further develop municipal communications to enhance local and regional awareness of recreation opportunities in Penetanguishene.

Recommendation 49: Continue partnership for the seasonal production and publication of the North Simcoe Recreation Guide with other municipal recreation providers.

- The scope of the guide should be expanded to give greater focus to seasonal cultural activities and programs including museum exhibitions, library services and programs. The Town should work with the Penetanguishene Public Library and Centennial Museum staff to regularly update this information.
- The production of the guide should include a digital version of the publication which is to be made publicly-accessible on the municipal website.

Recommendation 50: Translate the recreation asset database (developed as part of the Master Plan project) into an online interactive community map (hosted on the Municipal website) which allows residents and visitors alike to the access locational and other information on facilities. This should include the mapping of trail head locations for travellers and tourists. The interactive community map should be a ‘one stop hub’ of information on recreation venues and assets. The mapping system should allow residents and visitors to access facility information and link to an online facility booking system (see related recommendation below).

Database/mapping information should be shared with Simcoe County.

Recommendation 51: Develop a comprehensive and dedicated sub-portal for recreation within the existing Resident Portal of the Municipal website, as a gateway linking users to a range of online recreation services (facility bookings, program registrations). Sub-portal should include:

- An online recreation program schedule/calendar (this should include game notices).
- A digital version of North Simcoe Recreation Guide.
- An online public program registration submission system.
- An interactive community map of information on all recreation venues (including opening hours and available amenities).



Historical Port of Penetanguishene Park



Penetanguishene Public Library

8.7.3. Policies and Procedures

Enhanced and efficient service delivery is much the result of a working commitment to ensure ongoing and timely response to community need, in part through the development and institution of policies and procedures to progressively and regularly address changes in community demand and access to recreation over time.

Recommendation 52: Undertake annual customer service monitoring (satisfaction surveys etc.) to regularly assess resident/user needs and requisite improvements to the Town’s recreation service delivery model. Progressively address methods to improve the system over time.

Recommendation 53: Continue to track program and facility bookings/registrations on an annual basis, working with organized user groups to collect data and monitor changes in registration by sport (i.e. demand for sport) and market conditions over time.

The Town’s Recreation and Community Services Department recently acquired a facility booking system which allows for monthly and annual tracking of facility utilization. This system should be incorporated within a broader strategy and framework to monitor ongoing change in consumer demand for recreation over the long-term in order to deliver a standard of service provision excellence to the community.

Recommendation 54: Continue to utilize and maintain the Town’s current facility booking system and acquire a public online program registration system as the Municipality’s recreation program offer expands over time.

- This will assist in tracking changes in annual program registrations and will also assist in developing a profile of users.

Recommendation 55: Develop an online facility maintenance reporting system (e.g. an online e-mail/message submission tool on

the Municipal website) for real-time staff updates on needed repairs, washroom maintenance etc.

Recommendation 56: Develop and initiate a Volunteer Management Plan/Policy as well as implement a program for the recruitment and training of volunteers.

- Key partners for this include the Midland YMCA. The organization has expressed a willingness to support the Town via information sharing and references from within its volunteer database. At present the Midland YMCA has a database of over 100 volunteers, some of which seek opportunities that are beyond the mandate, services and/or capacity of the YMCA.
- The Town should also work with schools to navigate students to volunteer opportunities as part of student fulfillment of volunteer hours.

TIPS FOR VOLUNTEER MANAGEMENT

- 1 Develop a mission statement identifying the purpose of the volunteer program, and the organizational needs it addresses.
- 2 Designate a manager or leader to oversee volunteers and act as a go-between for volunteers and paid staff.
- 3 Develop written position descriptions for volunteer roles outlining expectations from the volunteer and the organization.
- 4 Provide consistent and task/role-relevant orientation for new volunteers.
- 5 Initiate consistent activities for recognizing volunteer contributions.
- 6 Ensure regular collection of data (numerical and anecdotal) regarding volunteer involvement and contributions to operations, and acknowledgement in annual reports.

Develop Formal Policies

The Town does not have an official ice allocation policy. The current process to book arena ice time takes the form of an annual meeting with user groups to negotiate and determine preferred time slots for arena use. Were prime and/or non-prime time allocations need to be reduced or increased, groups negotiate these in conjunction with the Town's Facility Manager.

Recommendation 57: Develop and implement an Ice Allocation Policy which formalizes the existing process of allocating ice to groups. The policy should identify priority groups for the allocation of available ice based on 1) the size of membership and 2) type of group (i.e. hockey or skating association versus other community groups).

- The policy should also ensure that as much as possible, the community has access to a range of public skating hours.
- The policy should be reviewed for effectiveness at regular intervals (E.g. every 2 to 5 years).

Recommendation 58: Review user fees after year 3 of implementation of this Master Plan

Recommendation 59: Determine whether a formal policy for program fee reduction for low-income households needs to be developed over time as part of user fee review.

Accessibility for Ontarians with Disabilities (AODA)

The Town of Penetanguishene's 2012 Multi-Year Accessibility Plan is the Municipality's strategy to meet the requirements of the Accessibility for Ontarians with Disabilities Act (2005), the Integrated Accessibility Standards (Ontario Regulation 191/11) and the Accessibility Standards for Customer Service (Ontario Regulation 429/07). The Plan outlines a series of barrier removal initiatives leading to 2015. As it relates to recreation, the plan calls for:

- The continued review of the Town Dock building to ensure barrier-free access.
- Future trail designs and installations as well as playground/park developments to meet accessibility/barrier free standards.
- Future evaluation of the impact of Built Environment Standard on Town facilities when finalized.

