

# Leisure Services Master Plan (2021) - Implementation Document and Goal Update

Current timeframe for this report: 2023 - 2025

Updated to PRC Advisory Committee: September 2023

Updated to Council: October 2023

Table 1: Leisure Services Master Plan – Summary of Recommendations (Goal 1)

Current/ Ongoing/ Complete	Goal 1: Active and Engaged Living	Priority	Target Timeline to Initiate	Comments and Workplan Notes	Identification in other Plans (ie CP, WFMP)
Increasing Physical Activity Levels					
Current	1. Embed the proposed <b>Departmental vision</b> (“Active, engaged, and healthier lifestyles through participation in parks, recreation and culture”) into all relevant internal training and external messaging.	High	Ongoing	Ongoing best practice <ul style="list-style-type: none"> <li>• Determine marketing plan and communication with staff</li> <li>• Align with corporate values and engagement activities</li> <li>• Align with resources (monthly communications, TED talks, etc.)</li> <li>• Consider communication with the community and improved branding (Resource Guide, brochure, signs in facilities)</li> </ul>	
Current	2. Utilize <b>tools</b> such as the Canadian Community Health Survey, the ParticipACTION Physical Activity Report Card, and ParticipACTION App to identify successes in increasing activity levels and to inform future actions to increase activity.	Medium	Ongoing	Ongoing best practice <ul style="list-style-type: none"> <li>• Add to coordinator meeting agendas</li> <li>• Consider applying annually for the Community Better Challenge</li> </ul>	

Current/ Ongoing/ Complete	Goal 1: Active and Engaged Living	Priority	Target Timeline to Initiate	Comments and Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	3. Conduct a <b>community survey</b> every three years to determine local physical activity levels among residents (e.g., the number of minutes per week each family member is physically active) and gauge opinions and opportunities to encourage greater participation.	Medium	2023-2024	<ul style="list-style-type: none"> <li>• Complete as part of COVID recovery target and using LSMP survey as benchmark</li> <li>• Establish 3-year cycle</li> <li>• Work collaboratively with <b>Corporate Communications</b></li> <li>• </li> </ul>	
Current	4. Ensure that <b>physical literacy</b> is included in all active programs and camps.	High	Ongoing	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>• Review annually with HIGH FIVE lesson plan review and establish targets</li> </ul>	
Current	5. Leverage the use of <b>municipal signage</b> within Port Hope to promote and encourage physical activity.	Low	2023-2025	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>• Establish inventory and continue to evolve, review bi-annually</li> <li>• Added Town Park and Hub: road sign, TVs in facilities</li> <li>• Promotional flags purchased for events and pop up programming</li> <li>• Various lawn signs in parks and trails</li> <li>• Consider trail heads</li> </ul>	
Current	6. Work in concert with the <b>Northumberland Sports Council</b> to strengthen the Canadian Sport for Life program and physical literacy in Port Hope.	Medium	2023-2025	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>• Continue to evolve, review bi-annually</li> <li>• Note: allow NSC COVID recovery phase and strategic direction</li> </ul>	

Current/ Ongoing/ Complete	Goal 1: Active and Engaged Living	Priority	Target Timeline to Initiate	Comments and Workplan Notes	Identification in other Plans (ie CP, WFMP)
Children's Services					
Current	7. Continue to support <b>HIGH Five Healthy Child Development</b> in the delivery of all programs and camps provided by the Municipality of Port Hope.	High	Ongoing	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>• Successful verification and worked through pilot of verification changes (2022) on 3- year cycle</li> <li>• Implement verification recommendations (Quest 1)</li> <li>• Meet twice annually as staff HIGH FIVE program committee</li> <li>• Establish public awareness and parent awareness</li> <li>• Awareness to PRC Advisory and Council completed through presentation and reports</li> <li>• Celebrate accreditation in community and corporately</li> <li>• Expanded PHCD training to include facility and customer service staff</li> </ul>	
Current	8. Ensure that children have a <b>choice</b> of diverse active, creative, STEAM and general interest recreational opportunities, either offered directly or through community partners and other providers.	Medium	2024-2025	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>• Include review and target at twice annual program planning meetings</li> <li>• Continue to review opportunities with community partners (ie Library, Venture 13)</li> <li>• Focus on regular/specialty day camp programming and partnership opportunity</li> </ul>	

Current/ Ongoing/ Complete	Goal 1: Active and Engaged Living	Priority	Target Timeline to Initiate	Comments and Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	9. Conduct a <b>survey</b> with parents and caregivers of children to determine the types of <b>summer camp</b> programs, amenities, enhancements, and locations that are preferred to increase the number of children engaged in this activity.	Medium	Ongoing	<ul style="list-style-type: none"> <li>• Anticipate completing as part of COVID recovery when program can return to normal – completed in 2022</li> <li>• Continue annual parents' surveys and feedback</li> <li>• Continue program delivery partnerships</li> <li>• Establish cycle to complete</li> <li>• Work collaboratively with <b>Corporate Communications</b></li> </ul>	
<b>Youth Services</b>					
Current	10. In collaboration with the Youth Action Committee, develop a <b>Long-Range Youth Plan</b> (targeting residents ages 10-19) to maximize youth participation in parks, recreation, and culture and to further cultivate the voice of youth in Port Hope.	High	2023-2025	<p>May require external resources</p> <ul style="list-style-type: none"> <li>• Completed internal resourcing and review to initiate in summer 2021 with Community Researchers support and engagement</li> <li>• Ongoing engagement</li> <li>• Completed budget and planning considerations for adjustments to reconfigure Youth Centre</li> <li>• Budget and consulting considerations for development of youth plan</li> <li>• Integration with youth and seniors at TPRC</li> </ul>	
Current	11. Continue to respond to the requirements of <b>Youth Friendly Communities</b> initiative by Play Works Partnership to enable youth the best environments to lead healthy lifestyles and be engaged in the community.	Low	2024	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>• Continue review of services and best practices</li> <li>• Prepare for submission in 2024 with identified partners</li> <li>• Program deferred by Playworks (on hold)</li> </ul>	

Current/ Ongoing/ Complete	Goal 1: Active and Engaged Living	Priority	Target Timeline to Initiate	Comments and Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	12. Work with other youth-serving agencies to <b>collectively measure</b> the number of youths in Port Hope who are actively engaged in programs and initiatives (e.g., develop <b>tools</b> to promote all opportunities).	Medium	2024	<ul style="list-style-type: none"> <li>Continue to work with youth-serving agencies (in a lead role, example chair of Northumberland for Youth)</li> <li>Establish youth plan and evaluate priorities</li> <li>Ongoing program review (ie: high school, wall climb, etc)</li> <li>Review/collaborate with Mayor's Youth Delegation.</li> </ul>	
Current	13. Develop a <b>Youth Leadership and Youth Ambassador Program(s)</b> in concert with youth to serve as an introduction to the potential for job and volunteer opportunities and encourage greater youth participation within parks, recreation, and culture.	Lower	2025	<ul style="list-style-type: none"> <li>Align as a priority outcome of youth plan</li> <li>Commence considerations as ongoing best practice</li> <li>Collaborate with partners and other Municipal initiatives</li> </ul>	
<b>Adult and Older Adult Services</b>					
Current	14. Conduct an internal review of the Municipality's <b>Age Friendly Community Action Plan</b> , with a focus on outstanding items and emerging opportunities relating to the Parks, Recreation and Culture Department.	Medium	2025	<ul style="list-style-type: none"> <li>Target after a full year of operations within the new senior's centre and COVID recovery</li> <li>Review <b>Accessibility Advisory Committee</b> role and interests</li> </ul>	

