

A silhouette of a person shooting a basketball into a hoop. The scene is set against a bright, golden sunset sky. The basketball hoop and net are visible in the upper left, and the person's arm and head are in the lower left, reaching up towards the hoop. A chain-link fence is visible in the background.

City of Pembroke

# Parks and Recreation Master Plan

2024-2034

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August 2024

## Acknowledgements

The Project Team would like to express their sincere gratitude to all individuals and organizations whose contributions have played a significant role in the development of this Parks and Recreation Master Plan.

We extend our heartfelt thanks to the dedicated staff at the City of Pembroke, whose insights and commitment have been invaluable through the information gathering process. A special thank you is extended to Jordan Durocher, Director of Parks and Recreation, for his leadership and guidance in steering this initiative.

We would like to acknowledge the enthusiastic participation of community members who attended focus group sessions, participated in stakeholder interviews, and provided feedback through the community survey.

This Plan is a reflection of our collective commitment to understanding the needs, interests, and priorities of the community. It is with gratitude that we acknowledge the collaborative spirit that helped shape this report. We look forward to creating a new vision and action for the City of Pembroke as this project continues into the second phase.

Sincerely,

*Kim Goodman and Kevin Lee*



# Executive Summary

The **Pembroke Parks and Recreation Master Plan (PRMP) for 2024-2034** is a comprehensive, long-term strategic guide designed to meet the evolving needs of the community by enhancing recreational services, facilities, and programs. Over the next decade, the plan aims to improve community health, foster social cohesion, and promote sustainability, while overcoming challenges related to aging infrastructure, financial limitations, and changing demographic demands.

## Strategic Direction

Five **BIG MOVES** are identified in the plan



## Recommendations

The plan contains a total of 73 recommendations:

24 Asset Management

23 Service Delivery

12 Climate and Environment

14 Health and Wellbeing



## Spotlight

Recommendations support the BIG MOVES as identified, are categorized by thematic area, and some highlights include:

### 1. Enhancing Accessibility and Inclusivity

- A primary focus of the PRMP is ensuring that Pembroke's parks, trails, and recreational facilities are inclusive and accessible to all community members. Special attention is given to reducing barriers for seniors, youth, individuals with disabilities, and low-income families.
- The plan advocates for universal design principles in all new developments and retrofits of existing infrastructure. This includes the addition of accessible playgrounds, adaptive programming, and inclusive recreational opportunities that allow people of all abilities to participate fully in community life.

### 2. Sustainability and Environmental Stewardship

- The PRMP emphasizes the integration of environmentally sustainable practices within the city's recreation network. Key initiatives include implementing **climate adaptation measures**, expanding green infrastructure, and adopting environmentally conscious management of parks and open spaces.
- The plan proposes eco-friendly improvements such as:
  - **Electric vehicle (EV) charging stations** in park facilities to support sustainable transportation.
  - The introduction of **drought-resistant landscaping** to minimize water usage.
  - **Energy-efficient retrofits** for recreation centers to reduce carbon footprints and operational costs.
- Protecting natural ecosystems within parks is a priority, including expanding tree canopies, restoring natural habitats, and promoting biodiversity within urban spaces.

### 3. Community Health and Well-Being

- The PRMP highlights the essential role of recreation in promoting both physical and mental health. One such initiative is the introduction of the **"Prescribe Recreation" program** in collaboration with local healthcare providers, encouraging doctors to prescribe recreational activities as part of patient treatment plans.
- The plan emphasizes expanding physical activity programs, with a focus on community outreach to encourage participation across all age groups. Programs like community walking groups, senior fitness classes, and youth sports leagues are prioritized to promote active lifestyles.
- Facility improvements, such as adding multi-use trails, enhancing sports fields, and upgrading swimming pools, are proposed to ensure residents have access to safe, modern, and engaging recreational opportunities.

#### 4. Strategic Investment in Infrastructure

- Recognizing the challenges posed by aging infrastructure, the PRMP outlines a **phased approach to capital investments** in new and existing facilities. Priorities include:
  - The development of **multi-purpose recreation centers** that combine fitness, sports, arts, and community programming in a single hub.
  - Expanding and maintaining **trails and open spaces** to accommodate the growing demand for outdoor recreation.
  - Enhancements to **waterfront parks** to improve accessibility, safety, and visitor experience, supporting both residents and tourism.
- The PRMP also addresses long-term **asset management**, ensuring facilities are maintained and upgraded regularly to prevent costly repairs and closures. This includes the use of innovative funding mechanisms such as public-private partnerships (P3s), grants, and sponsorships.

#### 5. Economic Growth and Tourism

- Parks and recreation are critical drivers of local economic development, particularly through tourism and community events. The plan includes initiatives to boost **sports tourism**, attract **festivals and outdoor events**, and position Pembroke as a hub for recreation-based tourism in the Ottawa Valley.
- Upgrades to key venues such as sports fields, arenas, and waterfront facilities are expected to generate increased economic activity, attract regional events, and enhance Pembroke's reputation as a destination for visitors.

#### 6. Partnerships and Collaboration

- A cornerstone of the PRMP is fostering partnerships across the public, private, and non-profit sectors to expand program offerings, increase funding opportunities, and share resources. Collaboration with neighboring municipalities, school boards, local businesses, and healthcare organizations is prioritized to ensure efficient service delivery and broader community impact.
- Examples include **shared-use agreements** for school facilities, **corporate sponsorships** for recreational programs, and partnerships with local environmental groups to manage green spaces.

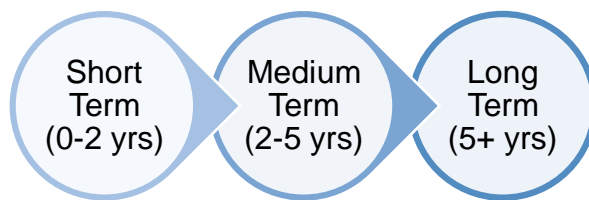
#### 7. Public Engagement and Inclusivity in Decision-Making

- Public engagement has been central to the development of the PRMP, ensuring that the community's needs and preferences are reflected in the final plan. Ongoing engagement will remain a key feature throughout the plan's implementation to maintain transparency and accountability.
- Regular community surveys, focus groups, and feedback sessions will be used to measure satisfaction with recreational services and to guide future investments.

## Phased Implementation Plan

The PRMP outlines specific actions over the short, medium, and long term:

- **Short-term (1-3 years):** Focus on immediate facility upgrades, expanding community programs, and implementing new accessibility features in key locations.
- **Medium-term (4-7 years):** Major capital investments, including the construction of multi-purpose centers, trail expansion, and the rollout of sustainability initiatives.
- **Long-term (8-10 years):** Continued investment in infrastructure, ongoing maintenance, and adapting recreational services to meet future population needs.



## Funding Strategies

Included in the Master Plan are a series of funding strategies to support implementation, they include:

Fundraising, Donations, Sponsorships, and Naming Rights

User Fees and Surcharges

Debenture Financing

Ongoing Government Programs

One-Time Grants

Partnerships

Cooperation between Municipal Neighbours

## Monitoring and Evaluation

Recommendations are included in the plan for regular assessment as the plan is implemented.

Performance Metrics

Annual Review of Progress

Community Feedback

Reporting and Communication

## Conclusion

The Pembroke Parks and Recreation Master Plan serves as a roadmap for achieving a healthier, more vibrant, and sustainable community. Through strategic investments in recreation, inclusive programming, and environmental stewardship, Pembroke will continue to thrive as a leader in fostering active lifestyles, social engagement, and economic development. This plan is a commitment to improving the quality of life for all residents, ensuring that recreation remains a vital component of Pembroke's community fabric for the next decade and beyond.

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## Introduction

The City of Pembroke offers a vibrant array of programs, activities, and events that cater to its diverse community. From outdoor adventures like hiking, boating, and fishing to exploring rich local heritage, residents are provided with a variety of engaging recreational opportunities.

The City of Pembroke Parks and Recreation Master Plan is designed to leverage and enhance these recreational opportunities within the community. This plan is rooted in comprehensive data collection and community engagement which took place during an Information Gathering Phase; strategies included a community survey, one-on-one interviews, focus group sessions, literature reviews, environmental scans, and facility assessments. The preliminary recommendations were then presented during an Open House in early summer 2024 and received overwhelming approval from participants.

The importance of investing in parks, recreation, and leisure is now recognized as pivotal to the well-being of our communities. This plan is motivated by that philosophy and has structured recommendations around key thematic areas: Service Delivery, Health and Wellbeing, Climate and the Environment, and Asset Management. Recommendations and actions leverage existing strengths like outdoor recreation and the natural environment while addressing challenges and opportunities like communication gaps and climate change.

Recognizing the growing demographic of adults and older adults, the plan prioritizes program development in sports and fitness, environment and wellness, social activities, and court sports. To support social connection, community engagement, and attract tourism, the plan also focuses on community-oriented events and how they can contribute to local economic development. Future planning will emphasize events that align with the City's capacity and celebrate Pembroke's unique spirit.



City staff and Council are excited to create Pembroke's first Parks and Recreation Master Plan and acknowledge the benefits, including enhancing personal and community health and wellness, environmental and climate protection, economic development and tourism, and strengthening the social fabric of the local area.

The plan includes guidelines for monitoring and evaluation to ensure actions remain dynamic and responsive through the implementation process. The appendix provides a detailed framework for implementation, listing recommendations and actions prioritized into short, medium, and long-term goals for the community.

## Project Description

### About the Parks and Recreation Master Plan

The Parks and Recreation Master Plan is a strategic process that studies the existing parks and recreation facilities, recreational programming and service delivery, as well as community feedback to identify a plan to improve the City's recreational assets and services for the future of the community.

The Parks and Recreation Master Plan (PRMP) will guide the City of Pembroke for a 10-year horizon. This framework will act as a guideline for staff and Council as they make ongoing decisions to best represent the needs of the community while also balancing financial and staff resources.

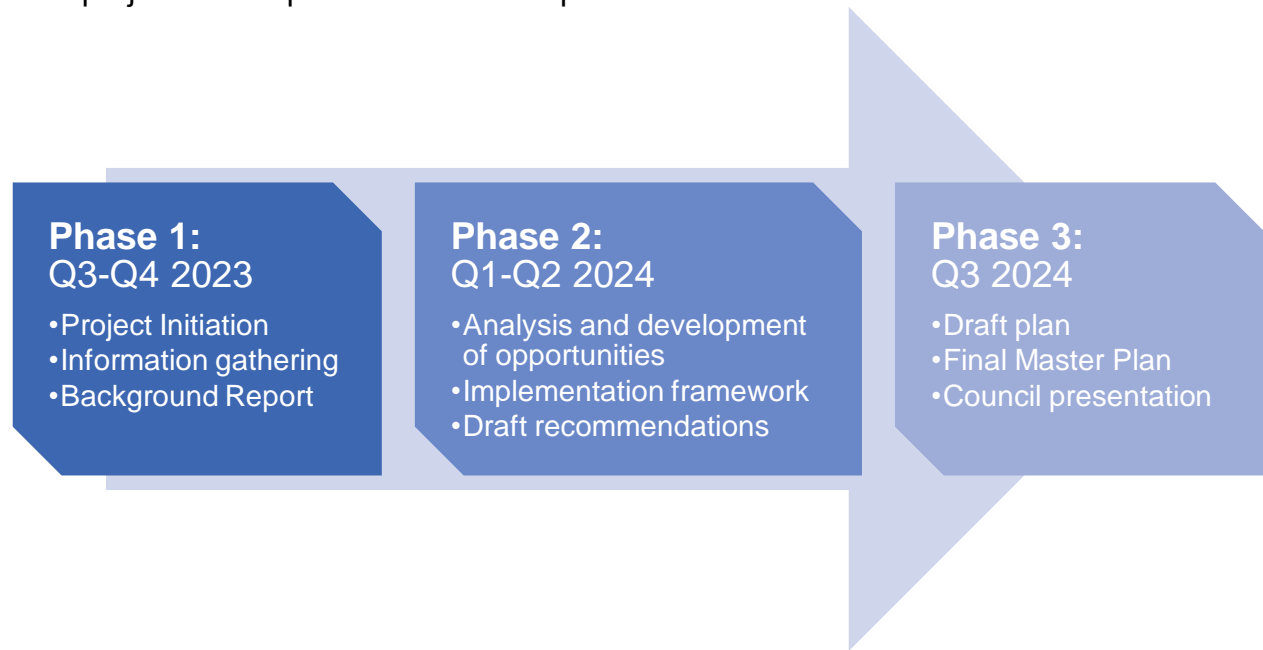
### Project Goals (Purpose and Scope)

To create a Parks and Recreation Master Plan that will:

- 1 Solidify a vision for the future of park and recreation services that reflects existing guiding documents, local priorities, and regional context. Consider information gathered from all sources and prepares for emerging issues and trends.
- 2 Provide strategic direction and action for a 10-year horizon segmented into short, medium and long term goals and priorities.
- 3 Reflect community input and feedback gathered through a comprehensive engagement process.
- 4 Include a financial review with recommendations to achieve balance between taxation with fees and charges, and identify opportunities for cost recovery while recognizing instances where partial recovery may make more sense.
- 5 Identify potential partners and external funding opportunities (grants, sponsorships, etc.)
- 6 Contain a series of recommendations with corresponding implementation strategies for operational and capital improvements for the 10-year threshold.
- 7 Offer strategy and tools for monitoring and evaluation as the plan is implemented.