Recommendation 60: Undertake a comprehensive review of all indoor Town-owned recreation facilities for compliance with standards of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) in light of 2013 accessibility amendments (effective in 2015) within the Ontario Building Code.

Recommendation 61: Continue to implement priorities outlined in the Town's 2012 Multi-Year Accessibility Plan in order to ensure barrier-free access to recreation. This includes ensuring future trail designs and installations as well as playground/park development to meet accessibility/barrier free standards.

Recommendation 62: Continue to regularly update and implement the Town's Multi-Year Accessibility Plan and address future regulatory changes as established within the Accessibility for Ontarians with Disabilities Act (AODA).

AODA (ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES ACT, 2005 (ONT. REG. 413/12))

In 2005, the Government of Ontario passed the Accessibility for Ontarians with Disabilities Act (AODA) with a goal to enforce accessibility standards addressing key areas of everyday living. Designated public sector organizations have a compliance date of January 1, 2016.

There are five accessibility Standards under the AODA:

- 1 Customer Service;
- 2 Information and Communication;
- 3 Employment;
- 4 Transportation; and
- 5 Design of Public Spaces.

The purpose of the Design of Public Space Standard is to eliminate physical barriers to accessing outdoor recreation experiences.

The Public Space Standard applies only to the building of new or redevelopment of existing public spaces including:

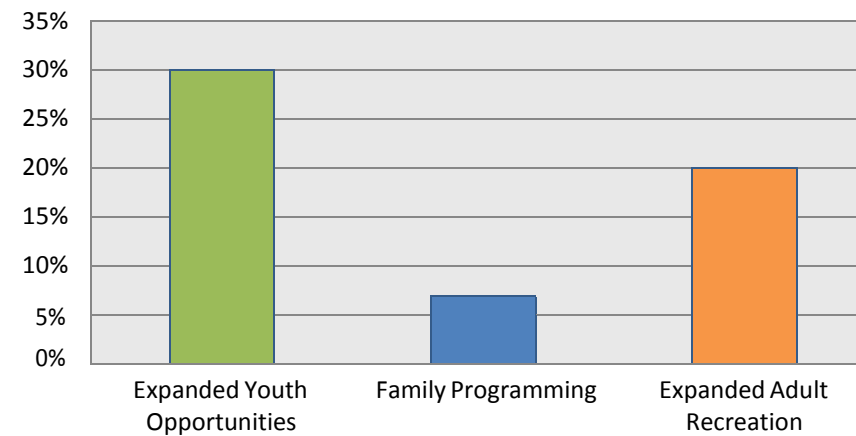
- Recreational trails;
- Beach access;
- Outdoor public eating areas;
- Outdoor play spaces;
- Exterior paths (including sidewalks, walkways);
- Accessible parking;
- Outdoor service counters (kiosks); and
- Maintenance.

The design of public spaces standard does not include building accessibility which is covered through the Ontario Building Code).

8.8. Program Development

An overview of programs currently offered by the Town of Penetanguishene is provided in Section 3.1.2. When asked to rank the top 3 new/additional programs they would like to see made available by the Municipality, online survey respondents indicated the following:

Exhibit 21: Demand for Recreation Programming in Penetanguishene based on Online Survey Responses



Addressing the Current Gap in Youth Programming

Community desire for expanded youth opportunities primarily centred on a perceived lack of available options for older children (12-18 years of age) outside of the school environment. The respondents highlighted the need for a range of sporting and cultural activity – from dance classes to baseball programs. Student outreach further corroborated these suggestions.

In-class consultation with youth indicated a high demand for affordable and accessible youth program options (with a particular focus on activities which cater to Grade 9 youth and above). Creative programming such as dance classes, art, cooking as well as music and band programs ranked high among students. Active sports such soccer, baseball and skateboarding lessons for the age 13 and over were also of interest to students.

When asked what types of (new or existing) recreation facilities the Town should invest in, high on the list was the creation of a Youth Drop-in Centre. This Master Plan does not recommend that a stand-alone Youth Drop-in Centre be developed in the Town of Penetanguishene. It is also not recommended that an existing community/meeting space be solely dedicated to a youth drop-in function (particularly as this type of space would be relatively unutilized for most of the day due to school hours). This Plan does recognize that a range of underutilized meeting spaces exist within the community which may accommodate temporary/mobile recreational equipment (such as games, trampolines, computers etc.) in

order to facilitate scheduled after school youth drop-in hours. The most appropriate locations for this are the:

1. Brian Orser Hall over the short to medium-term. Contingent on the development of a new multi-use recreation facility and the subsequent decommissioning of Brian Orser Hall, youth drop-in programming would need to be transferred to multi-purpose community space within this building.
2. Penetanguishene Public Library basement which is planned to be renovated over short to medium-term timeframe of this plan.

The Town will need to evaluate the benefits of each location against the utilization patterns (hours of peak use) at each facility. This will need to be done in consultation with the administration of the Penetanguishene Public Library.

Other Programming Needs

Online respondents also felt there was a lack of programming for adults. Requests for family programming included mom and baby fitness. A perceived lack of leisure programming options for preschool aged children was also reported by survey respondents.

The Municipality will need to further investigate the range of programming recommendations offered by the public against the practicality of implementation. The following recommendations represent ‘best bet’ opportunities based on perceived public demand (as demonstrated throughout consultation), the existence of suitable facilities to host such programming locally, as well as the relative level of ease of initiating programs based on available resources and partnerships. Pilot programs are to be evaluated using a range of metrics including but not limited to: 1) program take-up, 2) registrant satisfaction, and 3) program revenues and expenditures.

Recommendation 63: Expand the Town’s existing summer soccer program to include programs for older youth (ages 13-18).