Current/ Ongoing/ Complete	Goal 1: Active and Engaged Living	Priority	Target Timeline to Initiate	Comments and Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	15. Expand programming to better engage <b>adults</b> from 20 to 54 years old.	High	2023-2024	<ul style="list-style-type: none"> <li>• Successful construction of TPRC Expansion</li> <li>• Ongoing review of service mix</li> <li>• Consider evening and weekend programming and outdoor options</li> <li>• Integration at new TPRC centre and schedule implementation</li> <li>• Expansion of fitness programming to meet community demand, consider continued training for instructors</li> <li>• Addition of the childcare program on Friday evenings during the same time slot of adult programs</li> </ul>	
Current	16. Continue to implement Parks and Recreation Ontario's <b>HIGH FIVE – Principles of Healthy Aging</b> to promote quality assurance in older adult recreational opportunities.	High	2021-2024	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>• Target annual certification workshop for staff and community</li> <li>• Implement within new programming as new options emerge for programming for older adults</li> <li>• Offers PHA training through Seniors Community Grant (2023/24)</li> </ul>	
Complete ✓	17. Review the <b>Ruth Clarke Activity Centre operating and program model</b> , with consideration of a municipal management structure that enhances customer service, expands programming, ensures consistency with municipal policies and practices, and maintains opportunities for volunteer involvement and member engagement, while maintaining low-cost opportunities.	High	2021-2023	<ul style="list-style-type: none"> <li>• Work collaboratively with the Board to identify risk and best approach</li> <li>• May have budget impact (revenue/expense), present Fee bylaw recommendation 2023</li> <li>• Work collaboratively with <b>Corporate Services</b></li> <li>• <b>Transition from RCAC Board to 55+ Committee completed in 2022</b></li> <li>•</li> </ul>	

Current/ Ongoing/ Complete	Goal 1: Active and Engaged Living	Priority	Target Timeline to Initiate	Comments and Workplan Notes	Identification in other Plans (ie CP, WFMP)
Aquatic Services					
Current	18. Audit pool safety by engaging in the <b>Aquatic Safety Management Program</b> through the Lifesaving Society of Canada (Ontario Branch) and continue to engage in the Parks and Recreation Ontario HIGH FIVE quality assurance frameworks for children and older adults.	Medium	2023-2024	Ongoing best practice <ul style="list-style-type: none"> <li>Establish work plan and consider budget implementation</li> <li>Training for Coordinator scheduled Q4 of 2023</li> </ul>	
Current	19. Continue to educate the public about <b>water safety and drowning prevention.</b>	High	2022-2024	Ongoing best practice <ul style="list-style-type: none"> <li>2022 focused on transition from Red Cross to LSS program</li> <li>Optimize LSS resources and establish marketing and promotions, research sharing in facilities</li> </ul>	
	20. Consider applying for funding and implementing the Grade 3 <b>Swim to Survive program</b> through the Ontario Branch of the Lifesaving Society and consider the viability of the Grade 7 and family-oriented Swim to Survive Program in collaboration with local school boards.	Medium	2023-2024	<ul style="list-style-type: none"> <li>Consider implementation with schools, school board and COVID impacts, actively seek sponsorship and/or grant</li> </ul>	

Current/ Ongoing/ Complete	Goal 1: Active and Engaged Living	Priority	Target Timeline to Initiate	Comments and Workplan Notes	Identification in other Plans (ie CP, WFMP)
Special Events					
Current	21. Identify the <b>number of events</b> held in public spaces on an annual basis and monitor the <b>number of attendees</b> to measure attendance levels.	Medium	Ongoing	Ongoing best practice <ul style="list-style-type: none"> <li>Formalize recording and reporting process with SERC and Special Events Coordinator</li> <li>Establishing events strategy with OTF support</li> <li>Use of geo-counter data to measure pedestrian traffic during events</li> <li>Gauge satisfaction with events</li> </ul>	Cultural Plan
	22. To maximize benefits and justify allocation of resources, calculate the <b>return on investment</b> to the community and local businesses, satisfaction levels and the <b>cost per attendee</b> for Port Hope's largest events.	HIGH	2026-2030	<ul style="list-style-type: none"> <li>Examine industry standards, resources and best practices</li> <li>Determine service levels and resource implications for municipal support</li> <li>Consider TREIM analysis (additional resources required)</li> <li>Determine what events this pertains to and work collaboratively with <a href="#">Planning and Development Department and Communications department</a></li> </ul>	Cultural Plan
Arts and Culture					



Current/ Ongoing/ Complete	Goal 1: Active and Engaged Living	Priority	Target Timeline to Initiate	Comments and Workplan Notes	Identification in other Plans (ie CP, WFMP)
Complete ✓	23. Review the <b>Cultural Plan</b> within the next three years to guide the Municipality's continued role in supporting and facilitating community initiatives. Investigate opportunities to market and promote the Municipality's efforts (including raising awareness about the Municipality's role in the sector), strengthen relationships with the arts and culture organizations, and seek qualified instructors to deliver programming.	High	2022-2023	<ul style="list-style-type: none"> <li>• Consider COVID recovery and implications pandemic has had on Cultural partners in the community</li> <li>• Intent to link with the development of an event strategy</li> <li>• Focus on activation of the content and include new concepts in the plan with high partner engagement and networking for the next 5 years</li> <li>• Completed in Collaborating on Culture in June 2023 – print and accessible online versions available</li> <li>• Distribution of Collaborating on Culture to cultural partners has occurred</li> <li>• Work with <b>Communications Department</b> and cultural networks</li> </ul>	Cultural Plan
Current	24. Examine opportunities for <b>public art</b> within all park and public space development and redevelopment projects and review the long-term maintenance requirements of existing public art installations.	Medium	2023-2024	<ul style="list-style-type: none"> <li>• Finalize public art inventory, process and communications with PRC Advisory and community (this has initiated internally)</li> <li>• Complete in association with the Cultural Plan update</li> <li>• Muskoka Chair public art project launched in 2023</li> <li>• RCAC Art project nearing completion with targeted installation in September of 2023</li> </ul>	Cultural Plan
Current	25. Review the existing policy for <b>facility naming and public art</b> to ensure that future submissions are relevant to current social mores and standards.	Medium	2025	<ul style="list-style-type: none"> <li>• A review was recently completed, target additional review when public art opportunities are enhanced (as above)</li> </ul>	

Table 2: Leisure Services Master Plan – Summary of Recommendations (Goal 2)

Current/ Complete	Goal 2: Access and Inclusion	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Recognizing, Including and Engaging Marginalized Populations					
Current	26. Review and <b>enhance the Access and Inclusion Framework</b> and Policy to consider identifying potentially marginalized groups in Port Hope and speaks to the role the Municipality will play in identifying and supporting under-represented populations.	High	2024	<ul style="list-style-type: none"> <li>• Include arts and culture considerations, not only focused on physical activity</li> <li>• Consider corporate EDI updates</li> <li>• Update subsidy policy</li> </ul>	
Persons with Disabilities					
Current	27. Work collaboratively with organizations and the Municipality’s Accessibility Advisory Committee, to review existing (and establish new) strategies designed to <b>maximize participation opportunities</b> for persons with disabilities.	High	Ongoing	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>• Considered with addition at Town Park Recreation Centre</li> <li>• Project based</li> <li>• Program options and supports</li> <li>• Application to Enabling Change Fund completed in 2022</li> </ul>	