## Approach

This project was implemented in three phases:



### Phase 1: Assessment / Background Report (August - December 2023)

- In this phase the consulting team reviewed relevant documents, researched trends in the recreational sector, and engaged the community through one-on-one interviews with key stakeholders, focus groups sessions and a community survey. The goal was to capture current processes and practices, understand community interests and needs, and external influences. This phase culminated with a report to Council in January 2024.

### Phase 2: Draft Recommendations (January - June 2024)

- During this time, the consulting team created a series of draft recommendations that reflect the information gathered through the first phase. It included the analysis and development of recommendations, alignment with corporate and community priorities, a framework for implementation and draft financial strategy to support the Plan. Community was able to review and comment on these recommendations through an Open House hosted in summer 2024.

### Phase 3: Parks and Recreation Master Plan (June - September 2024)

- The project wrapped up with the drafting of a full Parks and Recreation Master Plan. The final plan reflects feedback collected through Phase 2 and provides a series of recommendations and actions for the 10-year horizon. The final plan was presented to Council in fall 2024 for adoption.

## Community Profile

The City of Pembroke is a single tier municipality located within Renfrew County. It was incorporated as a town in 1878, and as a city in 1971. Pembroke has a rich history that reflects its evolution from a small lumber town to a dynamic city.

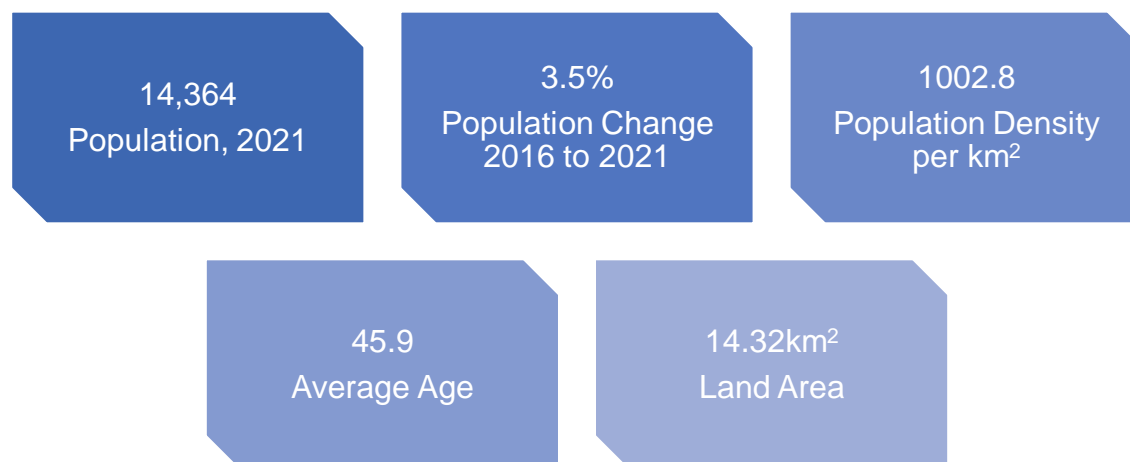
Given that Pembroke is not geographically close to other urban centres, it is largely self-reliant and has become a major service provider to satellite communities in the surrounding area. The city is a shopping destination and provides cultural, recreational and social services to locals near and far.

Surrounded by the Township of Laurentian Valley, Pembroke is located in eastern Ontario. Considered the gateway to Algonquin Provincial Park, the city provides ease of access to a vast natural playground. Pembroke is truly the Heart of the Ottawa Valley.

Top industries include healthcare, public administration, construction, manufacturing, education, and the service industry. The city is home to schools serving Kindergarten to grade 12, as well as an Algonquin College campus located along Pembroke's waterfront. Pembroke Regional Hospital provides services throughout the County including emergency and intensive care, rehabilitation, and community based mental health services.

## Demographic Profile

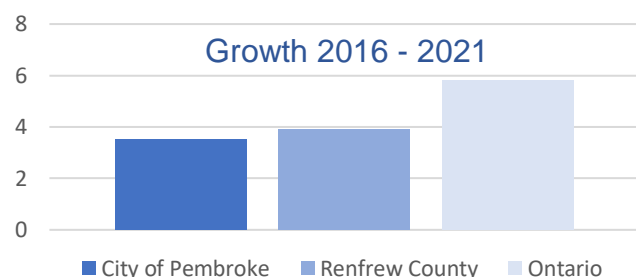
The City of Pembroke has a total population of 14,364, with a regional population of approximately 70,000.



## Population Change / Projections

The City of Pembroke is expected to grow by over 1,500 people in the next ten years. This plan must consider the impact of added residents on parks and recreation services.

Notably, the city is growing at a slower rate than the larger county area and province, as illustrated in the figure below:

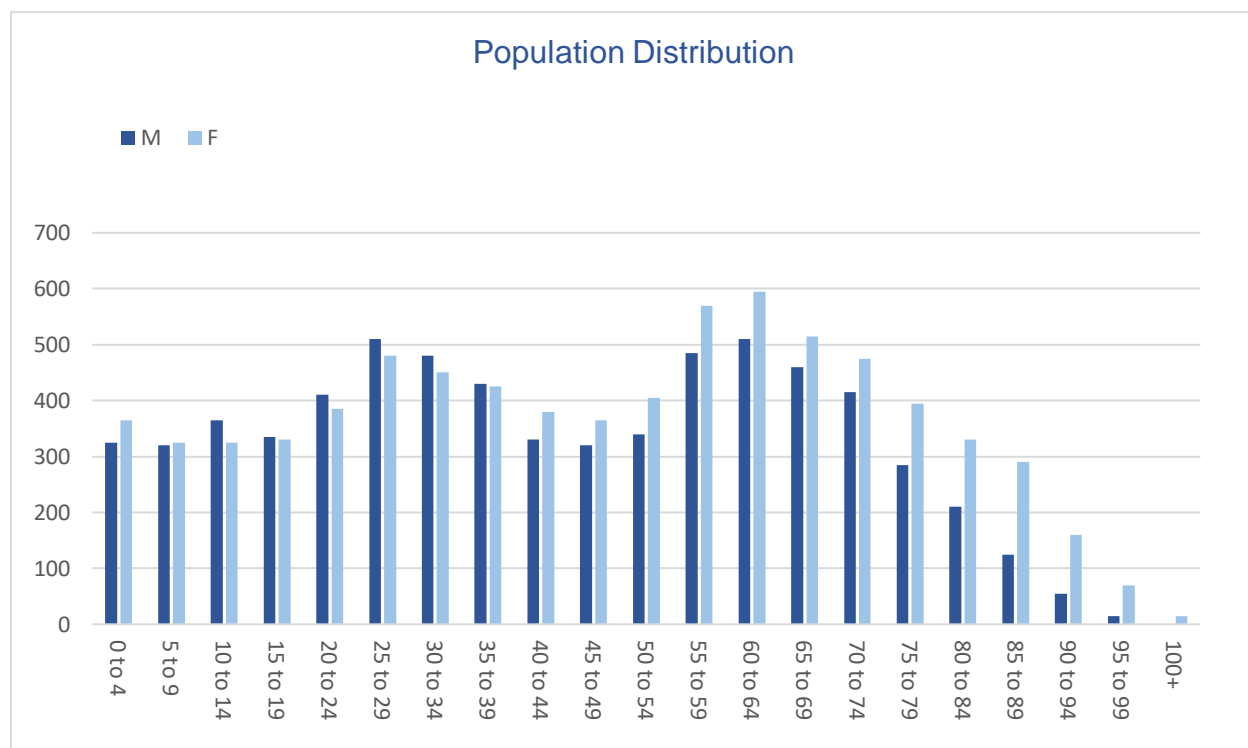


Census Year	Total Population	Rate of Change
2001	13,490	-4.8%
2006	13,930	+3.3%
2011	14,360	+3.1%
2016	13,882	-3.3%
2021	14,364	+3.5%
2026	15,492*	
2031	15,818*	
2034	16,006*	

\* From City of Pembroke's Official Plan; based on a growth rate of just under 0.5% per annum

## Age and Gender Distribution

The median age in Pembroke is 42.6 years, which is higher than the national median age of 41.6 years. This indicates that Pembroke has a relatively older population compared to the national average.



- Children (0-14 years): this age group represents about 14.4% of the population.
- Working Age (15-64 years): the majority of Pembroke's population, approximately 63.6%, falls within this age range.
- Seniors (65 years and over): Seniors make up a significant portion of the population, accounting for 22.0%. This is higher than the national average of 18.5% for the same age group.

The higher percentage of seniors in Pembroke as compared to the national average suggests an aging population, which could have implications for healthcare, housing, and community services tailored to older residents. This trend also highlights the need for age-appropriate services and infrastructure.

## Economic Conditions

The household income data for Pembroke, Ontario, as per the 2021 Census, provides insights into the economic conditions of its residents:

### Median Household Income

- The median household income in Pembroke was reported to be lower than both the provincial and national medians. This reflects a relatively modest economic status for the average household in the city.

### Income Distribution

- A significant portion of households in Pembroke earn below the median income level, indicating economic challenges for many residents.
- The proportion of households earning higher incomes (e.g., above \$100,000 annually) is smaller compared to larger urban centers.

### Housing Affordability

- With 57.8% of households being homeowners and 42.2% being renters, a number of households spend 30% or more of their income on shelter costs. This suggests that housing affordability is a significant issue, with many residents facing financial pressure related to housing expenses.

### Economic Implications

- The lower median income and higher proportion of income spent on housing indicate economic vulnerabilities. These factors can impact access to goods, services, and opportunities for economic mobility.

Overall, the economic landscape of Pembroke is characterized by moderate household incomes and significant concerns around housing affordability, reflecting the economic challenges faced by many of its residents.

## Ethnicity

The City of Pembroke has a diverse population with various ethnic backgrounds, as reflected in the 2021 Census data. Here are some key highlights:

### Predominant Ethnic Groups

- The majority of Pembroke's population identifies as European descent, with a significant proportion reporting Canadian, English, Irish, Scottish, and French ancestries.
- There is also a presence of German and Dutch communities among the European descent groups.

### Visible Minorities

- The city has a smaller proportion of visible minorities compared to larger urban areas in Ontario. Key groups include South Asian, Black, Chinese, and Filipino communities.
- Despite the smaller numbers, these groups contribute to the cultural diversity of the city.

### Indigenous Population

- Pembroke has a notable Indigenous population, including First Nations, Métis, and Inuit peoples. This group is an essential part of the community, contributing to the cultural richness of the city.

### Multiculturalism

- The city's demographic data reflects a multicultural environment, with various languages, traditions, and cultural practices present among its residents.
- Events and festivals celebrating this diversity are common, fostering community spirit and inclusivity.

These demographic trends highlight Pembroke's blend of traditional European roots and growing multiculturalism, contributing to a unique social fabric and community dynamic.

## Housing

In terms of housing, Pembroke had 6,542 occupied private dwellings in 2021, with a homeownership rate of 57.8%, a slight increase from 2016. Approximately 42.2% of households are renters, which is higher compared to the provincial average of 31.4% and the national average of 33.1%.

These demographics reveal trends such as a relatively stable population and a higher proportion of renters compared to other regions. Housing affordability remains a concern, with some households spending 30% or more of their income on shelter costs.

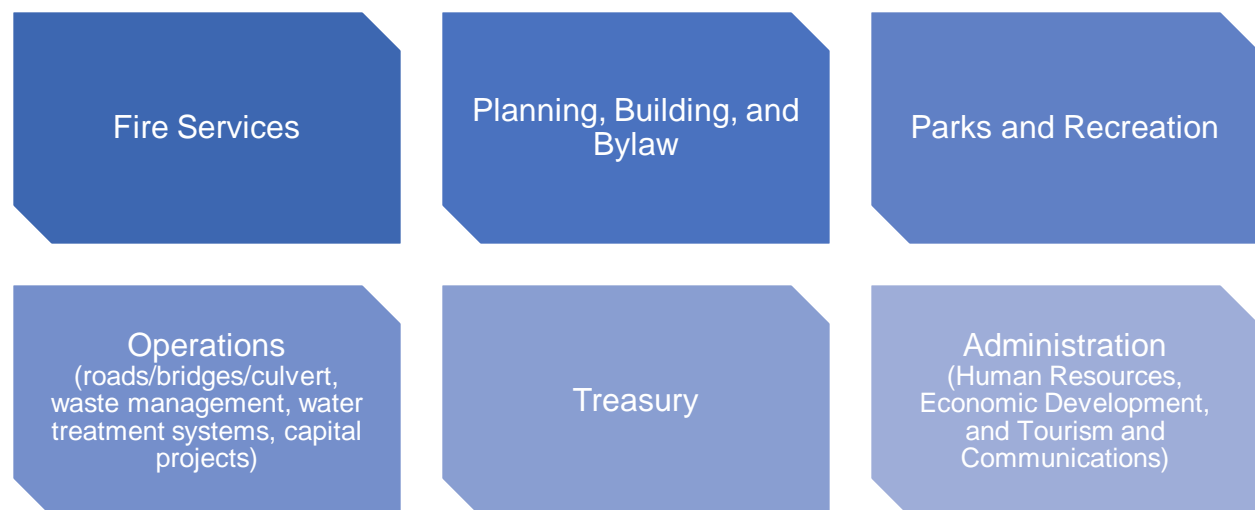


## City of Pembroke Governance and Organization Structure

The City of Pembroke is considered a 'local' or 'municipal' government and has authority over local affairs. These powers are afforded under the Municipal Act, 2001.

Pembroke is governed by five Councillors and a Mayor. The role of Council is to make decisions about municipal financing and services while making themselves accountable to their community.