Recommendation 64: Expand the Town’s existing baseball program to include activities for older youth (ages 13-18). The Municipality already has an effective partnership with the Toanche Recreation Association to deliver its seasonal Softball and T-ball program and should continue to work with the Association to achieve program development.

Recommendation 65: Work with Museum staff to develop year round cultural programming including art and pottery classes for all ages on-site. The Museum location has ancillary indoor facilities that are equipped with the space and amenities to handle this type of programming. This is also a potential opportunity for the Museum to strengthen its relationship with the schools and enhance the educational component of its operations.

Recommendation 66: Maintain existing swim programs and continue to host school swims at the Waypoint indoor pool facility.

Recommendation 67: The Town should work with local schools to actively generate registrations for youth camps and programs.

Recommendation 68: Work with the Penetanguishene Public Library to develop creative year-round preschool programming e.g. music for babies.

Recommendation 69: Expand summer camp programs to include beach volleyball for teens and adults.

Recommendation 70: Develop team tennis programs for youth (8-18). There is potential for the Town to work with members of the local tennis club(s) for coaching assistance.

Recommendation 71: (Long-term) Work with the Simcoe Muskoka

Health Unit and other key partners to develop and provide programming to sensitive groups (e.g. pregnant women, persons with disabilities). Specialized/niche programs may include fitness for new mothers and will be part of the Town’s role in advocating for health and wellness.

Recommendation 72: Develop a Youth Drop-in program to enhance utilization of community/meeting spaces. Work with the Midland YMCA to investigate a potential partnership for implementation. The YMCA has also successfully offered before and after child care programs in many schools and would be willing to expand this to include recreation in Penetanguishene. The Town should play a lead role in bringing all key partners to the discussion table.

Recommendation 73: Engage local school boards in discussions to address issues of youth transportation and access to recreation/after-school programs. Discussions should address issues of liability and required waivers/procedures to facilitate school bus drop-offs at select major indoor facilities (e.g. the Public Library) where supervised youth programming is offered. The results of this will be important with the implementation of a Youth Drop-in Schedule.

Recommendation 74: Expand the existing Girls Night Out and other youth personal development programs to target older teenagers. Promote programs as part of Youth Drop-in programming.

A Strategy for Seniors
Recommendation 75: Work to develop programs with seniors care partners to provide transportation access to facilities. This will require partnership on the part of the Municipality to plan for and schedule time for seniors to have designated access to municipal facilities/amenities where other users may otherwise compete for access.

A Strategy for Seniors

Recommendation 76: Partner with local seniors care facilities/organizations to promote bocce and other senior programs to residents. Care facilities should function as intermediaries for program registration.

A Strategy for Seniors

Recommendation 77: Work with select local seniors care facilities to develop and pilot mobile seniors’ recreation programs. Programs should be piloted at no more than 2 or 3 locations in Penetanguishene.

The Simcoe Muskoka Health District Unit is a key partner to provide volunteer/staff training for program delivery.

Recommendation 78: Partner with the Midland YMCA to develop satellite youth leadership and wellness programs in Penetanguishene. The YMCA is a willing partner and has worked in other communities to navigate this program into schools. The program may also function as a feeder program for volunteer recruitment (for summer camps, events and other Town-run programming).

Recommendation 79: Work with other North Simcoe municipalities to develop a recreation passport program that allows individuals access to multiple recreation and cultural facilities across the region (e.g. libraries, cultural centre, museums).

8.9. Events, Festivals & Culture

RTO7 Bruce-Grey-Simcoe: Regional Visitation Profile

The Town of Penetanguishene is located within Regional Tourism Organization 7 which includes the geographic areas of Bruce, Grey and Simcoe County. The region received almost 13 million person visits in 2011, 40% of which were overnight stays. Simcoe County was the most popular destination for visitors and accounted for 70% of annual visitation (season-to-season) (mostly persons 'Visiting Friends and Relatives')¹¹.

Visitors to RTO engaged in a variety of events including festivals and fairs, cultural performances, and sporting events. Festivals and events are key drivers for leisure tourism visits to the region accounting for a little over 850,000 person visits in 2011.

The Town of Penetanguishene has an opportunity to build its regional profile as destination partly through development of its festival and events line-up. Opportunities exist to leverage seasonal visitation, VFR visits and the tourist draw associated with the Town Dock and Harbour and Discovery Harbour attraction.

Profile of Events in Penetanguishene

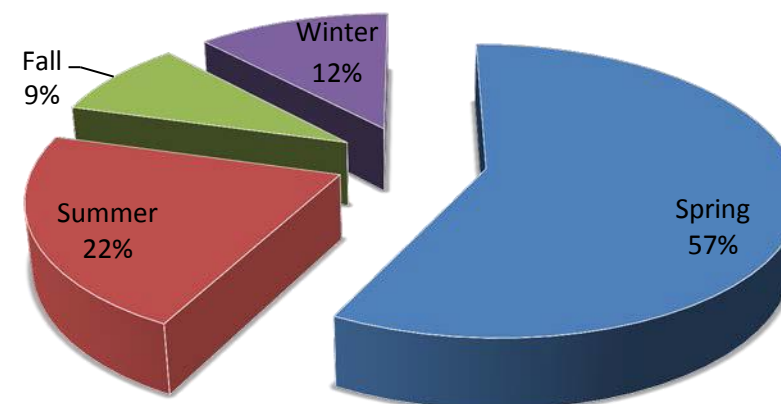
The Town of Penetanguishene is set to host 29 events over 92 event days in 2014. The current roster includes 4 new events: All Things Canadian (June 28 – 29), Water and Wheels (July 19), Home and Cottage Show, and Santa Claus Parade (December 21).