Current/ Complete	Goal 2: Access and Inclusion	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
<b>Persons Experiencing Financial Barriers</b>					
	28. Develop a <b>financial assistance strategy</b> with the Northumberland Sports Council and community organizations that support residents experiencing financial barriers to ascertain the effectiveness of existing subsidy and fee assistance programs, raise awareness of subsidy programs, and identify further strategies to minimize financial barriers.	Medium	2025	<ul style="list-style-type: none"> <li>Consider other associations</li> <li>Allow Northumberland Sports Council recovery and strategic direction</li> </ul>	
Current	29. Promote the Municipality's <b>Subsidy and Fee Assistance Policy</b> and discuss with the appropriate agencies the possibility of completing seamless means testing on the Municipality's behalf.	Medium	2023-2025	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>Completed in conjunction with #28</li> <li>Review policy</li> <li>Communication campaign: Include how to and what to look for when completing registration in communication materials 2 weeks before each registration session</li> </ul>	
Current	30. Measure <b>participation levels</b> of residents experiencing financial barriers and work to ensure that they are the same as participation levels within the general population.	High	Ongoing	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>Completed in conjunction with #28 and #29</li> <li>To complete alongside the 3-year participation survey</li> </ul>	
<b>Cultural Diversity</b>					
	31. Complete <b>visual audits</b> of public places and spaces to ensure that facilities, programs, and opportunities are reflective of all residents, including all underrepresented populations.	Medium	2025	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>Complete diversity training for all municipal staff with <b>Corporate Services</b></li> <li>Consider as part of review of Cultural Plan</li> </ul>	Corporate EDI

Current/ Complete	Goal 2: Access and Inclusion	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	32. Ensure that all staff and volunteers are trained and are <b>“diversity competent”</b> in supporting the parks, recreation, and culture sector.	Medium	2023-2025	Ongoing best practice <ul style="list-style-type: none"> <li>• Complete diversity training for all municipal staff with <b>Corporate Services</b></li> <li>• Consider volunteer training and corporate EDI strategies</li> </ul>	Corporate EDI
	33. Provide <b>municipal support</b> to culturally diverse groups in celebrating their <b>days of significance</b> in Port Hope.	Medium	2025	Ongoing best practice <ul style="list-style-type: none"> <li>• Review and support as they come forward (i.e., Day for Truth and Reconciliation, Multi-Cultural Day)</li> </ul>	Corporate EDI
<b>Continued Female Engagement</b>					
	34. Complete an analysis of the number of females and those identifying as females participating in recreation, parks, sports and cultural pursuits by age group. Engage in discussions with key groups and individuals to collectively identify strategies to <b>minimize participation barriers for females and those identifying as females.</b>	Medium	2025	<ul style="list-style-type: none"> <li>• Consider as part of community survey</li> <li>• This is a national priority in sport</li> </ul>	
	35. Work with other organizations supporting female participation with a goal of <b>increasing lifelong participation of females</b> in active physical activity.	Medium	2025	Ongoing best practice <ul style="list-style-type: none"> <li>• Consider as part of community survey</li> <li>• This is a national priority in sport</li> </ul>	

Current/ Complete	Goal 2: Access and Inclusion	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
The LGBTQ2S Community					
Current	36. Train staff to ensure that Port Hope's community facilities and parks are " <b>Positive Spaces</b> " that are inclusive of the LGBTQ2S community.	High	2024-2025	Ongoing best practice <ul style="list-style-type: none"> <li>• Diversity training</li> <li>• Seek support from external resources such as HIGH FIVE, Northumberland for Youth, Indigenous groups</li> </ul>	

Table 3: Leisure Services Master Plan – Summary of Recommendations (Goal 3)

Current/ Complete	Goal 3: Supportive Environments	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Arenas (Ice Pads)					
	37. Monitor <b>regional ice supplies, usage, and trends</b> to ensure that there is an appropriate distribution of ice use across Port Hope, Cobourg, and Northumberland County.	Medium	2026	Ongoing best practice <ul style="list-style-type: none"> <li>Review population trends and County facility trends, encourage County collaboration</li> <li>Consideration of impacts of private ice (Trinity College School, new developments)</li> <li>Continue to maximize scheduling with user groups</li> <li>Outdoor rink considerations</li> </ul>	
	38. Prepare a <b>feasibility study</b> to examine the cost-benefit of renovating, expanding, or replacing the Jack Burger Sports Complex prior to establishing its next phase of capital renewal. This study should be prepared in consultation with the Town of Cobourg and consider regional ice demands and facility provision strategies.	Lower	2029	Long-term project; may require resources <ul style="list-style-type: none"> <li>Continue regular facility audits</li> <li>Requires further study</li> <li>Develop collaborative approach to ice scheduling with other municipalities in the county to ensure maximum opportunity for user groups and maximum fill rate for facilities before 2024 ice allocation occurs.</li> </ul>	

Current/ Complete	Goal 3: Supportive Environments	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
<b>Gymnasiums</b>					
Current	39. Continue to seek opportunities to <b>maximize the use of existing gymnasium time</b> . In particular, the proposed re-location of the Ruth Clarke Activity Centre to the Town Park Recreation Centre will create opportunities to offer new or expanded programs that appeal to older adults and seniors.	High	2022-2025	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>• Allocation ratios to be considered with new programming and rental impacts to ensure equality for multiple sports</li> <li>• Strategy to minimize impacts of rentals vs programs</li> </ul>	Cultural Plan-Focus area 3: audit municipal spaces compared to community demand and identity gaps
<b>Fitness Space</b>					
Current	40. Continue to focus on the provision of <b>group-based fitness programs</b> and other active living interventions within multi-purpose spaces to augment broader fitness opportunities available through the private-sector.	High	2022-2023	<p>Ongoing best practice</p> <p>May have a budget impact (planning and equipment)</p> <ul style="list-style-type: none"> <li>• Review and consider as part of the expansion at Town Park Recreation Centre</li> <li>• Identify targets, staffing, certifications, and review of public demand</li> <li>• Consider an internal business case and service targets (using the existing fitness centre study as a resource)</li> <li>• Identify fitness trends and opportunities, including aquatic programming</li> <li>• Consider membership options for programming</li> <li>• Add Drop-in Fitness options and fitness passes in fall of 2023</li> </ul>	

Current/ Complete	Goal 3: Supportive Environments		Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Complete ✓	41. Develop a <b>multi-purpose studio</b> at the Town Park Recreation Centre to accommodate active living activities and other programmable uses and rentals; the design of this space may include a wood sprung floor, mirrors, and storage, but not stationary fitness equipment.				<ul style="list-style-type: none"> <li>Investigate options as part of the expansion of Town Park Recreation Centre within planned square footage and upgrades</li> <li>Consider impacts for programming and resource/budget impacts with new/adjusted spaces at TPRC</li> </ul>	
Complete ✓	42. Explore the feasibility of implementing <b>indoor walking opportunities</b> using the corridors of the Jack Burger Sports Complex.				<ul style="list-style-type: none"> <li>Establish walking distances, designs on floors and promotion of opportunity</li> </ul>	
	43. Consider providing an <b>indoor walking track</b> as a part of a new recreation facility construction project or expansion of an existing facility.	Lower			<p>Opportunity-based</p> <p>Update: not priority within TPRC Expansion project, accommodate with plan at JBSC and gymnasium opportunities including time of day considerations</p>	
Dedicated Space (Youth Centre, Seniors Centre)						
Complete ✓	44. Investigate alternative funding strategies should the Municipality not be successful in securing Federal government funding to offset construction costs for the <b>relocation of the Ruth Clarke Activity Centre</b> to the Town Park Recreation Centre.				<ul style="list-style-type: none"> <li>A federal/provincial grant has been submitted</li> <li>Funding has been secured with project implementation complete</li> </ul>	