Under the direction of the Chief Administrative Officer, the City of Pembroke has six key departments:



## Parks and Recreation Department Overview

### About the Parks and Recreation Department

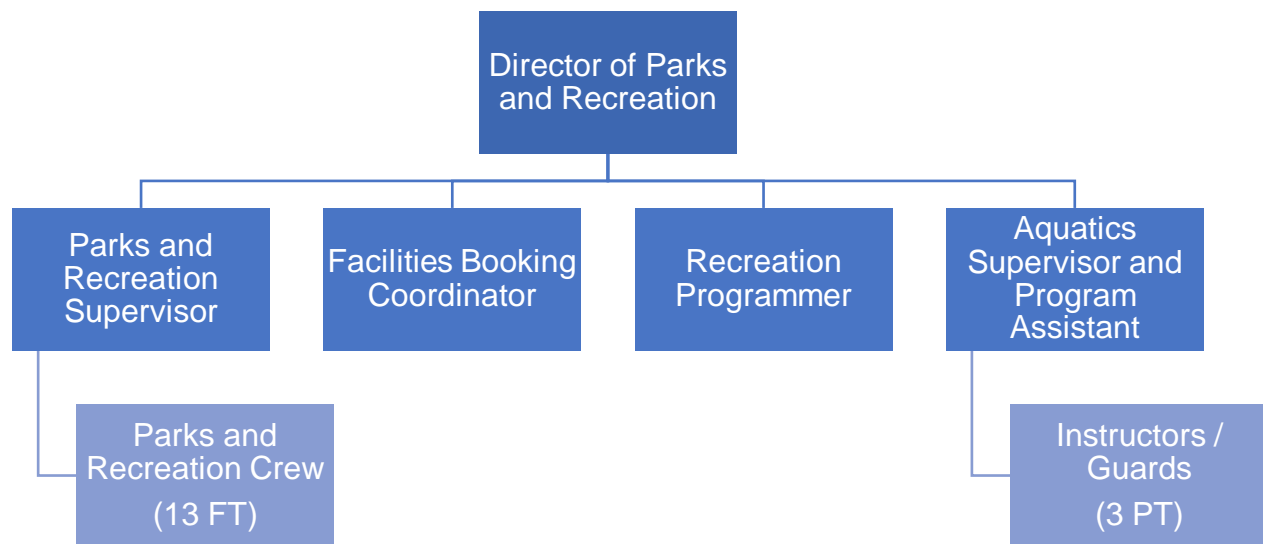
The Parks and Recreation Department was established in 2015 to better align services and create organization efficiencies. Until this time, functions were delivered by Recreation and Tourism, Parks and Facilities, and Economic Development.

### Current Service Levels

Currently, the department is responsible for:

- Recreation and leisure programming
- Park operations and maintenance
- Supporting community events
- Maintaining indoor recreation facilities
- Administrative functions: program registration and facility rentals, marketing and communications for recreational services, budget management

## Organization Chart



The Parks and Recreation Department works closely with other internal departments:

### Tourism and Communications

- Events – each department taking on complementary roles and functions on an event-by-event basis.
- Communications – both teams take an active role in promoting opportunities in the community.

### Operations

- Shared use of resources (e.g. vehicles and equipment).

### Treasury

- Asset planning, procurement, long-term budget planning (capital projects).

### Building / Planning

- Management and maintenance of other municipal facilities.

## Budget

The Parks and Recreation Department has annual expenses of approximately \$4.2M and revenue is projected at \$1.3M (2023). Cost recovery rates have ranged from 30% - 35% over the last three fiscal years.

## Inventory of Assets

The Parks and Recreation Department is responsible for the following facilities:

### Indoor Recreational Facilities

The Parks and Recreation department is responsible for management and administration of the following facilities:

- Pembroke and Area Community Centre
- Pembroke Memorial Centre
- Kinsmen Pool
- O.P.P. Station

## Parks

### *Neighbourhood Parks*

Parks primarily providing playgrounds, recreational facilities, tot lots, sitting areas and other open spaces for active or passive recreation within Pembroke's residential neighbourhoods and preferably distributed to provide such facilities at maximum intervals of approximately 1.5km

- 13 Parks - Alfred Street Parkette, Rondeau Park, Shamrock Park, The Timber Raft, War Memorial Park, Whitewood Park, Dunlop Park, D' Youville Park, Independent Order of Forrester's (IOF) Parkette, River Road Parkette, Golfview Park, Cecil Street Park, Lea Street Park

### *Community Parks*

Parks providing playing fields and other active recreational facilities for use by the community at large and distributed at maximum intervals of 3km.

- 5 Parks - Rotary Park, Hillcrest Park, Memory Garden, Bereaved Families of Ontario (BFO), Coronation Park, Harvey Fraser Park







### *Regional Parks*

Parks primarily based on the amenities or unique resources of the natural landscape and providing land and facilities for active and passive recreation including special activities and regional appeal.

- 4 Parks/Major Recreation Facilities - Kinsmen Park, Pembroke Waterfront, Riverside Park, Pansy Patch Park

### *Trails*

There are three main trails in the City of Pembroke.

Kiwanis Way is owned and maintained by the City. The Algonquin Trail and Ottawa Valley Recreation Trail are owned and maintained by the County of Renfrew.

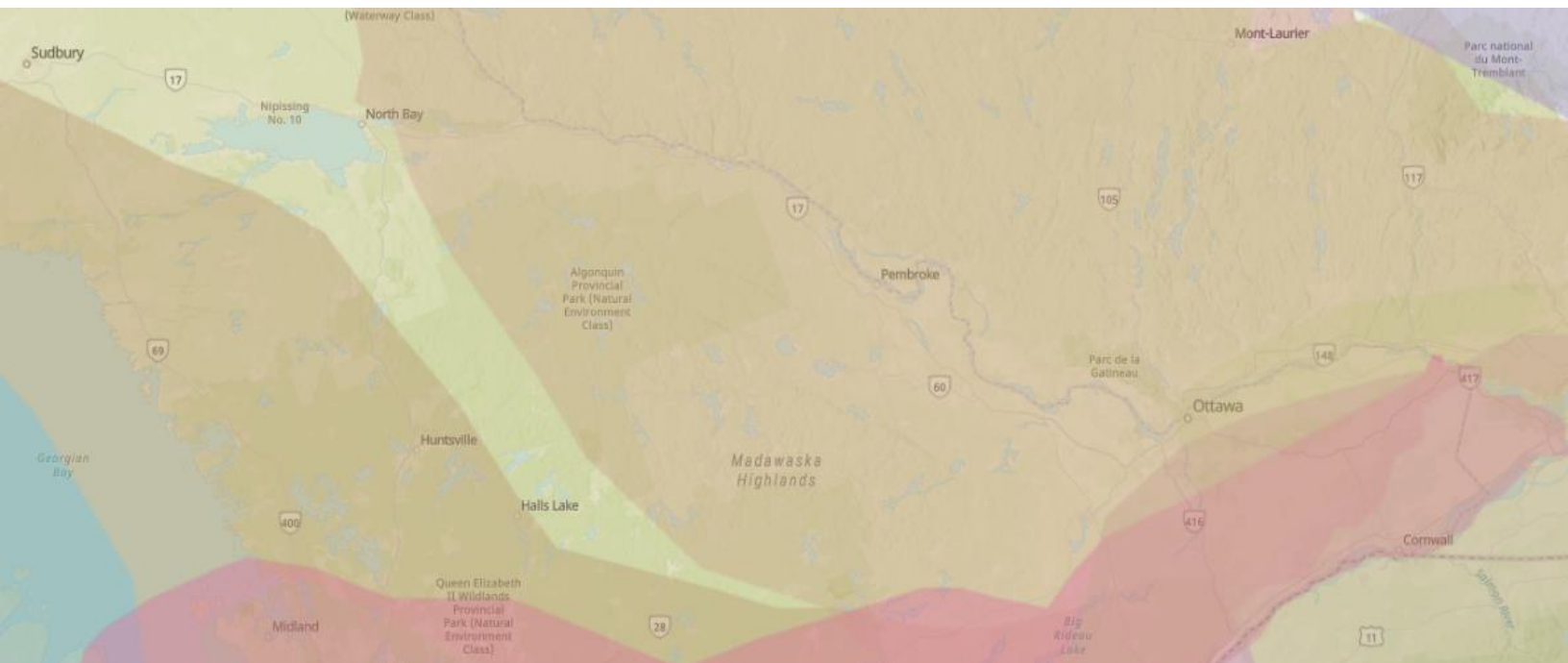
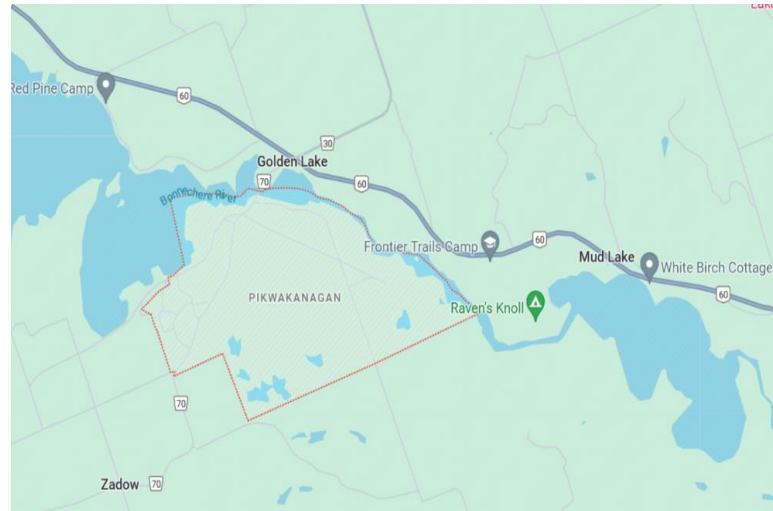


## Acknowledging Indigenous History

The Algonquins have lived along the shores of the Ottawa and Muskrat Rivers for thousands of years. The City of Pembroke and its surrounding areas fall within the traditional territories of the Anishinabewaki and Omamiwininiwag (Algonquin) people and include Treaty 27, 1819 and Williams, 1923.

The Algonquins of Pikwakanagan First Nation are a proud and progressive Algonquin community. Pikwakanagan is situated on the shores of Golden Lake and the Bonnechere River in Renfrew County. Located off Highway 60, 1.5 hours west of Ottawa and 1.5 hours east of Algonquin Park.

First Nations recreated here long before colonial times. This often took the form of games that allowed one to develop their skills, and might have included wrestling, archery, foot races, or canoe races. Other games were for play and for entertainment, like dice games or Cat's Cradle.



There are several reasons to consider the inclusion of First Nations in the Parks and Recreation Planning process and to recognize the importance of reconciliation:



- This is an opportunity to act and respond in a meaningful way to the 94 Calls to Action included in the 2015 Truth and Reconciliation Commission of Canada: Calls to Action.
- To recognize local First Nations History.
- To increase cultural awareness.
- To enhance pride in culture for the local indigenous population.
- To have the opportunity to host new events with a focus on First Nations culture and history.
- To address local issues and threats as identified through the planning process, such as the current State of Emergency (related to opioid use), as declared by the Algonquins of Pikwakanagan.

While it is important to allow First Nations peoples in the area to tell their story and find their own path to healing, the country recognizes that there is a role that local parks and recreation services can play to help facilitate that process.

## Information Gathering

Data and information were gathered from a range of sources. This has been used to help identify needs and priorities, for SWOT analysis, and to shape the future for parks and recreation services. Information sources include:

Literature Review & Environmental Scan	• 14 Resources Reviewed
One on One Interviews	• 15 Interviews Completed
Focus Groups	• 5 Sessions Hosted
Community Survey	• 908 Responses
Site Visits	• 25 Parks and Facilities Visited
Open House	• 40 Guests in Attendance

## Literature Review & Environmental Scan

Several documents, reports, and plans were reviewed. The purpose is to:

- Determine corporate goals and priorities.
- Gather data about facility condition, usage.
- Review budget requirements and revenue.
- Assess current service levels, operational practices, agreements.
- Identify trends, issues, and external influences that might impact service delivery on the ten-year horizon.

Resources and references are detailed in Appendix A.

The review indicates that the City of Pembroke values its natural resources and the outdoor environment. It also recognizes the value of parks and green space and how they contribute to overall quality of life. Local priorities are clear, and they include:

- Consideration for universal design (accessibility)
- Strong financial stewardship and asset management is required to support parks and recreation services and infrastructure
- Long term plan needed for pool (re)development and associated fundraising requirements

Accessibility Policy and Plan	
Recreation Agreement with Laurentian Valley	
Official Plan	
Asset Management Plan (Non-Core)	
Building Condition Assessments	
Joint Community Safety & Wellbeing Plan Upper Ottawa Valley	
County of Renfrew Active Transportation Strategy	
Laurentian Valley Parks and Recreation Master Plan	
Provincial Policy Statement	
Health Unit Reports	
County of Renfrew Active Transportation Strategy	
Conty of Renfrew Trails Strategy	

When looking more broadly at what is happening at the regional, provincial, and national levels, there are common themes that have emerged.

There is a pressing need for consistent and sustainable funding for the maintenance and renewal of recreation facilities. Key organizations are lobbying for investment in this area. Inclusion, diversity, equity, and accessibility are also becoming increasingly important. The need to remove barriers – whatever they may be – is essential to ensuring that everyone has access to quality programs, services, and facilities. This is also informed by the growing number of new Canadians.