In terms of the total number of events planned for 2014, there is an even distribution activities through the winter to fall seasons (roughly 7-8 events per season). However, the longest running events (based on event days) occurred during the spring; with the longest event for 2014 being the Simcoe County War of 1812 Exhibit held between May 4 and June 30, 2014 at the Museum.



Event of Penetanguishene Centennial Museum grounds

Exhibit 22: Seasonal Distribution of Event Days in Penetanguishene



Event Development

The Town has yet to establish a marquee summer event to take advantage of peak seasonal visitation. The Rendezvous Champlain 2015 Festival is expected to be major 3-day, summer time event which celebrates the Town's origins as well as the arrival of the French in Ontario 400 years ago with the landing of Samuel de Champlain. At present this event is expected to be a one-time occurrence. The Town should explore the possibility of developing this event to be an annual recurring festival; one which is to be a premier showcase of the community's heritage.

Source: Sierra Planning and Management based on data provided by the Town of Penetanguishene Recreation and Community Services Department

¹¹ Source: Ontario Tourism Marketing Partnership data for RTO 7

Recommendation 80: Develop a marquee summer event for the Town. This includes investigating opportunities to make the Rendezvous Champlain Festival an annual recurring event; one that potentially develops beyond a 3 day event.

Recommendation 81: Otherwise work to enhance the Town’s roster of summer events as this is when the Town observes its highest level of visitation.

Recommendation 82: Partner with RTO7 to develop key festivals and events. Prioritized events should have the potential to reach a significant market share beyond local residents.

Recommendation 83: Further seek funding (as may be available from time to time) from upper levels of government (such as the Ministry of Culture and Tourism) to assist with festival development.

Recommendation 84: Invest in event ready infrastructure as proposed within the Champlain-Wendat Rotary Park Legacy Plan as well as this Master Plan.

Events Monitoring

Evaluating event performance is foundational to identifying opportunities for festival and event development. The table above offers an overview of monitoring tools which may be utilized as a part of a strategy to for ongoing monitoring of festival and event performance in the Town.

Recommendation 85: Develop, plan for and initiate a system to monitor and measure event performance annually.

Exhibit 23: Select Review of Event Performance Monitoring Strategies

Monitoring Tools	Level of Effort	Considerations
Intercept Surveys: Hard copy or tablet-based	High	<ul style="list-style-type: none"> Provides good quantitative and qualitative data. This method can be volunteer intensive and requires experienced and/or trained volunteers who understand sampling and are willing to approach visitors of all ages.
Analyzing Photos: People Count Photos are taken at intervals at different locations. The number of people in each photo is counted to provide an idea of the volume of visitors passing through the event.	Low-Medium	<ul style="list-style-type: none"> Method does not require a lot of volunteer preparation. Some investment in photo equipment. This method is useful to provide details about the type of people attending the event (i.e. age, family structure). This method is also less quantitatively reliable.
Ticketing Information	Medium	<ul style="list-style-type: none"> Most reliable method both in terms of quantitative and qualitative information. If ticketing is divided into categories (e.g. youth, adults, seniors etc.) basic information on the nature of people attending the event can be garnered. Online ticketing (e.g. through Ticketmaster) allows for the collection of more detailed information.
Online Surveys Post-event Online ticketing may require customers to provide an email address or fill out an exit survey. Fliers with a link to an online survey may also be handed out at events.	Low-medium	<ul style="list-style-type: none"> Provides good quantitative and qualitative data. Method is not volunteer intensive however event attendees may easily opt out of taking the survey, particularly when prompts are provided via event fliers which may easily be discarded.
Social Media	Low	<ul style="list-style-type: none"> Whether encouraging patrons to ‘like’ or ‘check-in’ at the event on Facebook or Twitter, social media as a research tool requires a low level of effort and little to no volunteer assistance. However, this method is highly subjective to an individual’s personal preferences for communication.

Marketing for Events, Culture and Tourism

A coordinated approach to promoting local attractions and events is important to facilitate visitor awareness and participation in activities. This will help to yield greater visitor spending and facilitate extended tourist stays.

Recommendation 86: Develop an Annual Marketing Plan for Events in Penetanguishene to appropriate local, regional and provincial promotional outlets as relevant to each event.

- For example, for major events such as the Rendezvous Champlain 2015 Festival, resources from RTO7 and Festivals and Events Ontario (FEO) may offer a provincial profile for activities.

Recommendation 87: Develop a cultural and tourism asset database building on existing resources of information as may be available from the Town's Heritage Committee as well as the Tourist Information Centre. The database should be translated into the online interactive community map; by creating mapping layers for cultural and heritage assets, local events, tours and excursions, dining spots etc. as means to increase visitor awareness of local attractions and services.

Recommendation 88: Develop a local visitor information guide (printed) to include maps of trail routes including on and off road trail connections. The Guide should also include listings of cultural and heritage assets, local events, tours and excursions, dining spots.

Recommendation 89: Revamp the Visitor Information Sub Portal (Discover Penetanguishene) on municipal website:

- To exclude recreation programs which really service the resident population base.
- To include a link to the online interactive Community Map so that visitors can easily access information on and locate local attractions.

Recommendation 90: Develop Cultural Passport program in partnership with other municipalities in North Simcoe to encourage visitor participation in cultural & heritage activities across the region.

Recommendation 91: Develop cultural tours around the Town's existing heritage assets. Tours should be managed as part of museum summer programming and promoted through the Tourist Information Centre.

Recommendation 92: The Penetanguishene Public Library and Centennial Museum should cross-promote inter-related and complementary services (e.g. enhancing connection between the Museum's genealogical research services and the Library's Local History Archive) on respective institutional websites and communication materials as appropriate.