Current/ Complete	Goal 3: Supportive Environments	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	45. The existing Ruth Clarke Activity Centre facility should be <b>declared surplus and divested</b> by the Municipality once it has been relocated to the Town Park Recreation Centre; funds raised from the divestiture of the existing RCAC site should be redirected to the Town Park Recreation Centre expansion project.	High	2023	<ul style="list-style-type: none"> <li>To be determined by Council through the completion of the expansion project</li> <li>Opportunity for leased use of space currently being reviewed</li> </ul>	

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Multi-Purpose Spaces					
Current	<p>46. Continue to explore opportunities to bolster the use of the <b>Port Hope Community Hub</b> with consideration given to:</p> <ul style="list-style-type: none"> <li>a. determining the cost (direct and indirect costs) per person to provide programs;</li> <li>b. hosting community meetings with all residents to determine the future viability of offering programs at the Port Hope Community Hub;</li> <li>c. considering a program format of free programming that is sponsored and/or led by volunteers;</li> <li>d. offering adult programs concurrently with child and youth programs to encourage greater use;</li> <li>e. investigating community partnership opportunities to host programs and events; and</li> <li>f. exploring opportunities to make better use of the outdoor park space at this location</li> </ul>	High	2023- 2025	<p>Alternative use options (beyond PRC) should be considered following an evaluation period</p> <ul style="list-style-type: none"> <li>Consider sustainable programming and review</li> <li>Maintain lease with Port Hope Public Library for this term (upper level)</li> <li>Opportunity for leased use of space currently being reviewed (lower level)</li> </ul>	Cultural Plan

Current/ Complete	Goal 3: Supportive Environments	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
	47. Should utilization of the Port Hope Community Hub not increase after a reasonable period of time, consider alternative civic uses for the space (outside of the scope of parks, recreation and culture).	Lower		<ul style="list-style-type: none"> <li>Determine target timeline</li> </ul>	
<b>Indoor Multi-Use Sports Complex</b>					
	48. Encourage interested proponents to prepare a <b>feasibility study</b> to identify demand, components, costs, partnership, and location factors for an indoor multi-use sports complex in Northumberland County. The study would help to inform the Municipality's potential participation in a capital project.	Lower		<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>Requires further study</li> </ul> <p>PHRC reviewing winter tennis options at Town Park</p>	
<b>Playgrounds</b>					
Current	49. Continue to ensure that all residential areas within Port Hope's urban area are located within <b>800-metres</b> of a playground, unobstructed by major roads, at-grade railways, waterbodies, and other barriers. New and redeveloped playgrounds should incorporate inclusive features such as barrier-free components, firm and stable surfaces, and accessible pathways. A variety of playground designs are encouraged throughout the community, as well as options for natural/adventure play components.	High	Ongoing	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>Develop replacement strategy and repurpose</li> </ul>	

Current/ Complete	Goal 3: Supportive Environments	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	50. Review the phasing and funding levels of the Municipality's <b>playground replacement program</b> . Updated playground standards may be necessary to align design and funding with the parkland classification hierarchy, which supports a more robust form of development (larger structures, accessible features, surface treatments, etc.) in Community Parks. At the appropriate time, a larger creative playground structure is recommended for <b>Wladyka Park</b> to complement the splash pad.	High	2023- 2025	<ul style="list-style-type: none"> <li>• Develop replacement strategy based on condition, lifecycle, and location</li> <li>• Wladyka Park to be completed in 2021, with additional surface work in 2023</li> </ul>	
<b>Ball Diamonds</b>					
Current	51. Formalize the <b>sports field classification system</b> to inform and direct the design, maintenance, and scheduling of ball diamonds. Maximize the use of permitted ball diamonds by directing bookings to higher quality fields and ensure that select fields are outfitted with appropriate amenities (e.g., lighting, seating, infields, fencing, etc.) and dimensions.	Medium	2024	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>• Includes communication impacts</li> </ul>	

Current/ Complete	Goal 3: Supportive Environments	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	52. Lower quality, under-utilized ball diamonds should be removed from the active inventory and evaluated for <b>re-purposing</b> to other in-demand recreation amenities as part of park-specific planning exercises (see Section 9.6). This includes, but may not be limited to, diamonds at King's Field, Lions Recreation Centre, and Highland Estates.	High	2023-2025	See also recommendation 76 Requires further study and planning <ul style="list-style-type: none"> <li>• Prioritize: #1 Kings Field (development impact), and #2 Lions Recreation Centre (low level remediation impacts) #3 Welcome Park</li> <li>• Develop a sub-working group of PRC Adv to assist in review</li> </ul>	
Current	53. Should demand warrant, undertake <b>diamond renewal projects</b> at Welcome Park and Alex Carruthers Memorial Park, which may involve the reduction, re-orientation and/or enlargement of diamonds, as well as improvements to infields, fencing, seating, lighting, etc.	Medium	2024-2026	<ul style="list-style-type: none"> <li>• Requires further study and planning</li> </ul>	
<b>Rectangular Sports Fields</b>					
	54. Formalize the <b>sports field classification system</b> to inform and direct the design, maintenance, and scheduling of rectangular sports fields. Maximize the use of permitted rectangular sports fields by directing bookings to higher quality fields.	Low	2026	Ongoing best practice <ul style="list-style-type: none"> <li>• Includes communication impacts</li> </ul>	

Current/ Complete	Goal 3: Supportive Environments	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	55. Work closely with the Northumberland Soccer Club and the Town of Cobourg to <b>coordinate field bookings</b> and monitor long-term field needs. It is anticipated that the Municipality's existing rectangular field supply will be adequate to meet needs to 2031. Any proposed improvements (e.g., installation of lighting, etc.) should be accompanied by a business plan evaluating usage, options, and costs.	Lower	2021-2024	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>• Hold annual user group meetings</li> <li>• Annually review booking and participation numbers</li> <li>• 2021: restrict use of Field 2 at Town Park (soccer) – completed</li> </ul> <p>Note: Northumberland Soccer - potential business case for lights at Baulch Rd park</p>	
	56. Continue to work with <b>Trinity College School</b> to maintain long-term community access to land for sports fields, specific to the Town Park lower fields (south of McCaul Street).	High	2026	<ul style="list-style-type: none"> <li>• Current agreement in place until 2026</li> <li>• Examine Opportunity for trails collaboration</li> </ul>	
<b>Outdoor Skating Rinks</b>					
Current	57. Evaluate locations to construct a <b>covered outdoor rink and sports pad</b> as a replacement for the Caroline Street rink. Prepare a business plan to investigate the feasibility and program opportunities for the rink, considering various sizes, locations, and design features (e.g., natural ice vs. artificial ice). The design should facilitate year-round use.	High	2023-2026	<ul style="list-style-type: none"> <li>• Community consultation took place in 2021 for considerations of locations and amenities</li> <li>• Draft business case ongoing</li> <li>• Scope of work for Caroline Street need to be confirmed with CNL</li> <li>• Site matrix completed by PRC Adv working group and staff</li> <li>• Project planning and budget considerations underway</li> <li>• Review grant opportunities for development</li> </ul>	