Attitudes toward recreation are changing. On one hand, the COVID-19 increased the overall appreciation for parks and recreation services – these were integral to supporting physical, mental, and social well-being during the pandemic, and as part of the post-pandemic recovery process. And yet, despite the clear benefit of physical activity, participation rates in programs are low. This can be attributed to individuals seeking more flexible recreation options that accommodate their lifestyle and schedule.

The role that parks, trails, and recreation services play in travel and tourism and in community economic development is also being acknowledged.

Finally, in reviewing the 94 Calls to Action included in the Truth and Reconciliation Report, there are nine actions that related directly to sport and recreation. By acting on these items, the City has an opportunity to demonstrate true reconciliation through its action. According to Census data (2021), and based on a 25% sample size, there are 1,750 individuals that identify as having Indigenous ancestry in the City of Pembroke (on the traditional territory of the Algonquin people).

Information Sources include, but are not limited to:

ParticipACTION
Parks and Recreation Ontario
Canadian Parks and Recreation Association
Rural Recreation Association
Canada Sport Policy Background Report (SIRC)
Truth and Reconciliation 94 Calls to Action

Local and regional (current and recent) planning exercises to consider that may align with the Parks and Recreation Master Plan include:

- Petawawa Parks and Culture Master Plan
- Pembroke Transportation Master Plan

## Community Engagement

Community engagement is the cornerstone of a good parks and recreation plan; this process acknowledges that community is not merely a passive recipient, but rather an active participant in shaping strategic goals and service delivery.

### One on One Stakeholder Interviews

One on one stakeholder interviews were held to allow for depth and breadth of understanding regarding: current recreation services; strengths, weaknesses, opportunities, and threats (SWOT analysis); and local priorities and needs. Information also contributed to the development of a vision and mission statement.

Interviews were conducted in person and by video calls between September 13 and December 15, 2023. A total of 15 interviews were completed.

### Focus Group Sessions

Focus Group Sessions were hosted through fall 2023. Several were hosted at the Pembroke Memorial Centre, Active 50+ Centre, Fellowes and Bishop High School, and Algonquin College Campus. Key audiences included seniors, youth, and user groups such as community organizations.

Sessions ranged from 40 minutes to two hours in length. K.A. Community Consulting and Leesure Innovations facilitated the sessions and engaged participants in learning conversations about themes such as SWOT, trends, needs, and priorities.

### Community Survey

A comprehensive Community Survey was prepared to ensure residents and others that rely on Pembroke's parks and recreation services had the opportunity to provide their insight and feedback as part of the planning process.

The survey was launched on September 25 and was open until November 17. It was available online as well as via paper copy. A total of 908 responses were received, mainly through the online portal.

### Participant Profile

Sixty-six (65) per cent of respondents identify as living in Pembroke as a full-time resident; 2% as a seasonal resident; and 33% live in a different municipality but use the City's recreational services. Other places of residency include Laurentian Valley (131) and Petawawa (70), with others from Beachburg and Eganville, among others.

All age groups were well represented. Over 25% of respondents reported an annual household recreation spend of over \$2000; conversely, almost 20% of respondents are spending less than \$499 annually for household recreational pursuits.



## Open House

In June 2024, preliminary recommendations were presented at an Open House. This event, hosted at the Pembroke College Waterfront Campus, allowed guests to review suggested strategic directions and actions that support these goals. Close to 50 participants attended and provided feedback. This information is used to help refine the goals and recommendations included in the Parks and Recreation Master Plan.

## Site Assessments

An assessment of Pembroke's parks and recreation facilities was conducted in late August. The purpose was to gather information about the existing condition of parks and indoor recreation facilities. This information will inform and prioritize recommendations.

The following data was collected for each facility (where possible): facility name, address, date and age of facility, general description, conditions and observations, programs and user groups, and possible recommendations.

Several images were captured at each site. A template of the data collection sheet can be found in Appendix H. The Facility Assessment for each park and indoor facility is also included in Appendix H.

## Fees / Budget

The table below presents data from audited financial statements from 2020 to 2023:

	2023	2022	2021	2020
<b>Revenue</b>				
<b>User Charges</b>		\$1,001,364	\$56,854	\$619,703
<b>Government Transfers</b>		\$547,749	\$531,943	\$579,186
<b>Gain fr. Disposal of Assets</b>		\$850	\$7,912	
<b>Deferred Revenue</b>				\$5,342
<b>Other</b>		\$32,811	\$5,920	\$625
<b>Total</b>	\$1,302,670	\$1,582,756	\$1,202,629	\$1,204,856
<b>Expenses</b>				
<b>Salaries, wages, benefits</b>		\$2,662,744	\$2,427,548	\$2,296,386
<b>Materials</b>		\$1,115,580	\$895,861	\$888,663
<b>Contracted Services</b>		\$256,362	\$268,695	\$209,048
<b>Amortization</b>		\$428,790	\$431,317	\$434,507
<b>Inter-functions adjustments</b>		\$6,698	\$6,166	\$6,060
<b>Total</b>	\$4,286,546	\$4,469,174	\$4,029,587	\$3,834,663
<b>BUDGET</b>	\$(2,983,876)	\$(2,886,418)	\$(2,826,958)	\$(2,629,807)

## Comparable Municipalities

Every municipality manages its parks and recreation services in the way that best meets its needs and priorities. However, there is no standard way in which parks and recreation services are provided. Given, that no municipality provides its services in the same way, using municipal comparators can only provide a general guideline in terms of how one might measure against another (e.g., types of facilities, cost recovery levels).

For the City of Pembroke's Parks and Recreation Master Plan, the municipalities listed below will be used as comparisons.

In some cases, they were selected due to total population, and in others, due to the nature of the recreational facilities provided. To ensure a healthy range of comparisons, three municipalities were used from within Renfrew County and three were selected from other areas within the province.

This information is used to inform Key Findings in the preceding section.

### Town of Renfrew

- Total Population: 8190

### Town of Arnprior

- Total Population: 9629

### Town of Petawawa

- Total Population: 18160

### City of Brockville

- Total Population: 22116

### Town of Perth

- Total Population: 6469

### Town of Bracebridge

- Total Population: 17,305

## Summary of Findings

The following provides a summary of data from all sources including literature review, environmental scan, and community engagement activities.

### SWOT Analysis

#### (S) Strengths

- Parks, trails, and the waterfront
- Active 50+ Centre
- Staff
- Good variety of recreation facilities
- Tournaments and events
- Pool and two arenas

#### (W) Weaknesses

- Aging facilities/infrastructure
- Communication in all areas
- Lack of space for indoor recreation opportunities
- Lack of staff
- Signage throughout the community
- Transportation issues

#### (O) Opportunities

- Creation of a multi-purpose indoor space, pool, dome, etc.
- Investing in facilities to extend their use and increase programming
- Online registration and facility rentals
- Increase programming opportunities
- Trail development (parking, signage, linkages, and safety)

#### (T) Threats

- Aging facilities and assets
- Increased homelessness, drug use and vandalism
- Balancing fees and revenue generation
- Staff burn-out and lack of succession planning
- Lack of long-term financial planning for facilities
- Lack of coordination of programming between city and among (service) providers

## Trends and Issues

The information gathering process brought to light five key trends and issues: Service Delivery, Health and Well-being, Climate and the Environment, Asset Management, and the Community Profile.

### Service Delivery

- Funding and Cost Recovery
- Partnerships as an opportunity to expand programming and facility access
- Human Resources
  - Attraction and retention
  - Succession planning
  - Training
- Volunteerism
  - Few people volunteering
  - Shift to short-term commitments vs long-term volunteer obligations
- Digital Transformation
  - Adaptation and integration of AI
  - Technology changes more rapidly than people can adapt
- Access and Accessibility.
  - Lack of facility space / challenging to access
  - Transportation / walkability



### Health and Wellbeing

- Heightened awareness of the benefits of active healthy lifestyles
- Increase in 'at risk' behaviours
- Low participation rates / low physical activity levels
- Participants seeking more unstructured opportunities that allow for flexibility
- Shift toward personal fulfillment and experience vs performance-based culture



### Climate and the Environment

- Impact of climate change
- Extreme weather events impacting program delivery
- Desire to protect and preserve natural spaces
- Seeking leadership from the municipality in terms of stewardship and sustainability



## Asset Management

- Recreational facilities are aging, and conditions are deteriorating
- Asset management planning requirements
- Lack of sustainable / consistent funding for maintenance and renewal
- Increase in demand for 'one-stop shop' (multi-purpose, multi-generational spaces) rather than stand-alone facilities



## Community Profile

- The portion of the population that is age 55+ is growing (26.6% age 65+) and is larger than the average percent of the population in Ontario and Canada.
- Inclusivity, Diversity, Equity, and Accessibility (IDEA)
  - Barrier free programs and facilities
  - New Canadians
- Truth and Reconciliation
  - The calls to action include at least 9 items that specifically address sport and recreation.



There are other emerging trends that should be monitored as they may have bearing on parks and recreational services. These include:

### Risk Management

- This includes safety of visitors, emergency preparedness, liability management, strong financial leadership, Joint and Several Liability, increasing insurance costs, appropriate training and education, and regulatory compliance.

### Future Readiness

- There is a need to prepare the sector in terms of data driven decision making, aligning key messages with stakeholders, keeping ahead of social trends and influencers, anticipating change, and educating those we serve.

### Childcare Crisis

- The recreation sector plays a crucial role in offering childcare options that are both affordable and accessible; there is economic benefit in supporting working families.

### Travel & Tourism

- As interest and demand grows for adventure tourism, there will be increased demand for parks, trails and natural spaces. Strategic investment in quality recreation facilities provides both community and economic benefits.



## Greatest Need & Priorities

The community has identified these items as those having the greatest priority:

### Indoor recreation space

- Youth designated space
- Seniors designated space
- Facilities and amenities such as pool, gym/courts, rink(s), and a variety of multipurpose programming spaces
- Adequate and accessible parking

### Funding and financial leadership

- Grants (to the city and from the city to support external service providers)
- Appropriate investment in facilities for maintenance purposes

### Access and accessibility

- Within the built environment through improved connectivity and transportation options
- Barrier free programs and services

### Active transportation and trails

- Trailhead development (parking, signage)
- Safety measures
- Cycling infrastructure

### Investment in waterfront and marina improvements

### Park improvements

- Increase services and amenities, field drainage, planting

### Seniors programming

### Support for community events

### Recognition programs

- To celebrate key community members, volunteers, local celebrities, etc.

### Covered sport dome or similar facility

- To extend seasonal recreation opportunities and engagements

## Points of Pride

The community was very clear about the things that they are proud of:



Parks, trails and the waterfront



Active 50+ Centre



School facilities



Variety of program options

## Vision

Conversations about what the future of parks and recreation services could look like tended to include the key words illustrated here. These will be used to help inform a new vision for Pembroke's parks and recreation services.

active quality  
partnerships  
vibrant community  
poolstrong healthy  
multipurpose  
economics  
accessibility

## Partners

In terms of partnerships, the information gathering process identified several priorities:

- Growing and fostering relationships with neighbouring municipalities
- The Public Library
- Active 50+ Active Living Centre
- BCG (formerly the Boys and Girls Club)
- Local schools including Fellowes, Bishops, and Algonquin College
- Pembroke BIA, and
- Exploring opportunities for partnerships (e.g., YMCA, public/private partnerships)

## Parks, Trails, and Open Spaces

- Parks, trails, and open spaces are incredibly popular and have high usage levels
- Trails and playgrounds are amenities used most frequently
- Key reasons why people might not visit parks, trails, or open spaces are because there are no amenities of interest to them or because they do not feel safe
- In general, the park system within the City is substantial with a significant investment required to maintain/upkeep all park assets. From parkettes and empty lots to regional parks, parkland is one of the biggest and most unique assets in the city. Consideration must be given on the best use of some properties moving forward.



## Parkland Distribution

Park Typology	Distribution	Target*
<b>Neighbourhood</b>	13 parks	0.4ha (1ac.) per 1000 persons
<b>Community</b>	5 Parks	1.2ha (2.96ac) per 1000 persons
<b>Regional</b>	4 Parks	2.4ha (5.93ac) per 1000 persons

Note: (\*) identified in the Official Plan

## Park Amenity Distribution

Pembroke's parks offer a range of amenities.

Park Amenity	Distribution
Amphitheatre	1
Ball Hockey Court	1
Baseball Diamonds	4
Basketball Courts	3.5
Bleachers	22
Horseshoe Pits	1
Mini-Putt	1
Outdoor Rink	2
Play Structures	8
Skateboard Parks	1
Soccer Fields	5
Splashpads	2
Tennis & Pickleball Courts	3
Trails (Kiwanis Way)	1
Pool	1
Lending Hub	1
Dog Parks	1

*Note: refer to AMP Non-Core for Estimated Useful Life and condition*



## Parkland Inventory

The City of Pembroke has a total of 22 parks. The following is a brief description of the existing inventory.