Recommendation 93: Work with the management of Discovery Harbour to align the Municipality's event roster with major planned tours and events at the Harbour in order to enhance visitor participation and spending at local events. Work with the Discovery Harbour management to further cross-promote local events and activities.

9

Implementation



9 Implementation

The following table outlines the short, medium to long-term facility initiatives associated with the implementation of Master Plan recommendations (● indicates commencement):

	Recommendation		Short Term	Medium Term	Long-term
	No.	Item	1-2 Years	3-6 Years	7+ Years
Arena	1	Continue to invest in planned upgrades and maintenance of the Memorial Community Centre Arena over the short to medium-term.	●		
	2	Plan for a replacement of the Memorial Community Centre Arena		●	
	3	Implement the decommissioning of the Memorial Community Centre and ice surface contingent on 1) the results of a feasibility study (above) and 2) the implementation of investment in an ice surface as part of a new multi-use recreation complex .			●
New Multi-use Recreation Facility	4	Undertake a Location and Feasibility Analysis for a new multi-use recreation facility to include an assessment of the viability of building on the Memorial Community Centre site as well as the feasibility of construction at a new location. The results of this exercise should include the confirmation of a preferred location as well as the development of concept and business plan for the new facility.		●	
	5	Contingent on the concept plan and business planning exercise, develop a new multi-use recreation complex. The building should have the following core components: <ul style="list-style-type: none"> - 1 new NHL-sized ice surface; - Potentially 1 general ice sports pad/curling surface; - An indoor walking track (above the main rink); - Multi-purpose community space for meetings/performances/ events; and - Potentially gymnasium space. Any consideration of a new multi-use facility should consider outdoor field amenities for soccer and/or baseball.			●
New Metis Community Centre	6	The Town of Penetanguishene should support the development of a Metis Community Centre in Penetanguishene and work with the Metis Council to ensure affordable public access to the facility once developed.	●		
Curling Rink	7	Investigate options and partnerships to both fund and operate a curling rink as a potential component of a new multi-use facility.	●		
	8	Decommission the existing Penetanguishene curling rink contingent on a decision to maintain Town support for a curling facility as part of a new multi-use complex.			●

	Recommendation		Short Term	Medium Term	Long-term
	No.	Item	1-2 Years	3-6 Years	7+ Years
Indoor Pool	9	Continue partnership/agreement with the Waypoint Centre for Mental Health Care for the use of the Waypoint indoor pool facility. Seek to develop greater public use/access to the facility and ultimately program as demand allows.	●		
Gymnasia	10	The Recreation and Community Services Department should work with local schools/school boards to develop a partnership for the systematic sharing (i.e. monthly or quarterly) of gymnasia booking information in order to facilitate forward-planning on the part of the Municipality for access to these facilities. This will impact the Town's ability to effectively host programming within these facilities.	●		
	11	Enhance Municipal access to school board facilities in Penetanguishene through the development and formalization of facility joint use agreements where these do not currently exist.	●		
	12	Engage local user/community groups in discussions to address issues of liability and the coordination of rentals which impact community access to school facilities. Work collaboratively with schools/school boards to address these issues as feasible.	●		
Halls & Meeting Spaces	13	Maintain investment in hall and meeting space facilities.	●		
	14	With the development of a new multi-use facility (and the subsequent decommissioning of the Memorial Community) multi-purpose community space should be developed as part of the new complex. The form, scale and range of utility of multi-purpose community space within the new facility is to be dependent on the confirmation of user needs assessed in balance with all factors impacting the eventual functional program, design and cost of the facility.		●	
Soccer Fields	15	Investigate and address issues of drainage at the J.T. Payette Park soccer field to ensure the continued use of the facility over the short to medium-term.	●		
	16	Contingent on the results of a feasibility study for a new multi-use recreation facility, invest in a standard size outdoor soccer field (with turf and lighting) as part of the new complex. This should also comprise a mini pitch adjacent (behind the goal), giving capacity for accommodating football should opportunity arise in the future.		●	
	17	Contingent on investment in a new soccer field as part of a new multi-use facility, investigate and implement a plan for the alternative use of the J.T. Payette Park soccer field.			●
Ball Diamonds	18	Investigate the nature of drainage issues at the McGuire Park facility and implement measures to resolve this accordingly.	●		

	Recommendation		Short Term	Medium Term	Long-term
	No.	Item	1-2 Years	3-6 Years	7+ Years
	19	(Dependent on a implementing a solution for drainage) Invest in the McGuire Ball Diamonds as the Town's premier baseball facility. Lighting at Ball Diamond #1 offers opportunity for extended play and game hosting. Additional investment is required in modern player and spectator amenities (e.g. seating), improved concessions etc. Investment in the fields should be complemented by program development around the facility		●	
	20	Identify, prioritize and invest in capital replacement at the Phil Marchildon Ball Diamond as required over time. Ensure player/spectator amenities are in place, in good repair and open for use.	●		
Tennis Courts	21	Maintain and resurface the existing tennis courts at McGuire Park.	●		
	22	Maintain the existing tennis courts at Memorial Park. Recent investments in court resurfacing should be complimented by ongoing maintenance and investment in lighting at this facility.	●		
	23	Maintain the practice of multi-use of the Memorial Park tennis courts for Pickleball.	●		
Basketball	24	Replace existing asphalt basketball courts at Rotary Park and develop 2 new multi-use basketball courts (with lighting) on-site.		●	
Bocce	25	Maintain and upgrade existing Bocce courts as needed over time. This includes investment in player and spectator amenities.	●		
Beach Volleyball	26	Maintain existing beach volleyball courts at Rotary Park and develop programming around this facility for enhanced utilization.	●		
Playgrounds	27	Develop a replacement strategy for play equipment within all parks and budget accordingly. Any play structure installed prior to the year 2000 should be phased for replacement immediately. As each year passes, a 20 year trigger will identify more play structures that need replacement.	●		
	28	As part of a Park Design Strategy develop guidelines for playground design based on park service levels. These should include accessible playground design standards.	●		
Splash Pad	29	Invest in one 1 Splash Pad at Rotary Park along the waterfront		●	
Skate Park	30	Improve (and potentially expand) the existing Skate Park at Rotary Park or decommission the existing Skate Park		●	