Current/ Complete	Goal 3: Supportive Environments	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
<b>Tennis and Pickleball Courts</b>					
Current	58. Resurface and expand the tennis court at <b>Welcome Park</b> to accommodate both tennis (1 dedicated court) and pickleball (2 dedicated courts).	High	2024	Expansion requires further study <ul style="list-style-type: none"> <li>• Address immediate concerns of existing space where possible (staff currently completing relating to noise, etiquette and parking)</li> <li>• Has considerations for outcome of #57</li> <li>• Establish upgrades as a community court at Welcome</li> <li>• Review needs for upgrades at Town Park to Tennis court surface</li> </ul>	
Current	59. Accommodate pickleball (minimum of three courts) through the relocation and replacement of the <b>Caroline Street Park outdoor rink</b> .	Low	2023-2026	See also recommendation 56 <ul style="list-style-type: none"> <li>• Considerations included in project planning as a high priority</li> </ul>	
Current	60. Monitor long-term needs for additional outdoor pickleball courts. Consideration may be given to <b>additional court development</b> , ideally in locations that can support multiple courts, are convenient for older adults, and that have appropriate support infrastructure in place.	Medium		Requires further study and evaluation of #58 and #59 ✓ Opportunity added through OTF capital grant for 3 courts at Town Park and opened to public September 2023	
<b>Basketball and Multi-use Courts</b>					
Current	61. Evaluate opportunities to establish a basketball court at <b>Rapley Park and/or King's Field</b> . Other locations may be considered by Municipal staff.	Medium	2024	<ul style="list-style-type: none"> <li>• Consider options of redevelopment of King's Field as a priority and Rapley Park as a long term with potential for a trail connection with Mason Homes new phases (north of Lakeshore)</li> </ul>	

Current/ Complete	Goal 3: Supportive Environments	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
<b>Skateboard and BMX Parks</b>					
	62. Evaluate opportunities to construct a <b>skateboard zone</b> in <b>west Port Hope</b> in order to improve the distribution of skateboarding locations and strengthen convenient recreational opportunities for youth. A skateboard zone may be a paved designated area with a few basic skateboarding components (e.g., ramp, curb and/or rail).	Lower		Requires further study <ul style="list-style-type: none"> <li>Consider demographics review</li> </ul>	
Current	63. Consider a location to establish a <b>BMX pump park</b> in partnership with local groups that can assist with fundraising, site evaluation, construction, and operations. Additionally, consideration should be given to <b>off-road biking trails</b> at Monkey Mountain as the trails network becomes more formalized.	Medium		Requires further study Pump Track <ul style="list-style-type: none"> <li>Considerations for location ongoing</li> <li>Examine Community interest for this concept, fundraising may be potential</li> <li>Delegation to council anticipated fall of 2023</li> </ul>	
<b>Splash Pads</b>					
	64. Prioritize the installation of an additional <b>splash pad</b> as part of Port Hope's <b>waterfront redevelopment planning</b> .	Medium		Long-term project, requires further study <ul style="list-style-type: none"> <li>May be addressed in Waterfront and Riverwalk planning</li> </ul>	WFMP- future beach/central waterfront consideration/ design
<b>Off-Leash Dog Parks</b>					



Current/ Complete	Goal 3: Supportive Environments	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
	65. Subject to demand, evaluate opportunities to establish an additional <b>off-leash dog park or area</b> to serve residents in other parts of the Municipality, with consideration given to a beachfront location.	Low		<ul style="list-style-type: none"> <li>• May be addressed in Waterfront and Riverwalk planning</li> </ul>	
<b>Beaches, Waterfront and Riverfront</b>					
Current	66. Ensure that <b>future planning processes and decisions</b> related to revitalization of the Municipality's waterfront and Ganaraska River have regard for the public comments received through this Leisure Services Master Plan process, including the desire for an enlarged beach area, trail development, volleyball courts, concessions, splash pad, off-leash dog beach, and watercraft rentals.	High	2023-2024	<p>To be considered by Waterfront and Riverwalk Working Group</p> <ul style="list-style-type: none"> <li>• Gather comments from LSMP for staff review and communication to WFRWWG</li> <li>• WRMP draft completed June 2023, identify operational impacts</li> </ul>	WFMP- future beach/central waterfront consideration/design
Current	67. In coordination with partner agencies, continue to place a priority on enforcement, education, and stewardship initiatives to promote <b>responsible fishing</b> along the Ganaraska River.	High	Ongoing	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>• Continue annual enforcement and education meetings and promotion</li> <li>• In cooperation with <b>Planning and Development department and Communications Department</b></li> <li>• Ongoing staff report to Council on initiatives and planning</li> </ul>	

Table 4: Leisure Services Master Plan – Summary of Recommendations (Goal 4)

Current/ Complete	Goal 4: Connecting People with Nature	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
<b>Parkland Classification</b>					
Current	68. Formalize the <b>parkland classification system</b> to guide the development, redevelopment, and maintenance of municipal parks according to park type, size, function, and appropriate amenities.	Medium	2024	Ongoing best practice	
Current	69. Undertake a <b>review of the parkland inventory</b> to ensure that it is consistent with the parkland classification system descriptions as defined in the Official Plan.	Lower	2023-2024	<ul style="list-style-type: none"> <li>Align with Official Plan review with <b>Planning and Development department</b></li> </ul>	
<b>Parkland Distribution and Needs</b>					
Current	70. Strive to maintain a parkland target of <b>3.0 hectares of active municipal parkland per 1,000 residents</b> using a combination of parkland dedication and alternative acquisition strategies.	High	Ongoing	<ul style="list-style-type: none"> <li>In cooperation with the <b>Planning and Development department</b></li> <li>Complete calculations every three years (internal best practice)</li> </ul>	
<b>Parkland Policy and Acquisition</b>					
Current	71. Update the Municipality's <b>Parkland Dedication By-law and Official Plan</b> as necessary to reflect recent changes to legislation relating to parkland dedication.	High	2023-2024	<ul style="list-style-type: none"> <li>In cooperation with the <b>Planning and Development department and Finance department</b></li> </ul>	

Current/ Complete	Goal 4: Connecting People with Nature	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
	72. Where appropriate, employ <b>alternative acquisition tools</b> (e.g., purchase/lease, land exchanges, partnerships, donations, etc.) to enhance future parkland opportunities to serve current and future residents.	Medium		Ongoing best practice <ul style="list-style-type: none"> <li>• PRC Advisory committee discussions and planning</li> <li>• Corporate Land Inventory Commencing 2024</li> </ul>	
	73. Create a framework to identify and evaluate the <b>potential disposal of parks and open spaces</b> that are surplus to community needs. Any proceeds from the sale of surplus parkland should be reinvested within the parks system.	Medium		<ul style="list-style-type: none"> <li>• PRC Advisory committee discussions and planning</li> </ul>	
<b>Parkland Design</b>					
Current	74. Maintain a commitment to <b>universal accessibility, safety, and comfort</b> within the Municipality's parks through compliance with the Accessibility for Ontarians with Disabilities Act, including consultation with the Municipality's Accessibility Advisory Committee.	High	Ongoing	Ongoing best practice <ul style="list-style-type: none"> <li>• Included in Municipal Accessibility Plan</li> </ul>	
Current	75. Consider and evaluate the provision of <b>supporting amenities</b> including, but not limited to, seating, shade (structures, tree canopy, etc.), trails and pathways, washrooms, utilities, and other amenities to enhance the user experience within appropriate park types.	High	Ongoing	Ongoing best practice <ul style="list-style-type: none"> <li>• Specific to project development</li> </ul>	