Facility Name	Description	Amenities
<b>Pembroke Waterfront</b>	Pembroke waterfront is a major recreation destination for many in the Ottawa Valley. It is a beautiful site on the Ottawa River just off Lake St. and Albert St. Every day, citizens are active along the trails, pathways enjoying waterfront views and beautifully landscaped gardens which exhibit local art, plants and hardscapes most of which is supported by the City and the local horticulture society.	Ottawa Valley Rail Trail crosses through this park, large parking lots, washrooms, amphitheatre, beach volleyball, play structures, boat launch and marina, gazebo, washrooms, food truck, park beaches, playground, multiples benches
<b>Riverside Park</b>	Riverside Park is another major recreation destination located at 961 Pembroke St. West for residents of Pembroke and the area and also acts as a major hub for camping, sport activities and water-based play such as boating, fishing, kayaking, etc.	Basketball court, 2 baseball diamonds (main 1 is lit with scoreboard), 1 lit softball field 1 dog park (former large baseball diamond), beach, boat launch, 2 gazebos with 6 picnic tables, 8 horse shoe pits, 9-hole mini putt, park benches, gravel/grass parking areas, 1 large playground with frame and engineered wood chips, 1 smaller playground with sand surfacing, and 5-6 play structure toys. There are more public washroom and laundry facilities near playground and trailer area. 9 mini soccer fields with bleachers, 4 full size soccer fields, 1 Youth field, 1 splash pad near river, 2 swing sets, tennis court, walking trails, Kiwanis Field House with washrooms, office space and community space upstairs, 1 large ball diamond turned into a dog park



<b>Kinsmen Park</b>	This community park and aquatic centre is located on Herbert St. in the heart of beautiful residential area next to a school. It has mature trees which provide some shade and is accessible with many residents walking children and dogs, playing in the park, enjoying pickleball, etc.	Aquatic centre, outdoor pool, baseball with bleachers and benches, lit field, storage garage, play structure and swing set, tennis and pickleball courts, 8 picnic tables, portable toilet, gazebo
<b>Rotary Park</b>	This beautiful community park is located on James St. in the middle of a residential neighbourhood, very walkable and accessible for the community that engages children and families through the splash pad, lending library, etc.	2 tennis courts, play structure, gazebo, splash pad, benches, portable toilets, community hall, open space/field – outdoor rink, 4 garbage cans, no cycling infrastructure
<b>Pansy Patch Park</b>	Pansy Patch Park is an absolute treasure situated at the end of Dickson St. along the river. This park is a point of pride for many residents being in town with a rural feel to it. It is walkable and accessible for most as citizens use it for daily walks with families, dogs, picnics, photos, etc.	Picnic tables, benches, Gazebo, large mature trees, entrance is steep, routing out, parking area and garbage cans across bridge
<b>Harvey Fraser Nature Park</b>	This nature park and trail area is located near the end of Cecelia St. It is a quiet nature area, accessible, walkable, and is close to other parks.	Trails, 1 garbage can, 1 bench and 1 bridge
<b>Rapids Skate Park</b>	This neighbourhood park sits at the corner of Albert St. and the entrance to Pembroke Waterfront. There is significant parking at the waterfront and is walkable to the park.	Ramps/rails, cement slab, picnic table, garbage cans, 1 bench, landscaping, Rapids signage, mature trees, etc. The skateboard community runs events, competitions and promotional tours to engage the community.
<b>Coronation Park</b>	This park is located at Pembroke St. East across the river from City Hall, the downtown core and to	2 garbage cans, 1 bench, community art project is part of community engagement with



	Pembroke Waterfront. It is a beautiful and desirable location enjoyed by residents and the community art in the park theme.	other local parks, 1 memorial fountain
<b>Memory Garden</b>	This park is located on a busy location on Mary St. It is designed with gardens and flowers in memory of Pembroke residents. It is walkable and accessible with pathways and trails that connect it to other residential areas.	Multiple pathways, 7 park benches, 1 garbage can, many gardens and flowers and landscaping, 1 pergola
<b>War Memorial Park</b>	This neighbourhood park sits at the corner of Pembroke St. East and Mackay St. and is a beautiful spot on a busy road and intersection in the downtown core close to City Hall.	Memorial park with 1 statue, 1 garbage can, 1 planter, 1 bench, 3 mature trees
<b>D'Youville Park</b>	Empty lot on D'Youville Rd. ½ way down D'Youville on the left side of the street	Empty lot that homes back on to in desirable area
<b>Golfview Park</b>	This park is located in a subdivision on Moss Dr. near the PACC. It is accessible and easy to walk to for families in the community. An additional subdivision plan behind the park has been initiated but appears to have stopped.	1 Play structure, 1 picnic table, 1 garbage can, 4 benches, 1 swing set, teeter totter, 1 safari truck structure
<b>Shamrock Park</b>	This neighbourhood park sits at the corner of Pembroke St. West and Moffat St. in the downtown area often displaying community art.	2 picnic tables, 1 bench, 1 garbage can and site of community art walk with some murals, busy parking lot downtown, landscaped gardens and the walkways are accessible
<b>Cecil Street Park</b>	This neighbourhood park is located on Cecil St. in a residential area backing on to a strip mall. It is fenced in and is walkable for those who live in the community	1 Basketball court, 1 Playground structure, 1 Swing set

<b>Hillcrest Park</b>	This park, located on Almira St. is in a walkable residential neighbourhood. This park is approximately 460' x 150'.	A swing set, 2 picnic tables, ½ basketball court, 1 garbage can, fenced in all the way around
<b>Alfred Street Park</b>	This neighbourhood park sits at the corner of Alfred St. and Cecilia St. on a small lot with three mature trees near Kinsmen Park.	1 garbage can, landscaped garden
<b>Dunlop Park</b>	This neighbourhood park sits at the corner of Herbert St. and Mackay St. It is a large lot approximately 264' x 120' on a steep hill in a desirable neighbourhood close to downtown, very walkable with paved path through the park.	Mature trees, 2 benches, 1 garbage can
<b>Lea Street Park</b>	This park is located on Lea St. in a residential area. It is accessible and walkable for community use.	1 Gazebo (27' x 27'), pathways and concrete slabs, 1 picnic table, 1 garbage can
<b>River Road Parkette</b>	This small parkette is located on River Rd. with limited use/empty lot.	Garden, mature trees, 1 garbage can
<b>Rondeau Park</b>	This neighbourhood park sits at the corner of Everett St. and Eganville Rd. on a busy intersection. It is a ceremonial park with a small trail down to the water/creek.	2 park benches, cement walkways, 2 light posts, mature trees, no garbage cans
<b>IOF Park</b>	This neighbourhood park/parkette is on a busy road near Townline Rd. and River Rd. as you enter Pembroke. It is close to the rail trail but it is difficult to access here without some infrastructure upgrade/cycling infrastructure.	Landscaped gardens, 1 garbage can, sidewalk/trail through area, 10 mature trees on lot Welcome to Pembroke sign
<b>McGee Street Parkette</b>	This smaller parkette is located at the corner of Boundary Road and McGee Street. It	Greenspace
<b>Whitewood Park</b>	This neighbourhood park is located at 211 Garden St.	Empty lot in corner of sub-division, access to other subdivision but there is no path or trail connecting the communities.

## Park Features - Condition

■ 1: Very Good ■ 2: Good ■ 3: Fair ■ 4: Poor

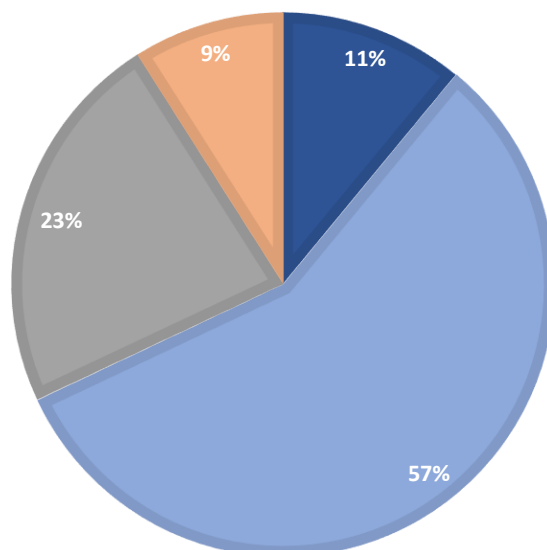


Figure 1: Parks and Outdoor Recreation Condition from the Asset Management Plan (Non-Core)

## Trail Inventory

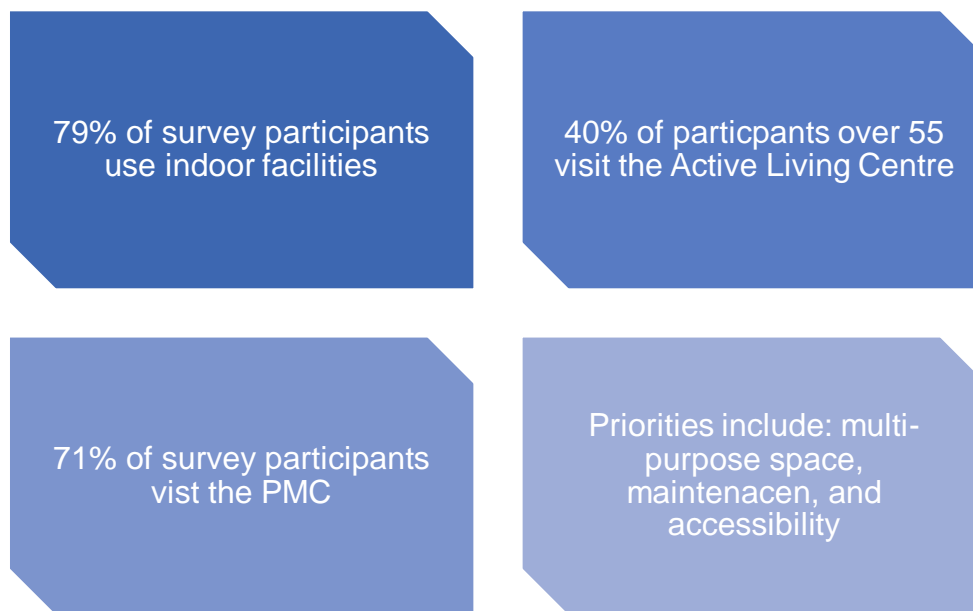
Facility Name	Description	Amenities
<b>Algonquin Trail</b>	The Algonquin Trail runs through Laurentian Valley and connects The City of Pembroke and the Town of Petawawa.	
<b>Ottawa Valley Recreational Trail</b>	The trail was built on the former Canadian Pacific Railway path. It is owned, managed, operated, and maintained by the by the County of Renfrew with some support by the City of Pembroke within its boundaries. It runs through the city near the Ottawa River. It consists of an approximate 3-metre-wide multi-use pathway of gravel for pedestrian and non-motorized modes of transportation and is actively used all year.	
<b>Kiwanis Walkway</b>	This 2.47km waterfront trail is located at Pembroke Waterfront with a paved pathway for biking, roller blading and walking. The walkway allows for connections to Riverside Park and provides for amazing views of the Ottawa River.	Parking Paved walkway Garbage cans Benches

Note: OVRT and Algonquin Trail not owned/operated/maintained by the City

## Indoor Recreation Facilities

Facility Name	Description	Amenities
<b>Pembroke Memorial Centre</b>	The Pembroke Memorial Centre is located at 411 Pembroke St. West in the downtown area. It was built in the early 1950's and hosts hockey, public skating, tradeshow, concerts, and various special events. The PMC is also host to the Pembroke Lumber Kings, a storied Junior A franchise with a facility capacity of 2443 persons	1 arena, large bowl spectator area with ability to walk, concession on upper and lower level Accessible building with features such as an elevator, automatic door openers, and washrooms Activity room that is used for programming and activities, rentals and occasionally used for spectating Bogie's Bar
<b>Kinsmen Park and Aquatic Centre</b>	Refer to parkland inventory	
<b>Pembroke and Area Community Centre</b>	The Pembroke and Area Community Centre is located at 40 Bennett St. in Pembroke. The rink was built in 1977 and has capacity of 1249 people. It is used by minor hockey, public skating, private rentals/hockey camps, schools, etc. Accessible building with features such as ramps, automatic door openers, and washrooms. Rentals are available for a variety of different occasions.	1 arena with stands, community room, 4 changerooms, bathrooms, 1 canteen, large gravel/sand parking lot.

- City facilities are aging, with initial construction dates as early as 1952. This is resulting in maintenance and operational challenges.
- There is general consensus that the City needs to examine its facility needs, recognizing that not everyone plays hockey.
- Indoor recreation facilities are well used:
  - PMC and pool are most frequented, with the 50+ Active Living Centre being very popular among older adults
- 35% are dissatisfied / 40% indicating they are satisfied with indoor facilities.