	Recommendation		Short Term	Medium Term	Long-term
	No.	Item	1-2 Years	3-6 Years	7+ Years
		and invest in a new facility at another location.			
Parks	31	Revise the Town’s Official Plan Parkland Classification based on considerations of community function (scale of use), location and available amenities. Once adopted this System should form the basis for prioritizing investments in park enhancements as well as determine levels of maintenance for the various categories of parks.	●		
	32	Create a Park Design Strategy based on the new Classification system. The Strategy should be developed in partnership with the public, local sport groups, and other key stakeholders in recreation.	●		
	33	Maintain proper subdivision planning and ensure appropriate park land dedication provides sufficient green space for new residential areas.	●		
	34	Confirm that Cash-in Lieu of Parkland protocols (as outlined in the existing Official Plan) will be used where available for existing park improvements as opposed to the acquisition of new parkland.	●		
	35	Review Champlain-Wendat Rotary Park concept plan in light of recommendations of this Master Plan to: <ul style="list-style-type: none"> - Potentially maintain and improve/expand the existing skate park on-site; - Develop a splash pad in the place adventure-themed playground; and - Exclude the development of a kayak/dock feature at this location. 	●		
Outdoor Rinks	36	Continue the practice of maintaining temporary natural outdoor rinks. Rinks should be located at strategic park locations across the community.	●		
	37	Work to seasonally promote local outdoor rinks. Develop concessions and activities around these facilities to promote use.	●		
Town Dock and Harbour	38	Contingent on the approval of a final redevelopment concept for the Town Dock and Wharf, develop a physical, business and marketing plan for the facility. The Plan should explore opportunities for partnerships for funding, tourism attraction and marketing.		●	
Trails	39	Confirm and adopt a trail classification system and hierarchy for the Town of Penetanguishene based on the designed use of trails as well as the type and volume of users.	●		
	40	Building on the current Trails Capital Plan, develop a clear strategy for trail development based on an approved trails classification system/hierarchy. The strategy should include a plan for trail signage, on and off road trail connections, surface materials and accessibility standards etc.	●		

	Recommendation		Short Term	Medium Term	Long-term
	No.	Item	1-2 Years	3-6 Years	7+ Years
	41	Pursue the Trails Capital Plan in keeping with design recommendations of the Trail Development Strategy, with an aim to link all corners of the community.		●	
	42	Support the Ontario Trails Strategy and leverage any related funding as may become available in future years to develop local trail infrastructure.	●		
	43	Develop an Active Transportation Plan for the Town to include opportunities to develop urban bike lanes with effective connections to the local trail system.		●	

The following table provides for the phased implementation of Master Plan recommendations related to the enhancement of the Town’s Recreation and Community Services Department as well as other aspects of service delivery:

	Recommendation		Short Term	Medium Term	Long-term
	No.	Item	1-2 Years	3-6 Years	7+ Years
Municipal Organization	44	Annually commission a summer student for the role of Research Coordinator: 1) with responsibility for monitoring grant opportunities for program and facility development 2) to design and implement customer service tools (such as community surveys) to annually monitor community satisfaction with recreation facilities, services and programs in the Town.	●		
	45	Appoint a part-time Volunteer Coordinator and Programming Assistant with responsibility for volunteer recruitment, training and management as well as to provide coordination assistance for recreation programs and events.	●		
	46	Appoint a designated staff person to act as a Facility Booking Manager. This will become an increasingly more important role with the development of a new multi-use recreation facility.	●		
	47	As part of future municipal organizational reviews, continue to monitor the effectiveness of the staff roles within the Recreation and Community Services Department.			
Communications	48	Continue partnership for the seasonal production and publication of the North Simcoe Recreation Guide with other municipal recreation providers.	●		
	49	Translate the recreation asset database (developed as part of the Master Plan project) into an online interactive community map (hosted on the Municipal website) which allows residents and visitors alike to the access		●	

	Recommendation		Short Term	Medium Term	Long-term
	No.	Item	1-2 Years	3-6 Years	7+ Years
		locational and other information on facilities.			
	50	Municipal online interactive and GIS mapping of trails should identify where on and of road trail connections are planned or exist, so as to help navigate visitors and users along trail routes. Mapping should distinguish between portions of trails which are off-road versus street-based.		●	
	51	Develop a comprehensive and dedicated sub-portal for recreation within the existing Resident Portal of the Municipal website, as a gateway linking users to a range of online recreation services (facility bookings, program registrations).	●		
Policies & Procedures	52	Undertake annual customer service monitoring (satisfaction surveys etc.) to regularly assess resident/user needs and requisite improvements to the Town's recreation service delivery model. Progressively address methods to improve the system over time.	●		
	53	Continue to track program and facility bookings/registrations on an annual basis, working with organized user groups to collect data and monitor changes in registration by sport (i.e. demand for sport) and market conditions over time.	●		
	54	Continue to utilize and maintain the Town's current facility booking system and acquire a public online program registration system as the Municipality's recreation program offer expands over time.	●		
	55	Develop an online facility maintenance reporting system (e.g. an online e-mail/message submission tool on the Municipal website) for real-time staff updates on needed repairs, washroom maintenance etc.	●		
	56	Develop and initiate a Volunteer Management Plan/Policy as well as implement a program for the recruitment and training of volunteers.	●		
	57	Develop and implement an Ice Allocation Policy which formalizes the existing process of allocating ice to groups. The policy should identify priority groups for the allocation of available ice based on 1) the size of membership and 2) type of group (i.e. hockey or skating association versus other community groups).	●		
	58	Review user fees after year 3 of implementation of this Master Plan		●	
	59	Determine whether a formal policy for program fee reduction for low-income households needs to be developed over time as part of user fee review.		●	
	60	Undertake a comprehensive review of all indoor Town-owned recreation facilities for compliance with standards of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) in light of 2013 accessibility amendments (effective in 2015) within the Ontario Building Code.	●		