Current/ Complete	Goal 4: Connecting People with Nature	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	76. Conduct a review of <b>parks, trails, and facility signage</b> with the goal of implementing a consistent and high-quality signage template across all parks and trails that enhances municipal and departmental branding, including replacement.	Medium	2024-2025	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>• Complete inventory, identify replacement needs through condition review</li> <li>• Continue considerations for heritage and naming (new or replacement)</li> <li>• Active Transportation Fund application successful for 2023 Trails Strategy development</li> <li>• Trail system communications (gateways, brochures, etc.)</li> <li>• Risk assessment completed in some parks, continue as best practice</li> </ul>	
<b>Re-Imagining Parkland</b>					
Current	77. Investigate opportunities for strategic <b>parkland renewal and redevelopment opportunities</b> at various <del>underutilized</del> parks including King’s Field, Memorial Park, Port Hope Lions Recreation Park, Welcome Park, and Alex Carruthers Memorial Park. Consideration should be given to the recommended outdoor facilities identified in this Master Plan. Renewal and redevelopment projects should be accompanied by public consultation, park-specific concepts, facility fit diagrams and business planning to establish capital and operational assumptions. Timing of these projects should be based on the Municipality’s discretion and influenced by community needs and available funding.	High	2023-2027	<p>Park-specific reviews required; give consideration to recommendations for Supportive Environments</p> <p>Requires further study</p> <ul style="list-style-type: none"> <li>• Consider priorities in this order short term: Kings Field, Welcome, Lions</li> <li>• Long term: Memorial, Garden Hill</li> </ul>	

Current/ Complete	Goal 4: Connecting People with Nature	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Recreational Trails					
Current	78. In collaboration with the Works and Engineering Department, undertake an update to the <b>Active Transportation and Trails Master Plan</b> to provide a renewed vision and detailed evaluation for trail development opportunities. The review should incorporate and build upon the Municipality's current efforts to strengthen the trail network as well as the recommendations contained in this Master Plan.	Medium	2023-2025	May require external resources <ul style="list-style-type: none"> <li>Confirm target timeline with <b>Works and Engineering department</b></li> <li>Trails strategy underway (2023) as part of Active Transportation Fund including mapping and maintenance standards</li> </ul>	
Current	79. Formalize the <b>Monkey Mountain Trail network</b> by confirming routes that avoid sensitive natural heritage features, identifying levels of difficulty and permitted uses (e.g., walking, hiking, mountain biking, etc.), establishing maintenance practices, providing amenities (e.g., parking), promotion, and other strategies to encourage physical activity opportunities at this site.	High	2024-2026	Currently underway, requires further study May require additional resources <ul style="list-style-type: none"> <li>Determine timelines with PHAI planning and targeted outcomes, phased in options, etc.</li> </ul>	

Current/ Complete	Goal 4: Connecting People with Nature	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	<p>80. Bolster the Municipality’s <b>existing trail network</b> with consideration be given to the following:</p> <p>a. Strengthen east-west trail linkages to the Riverside Walking Trail and the Ganaraska River;</p> <p>b. Build upon connecting residents to the Waterfront Trail and Lake Ontario;</p> <p>c. Establish active transportation routes within future residential areas and develop (or reconcile gaps) within existing parks and public spaces (e.g., pathways to playgrounds, Riverside Walking Trail, etc.); and</p> <p>d. Consider design features and comfort amenities in appropriate areas including (but not limited to) wayfinding signage and seating.</p>	High	2023-2026	<p>Ongoing best practice</p> <p>Requires inclusion in workplan</p> <ul style="list-style-type: none"> <li>a) Complete through Waterfront Planning</li> <li>b) Complete through Waterfront Planning</li> <li>c) Consider as part of plan update, update Waterfront trail existing with relevance to Strachan Street, Mason Homes Ravine, End use agreement, Lent Lane, Lakeshore park, Chemtron Lagoon, West Beach, Monkey Mountain, formalize GHT agreement, establish trail standards, Cobourg to Port Hope connection, rural opportunities on public lands</li> </ul>	
<b>Port Hope Cemeteries</b>					
	<p>81. Prepare a <b>Burial Audit</b> to strategically plan for and maintain interments by evaluating the totality of existing and available burial plots to understand capacities and future land needs.</p>	High	2026	<p>Ongoing best practice</p> <p>May require external resources</p> <ul style="list-style-type: none"> <li>• Establish projected capacity and lifespan of existing cemeteries</li> <li>• Establish comparators and levels of service</li> <li>• Complete initial inventory as staff</li> </ul>	

Current/ Complete	Goal 4: Connecting People with Nature	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	82. Ensure that the Municipality's budget and resourcing reflects the <b>growing inventory of cemeteries</b> and related service levels.	High	Ongoing	Ongoing best practice <ul style="list-style-type: none"> <li>• Establish comparators and levels of service, workplans for active and in-active cemeteries</li> <li>• Review of data tracking and resourcing completed internally for the short term is ongoing</li> <li>• Examine resource capacity and demand</li> <li>• New Cemetery Supervisor 2022</li> <li>• Additional resources including truck, trailer, etc.</li> <li>• Additional assumption of cemeteries impact</li> </ul>	
<b>Connecting People and Nature</b>					
Current	83. Promote <b>awareness</b> on the critical importance of <b>outdoor play</b> and local opportunities to enjoy the outdoors, including animation through sport, recreation, and cultural activities (e.g., guided walks, geocaching, etc.).	High	Ongoing	Ongoing best practice <ul style="list-style-type: none"> <li>• Recognize importance of outdoor, unstructured play, expand on existing programming</li> <li>• Complete an annual review and feedback</li> </ul>	

Current/ Complete	Goal 4: Connecting People with Nature	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	84. Continue to program and collaborate with local organizations to <b>expand park use and outdoor programming</b> , including opportunities for unstructured play, active sports, special events, passive recreation, and naturalization efforts, where appropriate.	High	Ongoing	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>• Enhanced promotion (video, demos, highlights of locations)</li> <li>• Partnership opportunities and community engagement</li> <li>• Continue outdoor programming and pop-up programs</li> <li>• Substantial effort in recent years, address capacity and current best practice limitations (ie Social media)</li> <li>• Enhanced social posts and campaign celebrating outdoor play, greenspaces, and benefits</li> </ul>	
	85. Support <b>outdoor education, stewardship and climate change mitigation initiatives</b> through the parks and open space system, such as forest management, tree plantings, use of native species, naturalization efforts, and butterfly/pollinator parks in conjunction with community partners.	High	2025-2026	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>• Continue to promote and encourage stewardship like butterfly habitats, rain gardens, sustainable water for outdoor events, garbage mitigation with partners and event deliverables</li> <li>• Integrate into Community Climate Action Plan</li> <li>• Review trees maintenance/ planting/support capacity to expand.</li> </ul>	



Table 5: Leisure Services Master Plan – Summary of Recommendations (Goal 5)