## Programs and Events

- Programs in the City are well used and well attended; skating, hockey, and swimming are among the most popular programs.
- To support uptake and increase participation, the City could explore:
  - Better quality facilities for programs
  - Increased promotion and awareness of opportunities
  - Considerations regarding variety and timing of programs
  - Affordability
  - Online registration (note: preliminary implementation began in late 2023)
- Many residents are accessing programs and recreation facilities outside the community; this is owing to:
  - Program or service not available in Pembroke
  - The program or facility is perceived to be better
  - The program or facility is closer to home
- Pembroke events are well attended; of note is the high rate of participation at the Santa Claus Parade of Lights, Canada Day, and Pembroke Community Expo.
  - Regarding improving the current line up, the survey shows interest in food related events, cultural events, seasonal events, and musical performances
- Events require increased resources from staff; there is interest in exploring event delivery methods to ensure adequate support is provided, while being cognisant of the costs/cost recovery and allocation of staff time.
  - Strong indication that events should be funded by both the City and by the event organizer

78% of survey  
respondants  
participate in  
recreation and  
leisure programs

50% access  
recreational services  
in other communities

Public Skating and  
Swimming are the  
most popular  
programs

70% of survey  
participants attend  
the Santa Claus  
Parade and Canada  
Day festivities

40% feel that parks  
are recreation  
services should be  
funded through a  
blend of taxes and  
user fees

70% feel that event  
costs should be  
shared between City  
and the Event  
Organizer

## Financial

- Over the last three years, the budget for Parks and Recreation has been fairly consistent, varying by only \$359,000 from 2020 to 2023 (recognizing that the 2020 budget would have been impacted by COVID-19 and associated program and facility closures)
- Cost recovery rates range from 30-35% over this same period.
  - It is important to recognize that full cost recovery may conflict with other priorities such as maintaining affordability and recognizing community benefit
- There is concern regarding non-resident fees becoming a barrier to participation.
- City has started to be more aggressive in creating recreation reserves so it can meet long-term investments and obligations (for example, major investments as identified in the Asset Management Plan).
- Rates and fees are somewhat lower than other municipalities.
- Generally, residents believe that parks and recreation services should be funded by balancing user fees and taxes.
- There is an indication that residents are willing to support parks and recreation services through:
  - Volunteering their time to help run programs or coordinate events
  - Contributing money to a capital campaign
  - Accepting an increase in fees for programs and facility use



## Other Findings

Other observations of interest include:

- The Parks and Recreation Planning process is needed to support active, healthy lifestyles while taking advantage of the spaces that do exist within the city.
- Communications and collaboration:
  - While residents largely get their information through social media; there is still a strong demand for print communication materials provided well in advance
  - A regional approach should be explored when it comes to program delivery and facility inventory
  - There is room to improve communications and coordination among recreation service providers
- Service provision is well perceived; staff follow-up with customer queries quickly and are found to be knowledgeable; satisfaction rates with customer service levels are good.
- There is strong demand for integration of technology, specifically online registration and facility bookings.
- Active transportation could be better supported.

**“Staff are very friendly and accommodating”**

**“I have had phenomenal interactions with staff”**

**“The people I interact with are always professional and courteous”**

## A New Vision

Mission, vision, and values statements were developed from learning conversations and reflecting on goals and priorities. These should be adopted to guide and inform parks and recreation services for the term of this plan.

### Vision

To cultivate a vibrant, healthy, and active community in the Heart of the Ottawa Valley by providing accessible, high-quality, and multi-purpose recreational spaces that foster partnerships and enhance the quality of life for all residents.

### Mission

Our mission is to deliver exceptional parks and recreation services that promote physical activity, inclusivity, and community well-being. We are committed to creating and maintaining diverse and multi-functional recreational facilities that reflect the needs and aspirations of our community, encouraging partnerships and ensuring accessibility for everyone.



## Values

These will guide staff and Council in plan implementation and service delivery:

### Accessibility

- Ensuring all facilities, programs, and services are accessible to everyone, regardless of physical abilities, age, or socio-economic status.

### Inclusivity

- Fostering a welcoming environment where all community members feel valued and included.

### Community Engagement

- Actively involving residents in the planning, development, and implementation of parks and recreation initiatives.

### Communication

- Maintaining transparent, timely, and effective communication with the community and stakeholders.

### Sustainability

- Promoting environmental stewardship and sustainable practices in all parks and recreation activities.

### Leadership

- Demonstrating proactive and visionary leadership in the development and management of parks and recreation services.

### Health and Wellness

- Enhancing the physical, mental, and social well-being of all community members through recreational activities.

### Collaboration

- Building strong partnerships with local organizations, businesses, and other governmental bodies to enhance service delivery.

### Quality

- Providing high-quality facilities, programs, and services that meet or exceed community expectations.

### Innovation

- Encouraging creative solutions and embracing new technologies to enhance parks and recreation services.

### Respect

- Valuing the diversity and individuality of all community members, treating everyone with dignity and respect.

### Safety

- Prioritizing the safety and security of all parks and recreation facilities and programs.

## Big Moves

By creating this plan, the City of Pembroke can shape the future of its Parks and Recreation Services. These Big Moves will drive the City toward its vision of an active, healthy community. Based on community feedback and data, the Moves capitalize on strengths, seize opportunities, address weaknesses, and tackle potential threats.



## 1: Create a Recreation Destination

- Explore the feasibility of creating a new regional multi-purpose recreation facility with an aquatics and wellness focus; include mixed-use hubs and quality indoor spaces where the community can gather and play and visitors can experience and enjoy trail systems and water access. These elements would connect recreation opportunities for the community and contribute to economic growth. A new recreation site would provide enhanced indoor recreation facilities and services by supporting accessible and inclusive experiences while progressively increasing the city's leadership role. Further exploration, by means of a Feasibility Study, would be required to determine the preferred site, partners, costing, etc. and to determine to what degree this endeavour may be achieved.

## 2: Invest in Staffing Capacities to Deliver Quality Recreation Services

- To better serve the residents of the City of Pembroke and to ensure safe and reliable delivery of recreation services, consider increasing staffing capacities; this is essential to the department for operations, programming, applying for funding, and for the implementation of partnerships in the provision of additional recreation programming for indoor use.

## 3: Deliver Strong Programs and Services

- Expand recreational programs and options offered by the city to meet the diverse needs of the community and explore improvements to service delivery such as promotional strategies for the broader community. A strong and robust staff team is critical to this advancement, further supported by a solid volunteer base and strategic partnerships for program delivery. An investment in staff, recreation spaces, and additional resources (e.g., materials and equipment) is required to fully realize this goal.

## 4: Manage Assets with a Long-Term Lens

- Monitor the city's assets in a strategic and structured manner to determine the best course of action for future investment while considering community input (e.g., through a referendum) in future indoor recreation facility investment. Additionally, establish a strong financial plan to support long-term maintenance and renewal of major recreation infrastructure.

## 5: Become Leaders in Environmental Stewardship and Climate Adaption

- Recognizing the value of its natural environment, Pembroke has taken strides to safeguard its parks and trails and to ensure that residents and visitors are easily able to navigate through the vast greenspace available in the city. Now, Pembroke needs to adopt different operating strategies to mitigate the effect of extreme weather and climate impacts to parks and recreation services.

## Recommendations

The following recommendations are categorized following the key thematic areas as identified in the Information Gathering Phase: Asset Management, Service Delivery, Climate and the Environment, and Health and Wellbeing.

Each section includes a brief description of findings such as opportunities, challenges, possible partnerships, or needs as identified by the community. Following the overview, strategic directions are listed with a series of supporting recommendations.



## Asset Management

### Setting the Stage

The future of recreation in our community hinges on addressing some key issues. One pressing concern is the impact of aging infrastructure on program offerings. Deteriorating facilities can limit the types of activities we can provide, both now and in the foreseeable future. This necessitates a proactive approach to maintenance and potential upgrades.

Residents' desires are also evolving. They're increasingly interested in multi-purpose facilities. These one-stop shops cater to a wider range of needs and interests, offering something for everyone under one roof. This approach can promote social interaction and create vibrant community hubs.

However, creating and maintaining such facilities requires a strong financial plan. A sustainable approach to funding is crucial to ensure long-term viability. We need to explore innovative solutions, such as public-private partnerships or user fees, to supplement traditional funding models.

The importance of parks and recreation extends beyond leisure activities. These services and their infrastructure play a vital role in local economic development. Well-maintained parks and diverse recreational opportunities attract residents and businesses, contributing to a thriving community. By investing in recreational infrastructure, the City is not just investing in fun and wellness, but in the economic well-being and future of our community.

Moving forward, we must find a way to balance resident needs with long-term sustainability. By addressing aging infrastructure, embracing multi-purpose facilities, and securing sound financial planning, we can ensure that parks and recreation remains a cornerstone of our community's health and economic vitality.

### Strategic Direction and Recommendations

Pembroke envisions a future where parks and recreation services are not just enjoyable, but also sustainable over the long term.

#### Expanding Access to Recreation

We recognize the importance of both indoor and outdoor recreation facilities. We will explore various avenues to secure access to indoor spaces, whether through proactive maintenance of existing facilities, strategic new construction projects, or innovative partnership initiatives. By expanding access to diverse recreational options, we cater to the needs of all residents, regardless of weather or season.



- AM1 Continue to improve navigability such as installing active transportation infrastructure, improving pedestrian corridors, and way-finding signage
- AM2 Obtain an Ontario Trails Council membership to allow for more fulsome access to OTC resources and trails support
- AM3 Improve connectivity with trail systems between existing greenspaces, and the business core
- AM4 Continue to support programs and events that bring residents and visitors to parks and the business core
- AM5 Generate standards for park maintenance and renewal (e.g., bench maintenance, lighting updates)
- AM6 Reconsider the location of the dog park (allowing the space to be reallocated for better usage)

### Investing in the Future

Long-term planning is critical. We will develop a comprehensive strategy for the maintenance, operation, and renewal of major infrastructure. This ensures our parks and facilities remain functional, safe, and inviting for future generations.

- AM7 Be consistent in trailhead development aiming for a minimum standard (signage, seating, waste disposal, parking)
- AM8 Assess financial benefits and ROI on campground; consider closing and repurposing this land
- AM9 Invest in a business plan for the marina that considers usage patterns, service options, revenue streams; and that considers non-motorized boating options
- AM10 Create outdoor recreation standards for minimum requirements for each of the three parks classifications (e.g., seating supply, signage)
- AM11 Explore underutilized parkland (consider repurposing parkland, development or disposition (providing existing and available parkland meets city targets as provided in the Official Plan))
- AM12 Make improvements in a dedicated park to address the needs of families with neurodivergent children (e.g., enclosed space, quiet areas, communication boards)
- AM13 Renew existing Shared Use Agreements and create new agreements where none currently exist

AM14 Foster partnerships that allow for return on investment (e.g., Silver Stick) and that support access to indoor recreation spaces

AM15 Create appropriate storage space to support departmental operations

AM16 Utilize Asset Management software to support long-term planning, maintenance cycles, resource allocation, etc

AM17 Use data (through recreation software) to inform future decisions (e.g., cost recovery levels, usage statistics, customer satisfaction)

AM18 Create Commemorative Bench and Tree Planting policy

### **Prioritizing High-Impact Investments**

We will prioritize strategic investments in park assets, focusing on areas with the potential for high return on investment (ROI). This allows us to optimize resource allocation, ensuring the greatest impact on resident needs and overall community benefit.

AM19 Explore options for Riverside Park and the waterfront as a regional attraction to support economic development (tourism, hosting sport tournaments) as well as allow for the provision of additional active and passive outdoor recreation and leisure activity (e.g. pickleball, cricket)

AM20 Continue to enhance services and amenities that support the end-user experience (e.g., access to washrooms, seating, refreshments)

AM21 Invest in capital improvements to extend the life of existing recreation infrastructure

AM22 Invest in new (multi-purpose) recreation infrastructure

AM23 Support local fundraising committees to help them reach financial goals and support capital campaigns (e.g. communications and marketing, offering prizes for raffles such as free admission to public skating, or event support within available resources)

AM24 Look to other sources of revenue to support investment in infrastructure such as naming rights and sponsorships

## Service Delivery

### Setting the Stage

The City is experiencing a wave of positive sentiment as residents express their appreciation for programs and services offered, highlighting their value. Staff are being recognized for their responsiveness and are seen as true community assets.

However, some challenges lie ahead. Recovering costs associated with major investments in recreation facilities and infrastructure is a growing concern. Long-term planning is essential to ensure the sustainability of these projects.

Technology presents both challenges and opportunities; its rapid evolution demands adaptation, but also opens doors to improvements and efficiencies. By embracing digital tools, the City can streamline services and make them more user-friendly for residents.

Collaboration is a cornerstone of effective service delivery. The City acknowledges the importance of building strong partnerships with external organizations and fostering a robust volunteer base. This will allow the City to better serve residents.

A clear message has emerged: the desire for accessible recreation spaces. Easy navigability within these areas is a top priority. By addressing these needs, the City can create a more vibrant and active community where residents can connect and thrive.

### Strategic Directions and Recommendations

Pembroke envisions a future where parks and recreation services flourish, enriching the lives of all residents. This vision rests on five key pillars.

#### Financial Sustainability

We are committed to responsible fiscal management, improving cost recovery rates and building strong reserves. This ensures long-term stability and the ability to invest in future generations' recreational needs.

- SD1 Review, add and update rates and fees to improve cost recovery, to align with comparable municipalities, and to increase reserves
- SD2 Continue to Build Reserves
- SD3 Apply for Grant Funding as staff capacity allows and/or as volunteer grant writers are secured
- SD4 Explore underutilized parkland (consider repurposing parkland, development or disposition (providing existing and available parkland meets city targets as provided in the Official Plan))



SD5 Update/Create Cost Sharing Agreements

SD6 Plan for a review of this Parks and Recreation Master Plan in five years

### **Expanding Opportunities**

Through partnerships, we will cultivate a vibrant network of program options and recreational spaces. By collaborating with community organizations and leveraging external resources, we can meet the diverse needs and interests of our residents, making recreation accessible to all.

SD7 Explore partnership opportunities for public and private organizations to support program delivery and infrastructure investment

SD8 Improve collaboration with partners by hosting annual meetings to review program delivery and facilitate communications

SD9 Enter into formal agreements to increase access to indoor recreation space (e.g. schools, BGC) so that programming options can grow (based on staff capacity)

SD10 Inventory non-municipal recreation facilities that may be accessed for program purposes

SD11 Create / update a Community Partnership Policy that defines roles and responsibilities related to programs and events; and includes a funding mechanism to support community driven program and events

### **Empowering Our People**

Investing in and expanding our staff is paramount. We will provide ongoing training and professional development opportunities, fostering a team of highly skilled and passionate individuals. We will also strengthen our volunteer base, creating a collaborative environment where volunteers feel valued and contribute meaningfully.