	Recommendation		Short Term	Medium Term	Long-term
	No.	Item	1-2 Years	3-6 Years	7+ Years
	61	Continue to implement priorities outlined in the Town's 2012 Multi-Year Accessibility Plan in order to ensure barrier-free access to recreation. This includes ensuring future trail designs and installations as well as playground/park development to meet accessibility/barrier free standards.	●	●	
	62	Continue to regularly update and implement the Town's Multi-Year Accessibility Plan and address future regulatory changes as established within the Accessibility for Ontarians with Disabilities Act (AODA).		●	●
Program Development	Recommendations 63-79		Timing dependent on specifics of implementation		
Events, Festivals & Culture	80	Develop a marquee summer event for the Town. This includes investigating opportunities to make the Rendezvous Champlain Festival an annual recurring event; one that potentially develops beyond a 3 day event.	●		
	81	Otherwise work to enhance the Town's roster of summer events as this is when the Town observes its highest level of visitation.	●		
	82	Partner with RTO7 to develop key festivals and events. Prioritized events should have the potential to reach a significant market share beyond local residents.		●	
	83	Further seek funding (as may be available from time to time) from upper levels of government (such as the Ministry of Culture and Tourism) to assist with festival development.	●		
	84	Invest in event ready infrastructure as proposed within the Champlain-Wendat Rotary Park Legacy Plan as well as this Master Plan.		●	
	85	Develop, plan for and initiate a system to monitor and measure event performance annually.	●		
	86	Develop an Annual Marketing Plan for Events in Penetanguishene to appropriate local, regional and provincial promotional outlets as relevant to each event.	●		
	87	Develop a cultural and tourism asset database building on existing resources of information as may be available from the Town's Heritage Committee as well as the Tourist Information Centre. The database should be translated into the online interactive community map; by creating mapping layers for cultural and heritage assets, local events, tours and excursions, dining spots etc. as means to increase visitor awareness of local attractions and services.		●	
	88	Develop a local visitor information guide (printed) to include maps of trail routes including on and off road trail connections. The Guide should also include listings of cultural and heritage assets, local events, tours and excursions, dining spots.		●	

	Recommendation		Short Term	Medium Term	Long-term
	No.	Item	1-2 Years	3-6 Years	7+ Years
	89	Revamp the Visitor Information Sub Portal (Discover Penetanguishene) on municipal website		●	
	90	Develop Cultural Passport program in partnership with other municipalities in North Simcoe to encourage visitor participation in cultural & heritage activities across the region.	●		
	91	Develop cultural tours around the Town's existing heritage assets. Tours should be managed as part of museum summer programming and promoted through the Tourist Information Centre.	●		
	92	Work with the management of Discovery Harbour to align the Municipality's event roster with major planned tours and events at the Harbour in order to enhance visitor participation and spending at local events. Work with the Discovery Harbour management to further cross-promote local events and activities.	●		
	93	The Penetanguishene Public Library and Centennial Museum should cross-promote inter-related and complementary services (e.g. enhancing connection between the Museum's genealogical research services and the Library's Local History Archive) on respective institutional websites and communication materials as appropriate.	●		

9.1. Planning for Facilities

There are two elements of capital funding necessary to implement the Master Plan:

1. Smaller-scale capital funding to enable necessary consulting and other services on all matters related to the management of the assets of the Municipality, decommissioning and repurposing assets, as well as the feasibility of developing new recreational assets; and
2. Large-scale capital funding as part of a broader strategy for the delivery of built facilities, repurposing and renovating existing assets as necessary.

In gaining the most from the development of new multi-use recreation facility, the Town of Penetanguishene should have 100% control of this facility. This includes its financing and operations. It is expected that the operation and maintenance of the facility will be the responsibility of the Municipality (with necessary short-term contracts with private sector companies to provide supplies and specific services) which therefore assumes all risks associated with the project including any ongoing operating liabilities (financial or otherwise).

9.1.1. . Establishing a Capital Reserve for Facilities

For all municipal capital assets that represent sunk costs over time, the creation of a capital reserve from operations will help to pay for necessary renovations and the replacement of major building components as these facilities continue to age.

With new facilities, the Town of Penetanguishene should align itself with other municipalities within the Province that have attempted to consistently apply the principles of a capital reserve to be built into the operating finances of the facilities in question. This represents forward planning which is essential to long-term sustainability and should be central to any asset management plan.

For practical reasons, it is often not possible to operate a capital reserve on the basis of the expected lifecycle of a building as this represents a



APPENDIX A: TRAIL DESIGN

Appendix A: Trail Design

The information contained herein is intended to provide some general design principles and guidelines for trail development.