Current/ Complete	Goal 5: Recreation Capacity	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Policies, Standards, Guidelines and Legislative Compliance					
	86. Complete an <b>audit of current legislation</b> impacting the delivery of parks, recreation and culture and ensure that the Municipality is compliant with these requirements.	High	2026	Ongoing best practice <ul style="list-style-type: none"> <li>• Consider outside support (student, consultant)</li> <li>• Review update framework for Rec (2023)</li> </ul>	
Current	87. <b>Enhance and develop</b> procedural manuals for parks, cemeteries, corporate and recreation facilities.	High	2023-2024	Ongoing best practice <ul style="list-style-type: none"> <li>• Update and consolidate</li> <li>• Review of existing documents</li> <li>• Examples from other communities and facilities</li> <li>• Currently underway</li> </ul>	
	88. Compare current <b>policies</b> (e.g., special events management policy, parks use by-law, municipal alcohol policy, etc.) against standard guidelines and policies for leading parks, recreation, and culture agencies to ensure that they are reflective of industry standards and the services that the Department provides.	Medium	2025-2026	Ongoing best practice <ul style="list-style-type: none"> <li>• Establish review timelines, track corporately</li> <li>• Alcohol policy review and updates underway with expected completion by end of 2023</li> </ul>	
	89. As new policies are developed, ensure that a <b>policy review timeframe</b> is considered to ensure that they are updated to reflect current requirements.	Medium		Ongoing best practice <ul style="list-style-type: none"> <li>• Establish review timelines, track corporately</li> </ul>	

Current/ Complete	Goal 5: Recreation Capacity	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	90. Ensure that all staff commit to having read, understood and are <b>in agreement with operational policies and procedures.</b>	High	2023-2025	Ongoing best practice <ul style="list-style-type: none"> <li>Staff to sign off on manuals once established</li> <li>Confirm best practices for Staff meeting minutes and records</li> </ul>	
<b>Volunteerism</b>					
Current	91. Identify opportunities to <b>utilize and</b> recognize volunteers to enhance the delivery of parks, recreation, and culture services.	High	2023-2025	Ongoing best practice <ul style="list-style-type: none"> <li>Establish internal practice, assign to staff position for PRC focus</li> <li>Finalize work which has commenced and establish campaign</li> <li>Seniors Community Grant and SALC funding received for 2023 to support development of volunteer strategy</li> </ul>	
Current	92. Develop a <b>standard online process</b> to recruit, train, supervise, retain, and recognize department volunteers supporting parks, recreation, and culture services.	High	2023-2025	<ul style="list-style-type: none"> <li>Establish standard procedures, training, and tracking</li> <li>Consider tracking years of service, and eligibility for Civic Award recognition (and process for submitting nomination)</li> <li></li> </ul>	
Current	93. Monitor the use of <b>Volunteer Northumberland online system</b> to recruit volunteers and its applicability to recreation, parks, culture, and special events.	Medium	2023-2025	<ul style="list-style-type: none"> <li>Seek an update from the Northumberland Sports Council</li> </ul>	

Current/ Complete	Goal 5: Recreation Capacity	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	94. Identify the <b>value of volunteerism</b> (qualitative and quantitative) in the delivery of parks, recreation, and culture to support strong community engagement levels.	Medium	2023-2025	<ul style="list-style-type: none"> <li>Establish campaign, recruitment, and recognition</li> </ul>	Cultural Plan
Communication, Marketing and Community Branding					
Current	95. Review the current <b>community branding and visual identity</b> to ensure a strong presence and the positioning of the Parks, Recreation and Culture Department.	High	Ongoing	<ul style="list-style-type: none"> <li>Align with corporate brand</li> <li>Engage the community with a unique PRC presence and targeted communications</li> </ul>	
Current	96. Seek to develop <b>social media accounts</b> dedicated to the Parks, Recreation and Culture Department and identify the resources required to provide ongoing support and real time postings – with specific effort made to use social media tools for youth engagement.	High	2023-2024	<ul style="list-style-type: none"> <li>Review existing process, opportunities for growth and targeted engagement</li> <li>Review recreation best practices and commonalities in sector in cooperation with Corporate Services Review success on short term and review</li> <li>Case studies to strengthen, identify capacity</li> <li>Trial opportunities with additional social media handles, live videos, and engagement</li> </ul>	
Current	97. Investigate the viability and timing of establishing additional <b>communications and marketing support</b> to assist with the needs of the Parks, Recreation and Culture Department (such as options for staffing, services, event, and program branding, etc.).	High	2023-2024	<ul style="list-style-type: none"> <li>Review newly added Communications support in 2021 and impact on department (in cooperation with <b>Corporate Services</b>), identify any continued gaps including live event and activity promotion and engagement</li> </ul>	

Current/ Complete	Goal 5: Recreation Capacity	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	98. Potentially as a part of the <b>Cultural Plan</b> review, evaluate strategies to communicate and highlight the success of arts and culture in the Municipality and opportunities for the community to get involved.	High	2023-2024	<ul style="list-style-type: none"> <li>Enhance engagement relating to culture</li> <li>Consider a Culture Counts campaign/ Collaborating on Culture outcome</li> <li>Social posts highlighting key outcomes of Collaborating on Culture being developed for use in Q4 2023 through 2024</li> <li>Foundational Funding and review of Council Grant policy, Events positioning as part of the Cultural Plan reactivation</li> </ul>	Cultural Plan
<b>Technology</b>					
Current	99. Develop a <b>Plan that identifies</b> potential operational efficiencies and effectiveness in delivering online virtual opportunities to augment in-person activities and services, including information and technology considerations.	Low	Ongoing	<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>Identify gaps and need, consider phased approach</li> <li>Examine hybrid options within the program schedule on an ongoing basis, based customer feedback and capacity</li> <li>Optimize website – myporthope.ca and other <b>corporate communications</b></li> <li>Continue to focus on optimizing Online registration</li> </ul>	
Current	100. Enhance online <b>tools that</b> seek to maximize and strengthen the relationship between the Department and residents to regularly engaging residents by providing meaningful articles of interest, promoting events, and building a broader relationship with residents.	High	2024-2025	<ul style="list-style-type: none"> <li>Research new approach, establish need and return on investment</li> <li>Calculate budget impact</li> <li>Continue with existing programs and practices (MyPortHope)</li> </ul>	

Current/ Complete	Goal 5: Recreation Capacity	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Community Partnerships					
Current	101. Develop a <b>common partnership agreement</b> to apply to various partnership types and to standardize municipal and partner expectations.	Medium	2024	<ul style="list-style-type: none"> <li>Administrative task, underway, internal document</li> <li>Consider agreements with programming implications (i.e. dance organization for learn to dance program, arts, etc.)</li> </ul>	
Current	<p>102. Where appropriate, <b>collaborate with community partners</b> to support the recommendations contained in this Leisure Services Master Plan. Several examples of potential collaborations and information sharing are presented under the Access and Inclusion goal of this Master Pan, including:</p> <p>a. Focus group meetings to <b>identify barriers</b> that residents may have in participating in recreational pursuits.</p> <p>b. Meeting with representatives and support groups for the <b>LGBTQ2S community</b> to discuss opportunities to address barriers to participation and program ideas.</p> <p>c. Meeting with <b>indigenous residents</b>, interested parties and groups supporting indigenous peoples to ensure that they feel welcomed, indigenous contributions are recognized, and are celebrated within the Municipality of Port Hope through activities, events and public spaces.</p>	High	Ongoing	<p>Ongoing best practice</p> <p>Requires further planning (program implications, physical space planning, etc.)</p> <ul style="list-style-type: none"> <li>Consider corporate EDI strategies</li> </ul>	