SD12 Update the departmental org chart and job descriptions to better align with service delivery

SD13 Increase staffing levels to support operations and service delivery while reducing risk

SD14 Continue to develop and implement processes to facilitate staff attraction and retention (e.g., salary review, training opportunities, allocated staff space)

SD15 Build and foster the volunteer community (e.g., through policy and capacity building exercises) and continue to recognize volunteers in the community

## **Innovation and Efficiency**

Technology will be a cornerstone of our strategy. We will embrace digital solutions to streamline operations, improve communication, and enhance the user experience. This allows us to allocate resources more effectively and better serve residents.

SD16 Fully implement recreation software to support program registration, facility rentals, and online payments

SD17 Use digital/online tools to improve communications

SD18 Adopt Artificial Intelligence (A.I.) to support staff efforts (e.g., creating marketing content, analyzing data, customer service portal)

SD19 Improve access to Wi-fi in public spaces to enhance end-user experience and to support administrative functions offsite (e.g., parks, marina, campground, arenas, and other recreation facilities)

## **A Welcoming Environment**

Pembroke embraces the principles of Inclusion, Diversity, Equity, and Accessibility (IDEA). We are committed to creating parks and recreation services that are welcoming and accessible to everyone, regardless of age, ability, background, or socioeconomic status. By fostering a sense of belonging and inclusivity, we can create a stronger, more vibrant community.

SD20 Continue to advance Accessibility for Ontarians with Disabilities Act (AODA)

SD21 Support action that celebrates diverse cultures

SD22 Create inclusive spaces and programs (as capital budget and staff capacity allows) (e.g., gender neutral, barrier free, accessible, age-friendly)

SD23 Foster opportunities for new Canadians recognizing challenges with language and culture that may impact participation and engagement



## Climate and the Environment

### Setting the Stage

Pembroke is a town deeply woven into the fabric of the natural world. Residents cherish their expansive parks, winding trails, and sparkling waterfront. These outdoor spaces are more than just scenery; they're the lifeblood of the community. Families picnic under towering trees, children chase butterflies along wildflower-lined paths, and joggers find solace in the rhythmic crash of waves. Pembroke's identity is intertwined with its natural beauty.

However, climate change and extreme weather events are posing a significant threat to Pembroke's beloved outdoor havens. Once predictable weather patterns are becoming erratic, bringing intense storms, prolonged droughts, and unpredictable temperature fluctuations. These changes are taking a toll on the very resources that define Pembroke. Flooding from heavy rains can damage trails and erode park grounds. Droughts can stress trees and wildlife, leaving behind a parched landscape. Rising water levels threaten the delicate ecosystem of the waterfront, jeopardizing the recreational activities there.

The very foundation of Pembroke's identity – its connection to nature – is under siege. This new reality demands a proactive response. Pembroke can no longer afford to be a passive observer. The City needs to become a steward, actively safeguarding its natural treasures. This involves implementing sustainable practices such as planting native species that are more resilient to climate change, and investing in infrastructure that can withstand extreme weather events.

The fight to protect Pembroke's outdoor spaces requires collaboration between residents, local government, and environmental organizations. By working together, Pembroke can ensure that future generations continue to experience the joy and serenity of their beloved parks, trails, and waterfront. The town's connection to nature is not just a cherished tradition; it's a vital part of its future.

### Strategic Direction and Recommendations

Pembroke envisions a future where parks and recreation safeguard the natural world. The city aims to foster environmental stewardship, increase access to natural spaces, and adapt to climate change. Engaging programs, especially for youth, will promote a lifelong appreciation for the outdoors, enhancing physical and mental well-being. Collaboration among residents, local government, and environmental organizations is crucial to protect these spaces. By being proactive, Pembroke can ensure its natural treasures remain vibrant and accessible, creating a healthy and sustainable future.



### **Stewards of Our Environment**

Pembroke aspires to be a leader in environmental stewardship. We will actively protect our natural spaces, implementing sustainable practices and promoting environmental education. By fostering a culture of respect for nature, we ensure the continued beauty and health of our parks for future generations.

- CE1 Begin to apply earth friendly practices in day-to-day operations (e.g., recycling, automatic lighting, turning off computer monitors at end of day)
- CE2 Install garbage/recycle combination bins at strategic locations for public use; consider supporting composting programs
- CE3 Install EV charging stations and parks and public buildings
- CE4 Work with local environmental leaders (conservation authority, local field naturalists, Algonquin College) as partners in environmental education

### **Bridging the Nature Gap**

Recognizing the growing concern of "Nature Deficit Disorder," we will prioritize providing easy access to natural spaces. This includes creating a network of well-maintained trails, parks, and green spaces within walking distance for most residents.

- CE5 Create opportunities for residents to recreation in an outdoor environment through strong trails systems, storywalks, well maintained parks, pedestrian corridors, etc
- CE6 Host or co-host programs that take place in an outdoor setting such as day camps or guided hikes

### **Adapting to a Changing Climate**

Climate change presents a significant challenge to our natural spaces. Pembroke will embrace progressive and innovative measures to mitigate the impact of climate change on our parks and recreational resources. This could involve implementing drought-resistant landscaping, utilizing sustainable water management practices, and exploring strategies to protect vulnerable ecosystems from changing water levels or extreme weather events.

- CE7 Use trees as a natural shade solution, and support initiatives such as 'Restore the Canopy'
- CE8 Plant local native species (considering tree planting and ornamental / decorative beds)
- CE9 Support active transportation options as a mechanism to reduce greenhouse gas (GHG) emissions

- CE10 Implement LEED standards and principles when undertaking major facilities investments
- CE11 Support the efforts of Emergency Services and the Community Emergency Management Group (CEMC) insofar as it impacts parks and recreation services
- CE12 Monitor changing weather patterns as this impacts service delivery (e.g., warmer winters make it difficult to maintain outdoor rinks; early spring results in demand for earlier installation waste cans in parks when staff are still attending to winter operations; cost to maintain ice in arenas)

## Health and Wellbeing

### Setting the Stage

Recreation can serve as a preventative measure against rising at-risk behaviors within the region. By offering positive outlets for people to connect, challenge themselves, and find enjoyment, we can create a more resilient community where healthy choices are encouraged.

The evolving landscape of recreation demands innovative approaches. By understanding the changing motivations and resident needs, we can develop programs and services that address public health concerns and contribute to a vibrant and thriving community.



### Strategic Direction and Recommendations

Pembroke envisions a future where recreation is not just an activity, but a vital force that fosters a healthier, safer, and more connected community. We strive to achieve this vision through four key goals that go beyond leisure. We seek a community where recreation becomes a catalyst for positive change. By promoting healthy lifestyles, fostering connections, supporting our elders, and ensuring safety, we can build a Pembroke where everyone feels empowered to live a happy and fulfilling life.

#### Promoting Active and Healthy Lives

We will encourage a diverse spectrum of passive and active recreation opportunities, catering to the various needs and abilities of our residents. From serene walking trails to energetic sports leagues, we aim to support healthy lifestyles by encouraging physical activity and mental well-being.

- |      |  |
|------|--|
| HWB1 | Continue to promote the benefits of recreation through regular ongoing communications  |
| HWB2 | Increase staff levels to offer more direct programming options in response to community needs and interests (e.g., instructor led programs such as yoga, seniors' fitness, youth basketball)                                   |
| HWB3 | Engage the local medical community (e.g., Family Health Team) in promoting the benefits of an active lifestyle or through 'prescribing' recreation   |
| HWB4 | Maintain parks and trails to a high standard as they provide a mechanism for passive and spontaneous recreation (consider accessibility, all ages and users, provision of seating and shade shelters, consistent signage, etc) |
| HWB5 | Continue to invest in and grow the Lending Hub as a community resource   |

- HWB6      Use evaluation/metrics to gauge effectiveness of parks and recreation services; and to provide mechanism for ongoing feedback related to service delivery

### **Building Strong Connections**

We believe that strong community connections can help mitigate at-risk behaviors. We will foster these connections by creating inclusive programs and events that bring people together. By fostering a sense of belonging and positive social interaction, we empower individuals to make healthy choices and build a supportive network.

- HWB7      Identify and act on opportunities to increase the program supply in the community through partnerships
- HBW8      Ensure communications and connectivity with the vulnerable population through accessible communications and programs
- HWB9      Support efforts of the local task force addressing at risk behaviours where possible within existing capacity

### **Embracing Our Valued Elders**

Pembroke recognizes the importance of creating a welcoming and supportive environment for older adults. We will develop programs and activities specifically designed to cater to their interests and needs. Additionally, accessible park spaces and amenities will enhance their ability to participate in activities and remain connected to the community.

- HWB10     Recognize the needs of older adults in the community as this portion of the population continues to grow
- HWB11     Support the initiatives of other internal departments should they undertake Age Friendly Community Planning

### **Ensuring a Safe Space for All**

Safety is a paramount concern. We will address safety and risk concerns by implementing proactive measures like well-lit parks, security patrols, and educational programs. By creating a safe environment, residents feel comfortable and encouraged to participate in all that our parks and recreation services offer.

- HWB12     Adopt and implement the principles of Crime Prevention Through Environmental Design (CPTED) (e.g., lighting, maintaining sight lines)
- HWB13     Create dedicated youth space with strong adult allies
- HWB14     Use community gardens and food forests as a means to address food security issues in the community

## Implementation

This Plan is intended to provide direction to staff and Council through to 2034. This section discusses prioritization of actions, funding strategies to support implementation, and recommendations for monitoring and evaluation of the Plan as it is executed.

## Timing and Prioritization

By approving this Plan, the City is providing guidance on community priorities and setting a general course for meeting those needs as they are presently defined.

The timing of the actions proposed in this Master Plan recognizes the need for phased implementation and/or outside funding sources, as some recommendations are based on what is needed and not necessarily what may be financially achievable by the City. This Plan will be reviewed to identify areas where the availability of resources may affect the timing of implementation. Analysis of implementation options and budget implications should be undertaken prior to approving major projects.

The City should make every reasonable effort to implement these strategies through appropriate and acceptable means. The full implementation of this Plan will require municipal financial contributions, use of grants, fundraising, and collaboration with community partners.

Determining priorities is an exercise that should be revisited each year prior to the City's capital and operating budget development exercise. It is expected that the City will make decisions on individual projects and funding sources annually through the budget process. It should be noted that while some recommendations result in a 'spend', there are many others that should result in new efficiencies and more effective use of resources that may be reallocated to offset these new expenses.



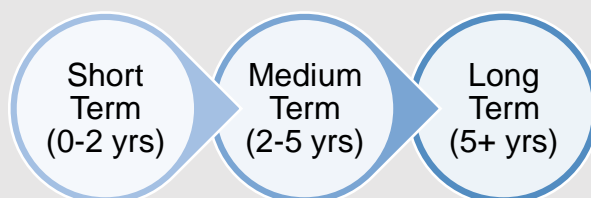
In addition to funding availability, factors that might change priorities year to year may include:



Priority has been determined based on an assessment of need, as identified throughout the planning process (including public engagement, trend and demographic analysis, assessments of amenities and services, etc.). Generally, municipalities seek to address the widest range of needs and achieve maximum community benefit through the efficient use of resources.

Actions in the Implementation Framework (Appendix L) will be prioritized as follows:

- **Short-term Goals (0-2 years):** Focus on quick-win projects and initiatives that can be implemented within the first two years, such as trail maintenance, minor park improvements, and community events.
- **Medium-term Goals (2-5 years):** Implement larger-scale projects and infrastructure developments, such as the construction of new recreational facilities or the expansion of existing ones.
- **Long-term Goals (5+ years):** Continue to monitor and adapt the plan as needed while pursuing long-term initiatives, such as land acquisition for conservation and recreation purposes or the establishment of regional partnerships.



## Funding Strategies

There are many potential funding sources and several funding opportunities for capital investment (in addition to direct taxation) identified below. The City's long-term financial plan is an important part of the budgeting framework as it is designed to encourage financial sustainability and should be referred to when making capital decisions.



## Municipal Reserves

Municipal reserves are funds set aside from tax dollars or other revenue sources for specific projects. Industry standards suggest allocating 2% of the capital value of assets annually to a reserve.

## Fundraising, Donations, Sponsorships, and Naming Rights

The ongoing costs of maintaining and constructing parks and facilities are substantial, placing pressure on future municipal budgets. To be creative and engage the community, the City should seek assistance and support from external sources to contribute towards the construction and/or operation of facilities and park amenities.

Past practice demonstrates that many local user groups and service clubs have collected donations and/or participated in fundraising for new facilities. Creating a policy around naming rights and seeking key locations/supporters for implementation is another mechanism to create another revenue stream.

## User Fees and Surcharges

User fees for parks and recreation services fluctuate. In some cases, there are no fees charged at all (e.g., hall and field rentals for non-profit/community benefits like parks and playgrounds), and high fees charged for those that allow dedicated access and provide benefits to distinct individuals (e.g., for-profit rentals). In Pembroke, an increase in user fees (e.g., for a project-specific surcharge) could be used to offset the costs associated with capital upgrades.

## Debenture Financing

Debentures offer a funding option but can be expensive and impact future borrowing rates. This financing should only be pursued if other alternatives are unavailable.

## Ongoing Government Programs

An ongoing government initiative, the Federal Gas Tax Fund, furnishes municipalities with a sustained financial resource earmarked for the development and restoration of essential public infrastructure such as roads, bridges, water systems, and recreational amenities like trails and bike lanes. This fund could potentially enable the City to channel resources towards enhancements in parks and recreational facilities.