TRAILS MATRIX



Location/Level of Use	Intensive Urban	Urban Fringe Urbanizing areas adjacent	Intensive Rural Heavily utilized recreation areas, major trail corridors	Dispersed Rural Lightly used areas with regional trails passing through & minor connections
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Trail Classifications:				
(General guidelines only; special trails with high levels of use, may have different specifications.)				
Primary	Developed: Smooth paved surface on prepared base, 3m wide (paved) with 3.3m base, 4m cleared width x 3.2m ht.*, slopes 5 - 10% max.			
Secondary			Semi-Developed: Smooth compacted surface (2.4m if paved) on a prepared base, 2.7m wide, cleared width 3m x 3.5m ht. (can be upgraded at a later date), slopes 15 - 20% max	
Tertiary			Undeveloped: Un-surfaced soil or turf, 1 - 1.5m wide, cleared width 1.5 - 2.0m x 3.5m ht.*, slopes 30% max.	

* Cleared height above ground; assumes 20 cm average snow depth

Amenities:				
Primary	Pedestrian bridges/culverts (if needed), refuse/recycling containers,		Pedestrian bridges/culverts (if needed), boardwalks,	
Secondary	benches, signage		trailhead parking & toilets, signage, r/r containers	
Tertiary	Signage		Signage	

Maintenance:				
Spring/Summer/Fall:				
Primary	Collect refuse/recycling/litter, repair or service trail surfaces & amenities, mow turf & weeds.			
Secondary	High	High	Medium	Low
Tertiary	High	Medium	Low	Low
	Medium	Low		Minimal
Winter:				
Collect refuse/recycling, snow removal, emergency repair for amenities.				
Primary	High	Medium	Medium	Low
Secondary	Medium	Low	Low	Minimal
Tertiary	Low	Low	Minimal	Minimal

Type of Use:				
Walk/Hike/Run	•	•	•	•
Bicycle - On road w/ signs only	•	•	•	•
- On road w/ bike lanes	•	•	•	•
- Trail touring	•	•	•	•
- Mountain biking		(specified areas)	(specified areas)	•
In-line Skate & Skateboard	•	•		
Equestrian Use			(specified areas)	•
Cross-country Ski/ Snowshoe	(specified areas)	(specified areas)	•	•
Active Transportation	•	•	•	

Source: EDA Collaborative Inc.

Amenities

The amenities provided for trails should be based on number of users, types of users, and should be located to provide the level of facilities required to manage user impact on the environment. Some amenities will be guided by health and safety issues, such as washrooms, shelter and drinking water. Others are guided by issues of comfort and enjoyment, such as benches, waste bins or picnic tables. Primary trails should have a minimum level of amenities including benches and waste receptacles (rest nodes) located at regular intervals along the trail. All other levels of trails should be assessed as to need based on the use. Functional amenities such as culverts, bridges, and protective barriers should be located in accordance with the assessed need. In accordance with universal design, all amenities should be accessible to all users.

Maintenance

A well planned trail design is the first step in minimizing maintenance. Ongoing maintenance is a key factor in the management of the trails and essential to the ongoing success of the trail system. The maintenance tasks vary based on the type and use of the trail. Primary high-use urban trails will require ongoing routine maintenance, and will require it in all seasons. Secondary and Tertiary trails may require less maintenance. Rural trails may require even less, simply based on user volumes.

No matter the tasks, maintenance should be a consideration early in the design process so that it may be planned and budgeted for to ensure the continued successful management of the trail.

Regular Ongoing Maintenance Tasks:

- Trail Inspection and safety check of trail surface, railings, bridges, etc
- Trail Sweeping (summer) Snow Removal (winter) – **For Hard Surface Trails**

- Trail Raking and rut repairs – **For Granular Trails**
- Trash Removal - both Ground Debris and from Trash Receptacles
- Mowing adjacent vegetation
- Pruning overhanging branches within the cleared corridor

Seasonal or As-Required Maintenance Tasks:

- Weed control within the trail corridor
- Signage Maintenance
- Repairs to Amenities
- Drainage Control – Repair of Drainage Issues
- Graffiti Control and Clean Up
- Coordination of Policing when required
- Keep and maintain a record in the form of a Maintenance Log and update the budget for Maintenance moving forward.

Additional Reference: *Ontario's Best Trails – Guidelines for the Design, Construction and Maintenance of Sustainable Trails – by the Trails for All Ontarians Collaborative - 2006*



APPENDIX B: PROPOSED PARKS & OPEN SPACE HIERARCHY

Appendix B: Proposed Parks and Open Space Hierarchy

The following offers a framework for classifying parks and open space in Penetanguishene based on community function (scale of use), location and available amenities.

Category of Park	Description	Examples
Town Parks	Parks attract persons from all over the Town (and potentially the surrounding region). Parks accommodate recreational (active and passive), civic, cultural and social activities. Parks are able to accommodate range of community events (from Farmer’s Markets to festivals) and provide amenities such as washrooms and parking facilities. Town parks are centrally sited (e.g. connected to major roadways) and may be located on large lands. The highest level of maintenance should be provided for this type of park.	Rotary Park
Community Parks	These parks offer a range of opportunities for informal and formal recreational activity and typically accommodate active recreation fields (e.g. beaches, major playgrounds, tennis courts, baseball and soccer fields) and may also include washroom and/or spectator amenities. Facilities are typically mid-sized parks that attract residents from various communities and may be located between or within residential areas or near schools. The higher level of maintenance should be provided for this type of park compared to neighbourhood parks.	McGuire Park, Phil Marchildon, Memorial Park
Neighbourhood Parks	Neighbourhood parks comprise smaller open space environments (including parkettes). Generally, parks do not accommodate active sports fields. Parks mainly support informal recreational and social uses and range in amenities to include basic park benches and in some instances play structures. Amenities typically service the less mobile population (i.e. youth and the elderly).	Gendron Park, Charles Scott Memorial Park, Martin Valley Park
Other Special Open Space Areas	Special Open Space Areas include all other parkland which does not conform to other park land classifications. This includes environmentally sensitive areas. No specific standard of provision applies	