Current/ Complete	Goal 5: Recreation Capacity	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	103. Identify potential <b>partnership opportunities</b> with private-sector program providers to identify opportunities and considerations to reduce <del>eliminate</del> <b>program duplication</b> .	Medium	Ongoing	Ongoing best practice <ul style="list-style-type: none"> <li>Review PHPL strategic planning direction</li> </ul>	
Current	104. Strengthen <b>cultural partnerships</b> to identify opportunities and expand cultural programming.	High	Ongoing	Ongoing best practice <ul style="list-style-type: none"> <li>Continue to maintain strong partnerships with existing organizations (Critical Mass, PHPL, service clubs, Cultivate) through events and programs and develop new where opportunities exist</li> <li>Seek instructor supports and training opportunities</li> <li>Continue Foundational Funding trial</li> </ul>	Cultural Plan
<b>Service Levels</b>					
	105. Confirm the <b>service levels for each discipline</b> in the Parks, Recreation and Culture Department and determine the annual work hours and other resources required to meet community expectations.	High	2025-2026	Ongoing best practice <ul style="list-style-type: none"> <li>Corporate outcome and planning</li> <li>PRC service review budget/schedule for 2023</li> </ul>	
Current	106. Plan and justify additional <b>staff requirements</b> to support population growth and increased demands based on key factors including, but not limited to, demographics, public and stakeholder input, facility and program utilization, and best practices.	High	2023-2024	Ongoing best practice <ul style="list-style-type: none"> <li>Complete through service level review</li> <li>Continue to track and evaluate impact and services, identify efficiencies and gaps</li> <li>PRC service review budget/schedule for 2023</li> </ul>	

Current/ Complete	Goal 5: Recreation Capacity	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	107. Engage all staff in articulating the <b>Departmental values and respective behaviours</b> to form the foundation of a high performing organization.	High	Ongoing	Ongoing best practice <ul style="list-style-type: none"> <li>Establish communication plan</li> <li>OE and Staff survey ongoing</li> </ul>	
<b>Organizational Effectiveness</b>					
Current	108. Enhance and develop <b>online part-time staff recruitment and training modules</b> to capture the basic knowledge staff require as part of the onboarding process, including corporate and other job specific training.	Medium	2025	Ongoing best practice Additional resources required <ul style="list-style-type: none"> <li>Research new approach, establish need and return on investment</li> <li>Calculate budget impact</li> <li>Focus on recruiting specific qualifications and coaching and development opportunities</li> <li>Learn and capitalize on Recruit Right features</li> <li>Intentionally promote specific job postings in a variety of targeted means</li> <li>Consideration for alternate recruitment platforms (TikTok Resumes, Instagram, etc.)</li> </ul>	

Current/ Complete	Goal 5: Recreation Capacity	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	109. Develop a <b>Fitness Plan</b> that seeks to maximize participation through partnerships.	Medium	2023-2025	See also # 15 and #40 Currently underway <ul style="list-style-type: none"> <li>• Background work initiated internally</li> <li>• Identify targets, staffing, certifications, and review of public demand</li> <li>• Consider an internal business case and service targets (using the existing fitness centre study as a resource, consistency in schedule, etc.)</li> <li>• Identify fitness trends and opportunities, address equipment needs, storage</li> <li>• Address communication feedback from community (awareness)</li> </ul>	
Current	110. Develop a <b>Departmental Learning Plan</b> to identify ongoing learning and professional development needs to ensure that staff are continually upgrading their knowledge, skills, and competencies.	Medium	2022-2024	See also recommendation 107 <ul style="list-style-type: none"> <li>• Establish tracking and targets</li> <li>• Identify training library as a resource</li> </ul>	
<b>Performance Measurement and Setting Targets</b>					
Current	111. Measure <b>satisfaction levels</b> with programs and facilities on an annual basis, and by comparing over a three-year period. Seek to improve satisfaction levels by addressing the areas where residents and visitors are least satisfied.	High	2024	Ongoing best practice <ul style="list-style-type: none"> <li>• Complete community survey every 3 years, report to PRC Advisory</li> <li>• Continue with targeted feedback forms for programs and services on an ongoing basis, establish an annual plan</li> </ul>	



Current/ Complete	Goal 5: Recreation Capacity	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
Current	112. Measure the <b>capacity and utilization</b> of facilities, camps, programs, etc. over three years to demonstrate the percentage of utilization as compared to the capacity of the facility or program. Aim to achieve a minimum target of at least 75% capacity for facilities and programs.	High	Ongoing	Ongoing best practice <ul style="list-style-type: none"> <li>• Complete every 3 years, report to PRC Advisory, in conjunction with community survey</li> <li>• Establish reporting template with reporting from ActiveNet</li> <li>• Continue with internal review of statistics and trends annually as a staff team</li> </ul>	

Table 6: Leisure Services Master Plan – Summary of Recommendations (Implementation Strategy)

Current/ Complete	Implementation Strategy	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
<b>Overview of Potential Funding Sources</b>					
	113. Where appropriate and consistent with municipal policies and priorities, <b>consider alternative funding and cost-sharing</b> approaches such as (but not limited to) surcharges, fundraising, grants, private-public partnerships, sponsorships, and various forms of collaboration to provide the best value to residents.	High		Ongoing best practice	

Current/ Complete	Implementation Strategy	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
	114. Review <b>funding sources</b> available to the Municipality (e.g., sponsorships, fundraising, etc.) with the view of identifying under-developed opportunities and strategies to maximize financial resources to support the implementation of the Master Plan.	High		Ongoing best practice <ul style="list-style-type: none"> <li>Completed annually through budget</li> </ul>	
	115. Use this <b>Master Plan as a resource</b> in developing the Municipality's annual budget documents, Development Charges, secondary plans and related studies.	High		Ongoing best practice	
<b>Monitoring and Updating the Master Plan</b>					
Current	116. Implement a system for the regular <b>monitoring and reporting</b> for the Master Plan, such as the collection of participation data, progress reports to Council and/or the community, etc.	High	2023-2025	<ul style="list-style-type: none"> <li>Biannual review with PRC Advisory Committee and report to Committee/Council</li> </ul>	
	117. Work with the Parks, Recreation and Culture Advisory Committee to develop <b>objectives that align</b> with for the Master Plan, with key priorities identified on a year-to-year basis.	High	Completed, ongoing	Ongoing best practice <ul style="list-style-type: none"> <li>Continue with the establishment of annual goals and objectives for the PRC Advisory Committee</li> </ul>	

Current/ Complete	Implementation Strategy	Priority	Target Timeline to Initiate	Comments/Workplan Notes	Identification in other Plans (ie CP, WFMP)
	118. As new data becomes available, review and update the <b>population projections</b> contained in the Leisure Services Master Plan to ensure that they are in alignment with other planning processes (e.g., Municipal Comprehensive Review). Evaluate the impact of new population data on future leisure services.	Medium		<p>Ongoing best practice</p> <ul style="list-style-type: none"> <li>• Seek support from <b>Planning and Development department</b> and include updates/trends in the bi-annual update</li> <li>• 2021 Census information and awareness</li> </ul>	
	119. Undertake a <b>comprehensive review and update</b> of the Leisure Services Master Plan to begin no later than 2030. Consideration may be given to accelerating the timeline to coincide with the planned Development Charges Update in or around 2029. Timing may also be adjusted based on the pace of implementation and changes in the community.	High		<p>May require external resources</p> <ul style="list-style-type: none"> <li>• Consider full review of demographical changes following full pandemic recovery and growth projections through Official Plan updates</li> </ul>	OP- demographic review