## One-Time Grants

Municipalities often seek financial support from upper levels of government for major municipal capital projects.

One example is Ontario's Community Sport and Recreation Infrastructure Fund, investing up to \$200 million over three years to support Ontario's growing communities with new and revitalized local sport and recreation facilities (announced April 2024).

Funding will be delivered through two streams:

- Repairing and upgrading existing sport and recreation facilities into more accessible, state-of-the-art facilities that better suit the community's needs.
- Building new and transformative sport and recreation facilities, including replacing existing facilities that have reached the end of their lifespan and are beyond repair.

The presence of an approved Master Plan is often a requirement to securing grant funding, which positions the City of Pembroke well for this one-time fund. Additional staff resources may be required to assist with monitoring and applying for grants.

## Partnerships

The City may consider engaging in collaborations or partnerships with the private sector, non-profit sector, or other levels of government to develop and/or operate various facilities and services to maximize benefits to the community. The City has had great success working in partnership with others in the past and could explore additional partners in this regard.

## Cooperation between Municipal Neighbours

Cooperation between municipalities is important to the effective delivery of recreation and parks services, especially for rural communities throughout Ontario. Each municipality can benefit from various types of cooperation, including joint services agreements that allow cost-efficient access to services by residents in another municipality. The City may benefit from continued discussions with its municipal neighbours regarding the gathering of data, including annual numbers/users/residents who use municipal neighbour facilities and programs. This would assist greatly in future service planning for the city.

## Monitoring and Evaluation

The City must consistently review and evaluate the proposed actions outlined in the Recreation Master Plan to ensure alignment with community needs. This necessitates the ongoing monitoring of various data sets including annual usage statistics, resident engagement with municipal facilities and programs, activity trends, user satisfaction levels, and regular dialogue with community organizations. Additionally, annual reporting on the Plan's implementation is imperative. These measures facilitate adjustments to resource allocation and priority setting as outlined in the Plan.

Conducting a thorough review of the Plan demands a dedicated commitment from all staff involved in the planning, financing, and delivery of parks and recreation services, as well as from the Council. The following procedural steps can guide the annual review process:

- Evaluation of the preceding year's activities, encompassing the implementation of recommendations, progress on capital projects, efficacy of new and existing initiatives, fluctuations in participation rates, and any feedback or issues raised by the public and community groups.
- Identification of potential challenges and opportunities anticipated in the forthcoming year, including financial and operational considerations.
- Preparation of a comprehensive staff report delineating the prioritization of short-term projects. This involves determining which initiatives should be pursued in the upcoming year, guided by predetermined criteria such as financial constraints, community input, and partnership opportunities.
- Transparent communication with staff and the Council regarding project statuses, the rationale behind prioritization criteria, and the roster of projects slated for implementation in the ensuing year.
- Submission of budget requests or revisions as deemed necessary to support the proposed projects and initiatives.

By adhering to this structured review process, the city can ensure that its parks and recreation services remain responsive to the evolving needs and aspirations of the community.

## Summary

Creating a Parks and Recreation Master Plan is crucial for ensuring efficient delivery of services that cater to local needs and priorities, while adhering to relevant legislation and adopting best practices. Through rigorous research, collaboration, and strategic planning, this Plan focuses on key areas and propose actionable initiatives that foster an active, healthy community.



## Key Achievements

Significant milestones achieved during the planning process include:

- Conducting a thorough assessment of community needs, preferences, and challenges.
- Developing a comprehensive action plan that addresses strategic areas identified in the assessment phase.
- Engaging stakeholders across various sectors, including local agencies and community organizations, to promote collaboration and collective action.
- Incorporating evidence-based practices and successful strategies from similar communities to inform our approach.
- Prioritizing inclusivity, accessibility, and equity to ensure broad community benefit from proposed initiatives.

## Next Steps

Moving forward, the focus will be on:

- Collaboratively implementing the action plan with key stakeholders, leveraging their expertise, resources, and networks.
- Continuously monitoring and evaluating initiatives to track progress, identify challenges, and make necessary adjustments.
- Sustaining community engagement to gather feedback, prioritize evolving needs, and maintain responsiveness.

## Conclusion

Successful execution of the Parks and Recreation Master Plan hinges on addressing challenges, capitalizing on opportunities, and executing recommendations outlined in this document. By emphasizing community involvement, sustainable growth, and strategic alliances, the City of Pembroke can cultivate dynamic recreational spaces that enhance the well-being of both residents and visitors.

## Appendices

- A. Literature Review
- B. One on One Interviews
- C. Focus Groups
- D. Community Survey
- E. Site Visits
- F. January Council Update
- G. Open House
- H. Implementation Framework



## Appendix A: Literature Review and Environmental Scan

Several documents, reports, and plans were reviewed. The purpose is to:

- Determine corporate goals and priorities
- Gather data about facility condition, usage
- Review budget requirements and revenue
- Assess current service levels, operational practices, agreements
- Identify trends, issues, and external influences that might impact service delivery on the ten-year horizon

### Internal Documents

#### Accessibility Policy and Plan

In June 2005, the Ontario Government passed the Accessibility for Ontarians with Disabilities Act (AODA), setting the goal of a fully accessible Ontario by 2025. The Accessibility Policy and Plan outlines the process by which the City will identify and remove (where possible) barriers to access for persons with disabilities. This includes the Accessibility Advisory Committee's role and activities such as facility audits with recommendations for improvements, and making ensuring services are accessible.

#### *Relevant to PRMP*

- Lends to creating barrier free opportunities by identifying areas of improvement and implementing solutions, including improvements to the physical environment or accessible communications and service delivery
- Provides a mechanism by which volunteer members of the committee can work with the City
- Supports the rationale for accessible parks and recreation services

#### Recreational Agreement with Laurentian Valley

The Recreational Agreement with Laurentian Valley was adopted in 2011 under By-law Number 2011-60. This cost sharing agreement allows residents of Laurentian Valley to access recreation facilities in the City of Pembroke at no additional fees in exchange for an annual fee transfer.

#### *Relevant to PRMP*

- Demonstrates willingness of both municipalities to enter into agreements for the benefit of their residents
- Opportunity to review/update partnerships (partnership agreements) with neighbouring municipalities in the region to improve access to recreational services in the region

#### Official Plan

The City of Pembroke's Official Plan was adopted by Bylaw in 2016, and amended in 2023. It is a statutory document that outlines policies and land-use planning goals. It serves as a guiding document, providing a framework for managing growth,

development, and land use within the City addresses items such as land use designations, density, environmental protection, and public participation.

#### *Relevant to PRMP*

- Recognizes the value of the Ottawa River as a significant asset related to parks and recreation services; references a comprehensive waterfront development plan
- Objectives of the plan are numerous and include: provision of an adequate supply of open space and recreation facilities; protection and promotion of natural spaces; development allows for active transportation; and, that growth is balanced and causes no undue financial burden be placed on the residents of the city
- Addresses climate change and calls for adaptation that recognizes this impact including extreme weather and natural hazards
- That parks and open spaces are an important part of the community fabric and that adequate provision of parks is provided to meet the recreation and leisure needs of the community
- Defines parkland classifications and requirements
- Outlines permitted uses of waterfront areas
- Discusses the provision of and standards for recreation trail systems, recognizing their benefit in connecting the community and for physical activity, with specific reference to the former CP and CN rail lines
- Includes adaptive reuse of buildings and references co-location of public services where feasible to promote cost effectiveness and access to transportation

#### *Asset Management Plan (Non-Core)*

The City of Pembroke's Asset Management Plan (AMP) sets out to help improve the way municipalities plan for their infrastructure and to meet defined levels of service in the most cost-effective manner for both current and future residents. This involves assessing the assets, monitoring performance, taking a long-term lifecycle approach that supports cost-effective strategies while also assessing and controlling risks all of which are connected to a long-term financial plan and budget. For the Parks and Recreation Master Plan this includes recreation related assets such as buildings, parks and outdoor recreation.

#### *Relevant to PRMP*

- For Parks and Outdoor Recreation this includes ball diamonds and soccer fields, boat docks, play structures, basketball courts, splash pads and pickleball courts, etc. Within this AMP they have a replacement cost of approximately \$5,607,596.
- For recreation related buildings this includes buildings like Farmers Market, Kinsmen Pool, Kiwanis, Library, Marina-Attendant, Marina-Washroom, PACC, PMC, Riverside-Beachhouse, Riverside-Campers Washroom and Laundry, Rotary, Victoria Hall, Waterfront-Washroom. Within this AMP they have a replacement cost of approximately \$57,233,723.

- Recognizes the value and significance of the assets related to parks and recreation services; references a comprehensive development plan for managing in the short-term with the need to connect to long-term financial plan.
- Objectives of the plan include engaging the community in the long-term planning for asset replacement of aquatics centre, arena, indoor multi-purpose facility, etc.

### Building Condition Assessments

Building Condition Assessments have been completed on aging recreation infrastructure in the City of Pembroke. For example, the Kinsmen Pool is 67 years old and the building is 51 years old having been assessed in critical condition and thus closing for repairs. Structural reviews took place in 2016, 2018 and 2021 strongly recommended the immediate replacement of the roof panels, wall panels, and girts of the pool enclosure.

A building condition assessment was also conducted on the PACC in 2021-22 and it is anticipated that over the next 20-years that most building equipment and systems will require major repair or replacement to maintain the building in a state-of-good repair under the current operational model.

For the Pembroke Memorial Centre (PMC), a building condition assessment was conducted in 2020 which found that the building was adequately maintained but is reaching end of useful service life. The typical lifespan of the building is 75-years with major renewals every 25-30 years and the PMC is 72 years old.

### *Relevant to PRMP*

- As noted in the AMP, long-term planning has been initiated with a better understanding of the critical state of recreation infrastructure in the city.
- The plan will inform and engage the community on the process ahead with a need for transparency, community feedback and building support will be essential for future investment in recreation services.
- Strategies to support short-term maximization of recreation activities and services are essential while the planning phase for future investment takes place.

### Joint Community Safety and Well-Being Plan Upper Ottawa Valley

In 2018 the Ontario Government passed legislation requiring every municipality in Ontario to develop a community safety and well-being plan. Pembroke met this requirement by partnering with several other area municipalities to create a joint Plan. This Plan was adopted by the City in 2023. It identifies local risk factors and preventative measures that can be applied in an 'upstream', while recognizing the value of support services for those already at risk.

### *Relevant to PRMP*

- 10 risk factors were identified as high / very high – we know that the benefits of recreation directly relate to some of these risks (e.g. social engagement and participation, mental health boost)

- Recognize the value of service such as the Grind, but also how it impacts the feeling of safety for other vulnerable members of the community who wish to recreate in proximity to the Grind

### County of Renfrew Active Transportation Strategy

This document was first adopted in 2012 and was revised in September of 2017. It outlines / identifies a series of recommendations related to Active Transportation (human-powered modes of transportation – whether for commuter purposes or for recreational purposes).

#### *Relevant to the PRMP*

- The strategy speaks to the alignment and integration with the County Trails Strategy
- It calls for promotion and enhancement of trails and roadsides (infrastructure) to support active transportation
- It includes recommendations related to partnerships to enhance municipal capacity to plan and implement active transportation plans and projects

### External documents

#### Laurentian Valley Parks and Recreation Master Plan

The Recreational Agreement with Laurentian Valley was adopted in 2011 under By-law Number 2011-60. This cost sharing agreement allows residents of Laurentian Valley to access recreation facilities in the City of Pembroke at no additional fees in exchange for an annual fee transfer. The net cost per capita is currently less than \$80 per capita, compared to an average that is higher in other comparable municipalities.

Laurentian Valley adopted its first Parks and Recreation Master Plan in September, 2022 with many significant strategies and recommendations involving the City of Pembroke and area. We would want to review and consider these within this plan. For example, Goal 3: Progressive Investment in Indoor Facilities, Develop a New Multi-Use Recreation Centre as a Regional Service to achieve overall affordability and Goal 5: Enhanced Commitment to Regional Facility Solutions including renewal of existing Recreation Facility Cost Sharing Agreement and collaboration towards a new regional facility in partnership with surrounding municipalities (Source: Sierra Planning and Management, June 2022). It's also worth noting that this master plan recognized that Laurentian Valley has no permanent Recreation staff which limits and restricts its capacity and opportunity for growth. Providing adequate professional staff and following best practices across the recreation services is a significant risk management issue. Goal 1: Laurentian Valley to invest in building municipal and community capacity.

#### *Relevant to PRMP:*

- Demonstrates willingness of both municipalities to enter into agreements for the benefit of their residents

- Opportunity to review/update partnerships (partnership agreements) with neighbouring municipalities in the region to improve access to recreational services in the region

#### Health Unit Reports (Source: <https://www.rcdhu.com/reports/>)

##### Food Affordability in Renfrew County and District, 2022

Each year Renfrew County and District Health Unit monitors food affordability in Renfrew County and District. Some people are unable to securely access food due to financial constraints, resulting in food insecurity. Food insecurity is a serious public health problem.

Food insecurity occurs when a person is not able to regularly access safe and nutritious food. Insecure access to food often occurs due to financial constraints. When incomes are low, people may have to choose between eating well or paying for other basic necessities like housing and utilities. Food insecurity can range from worrying about having enough to eat, (referred to as marginal food insecurity), to not eating for entire days due to a lack of money (severe food insecurity). 1 in 6 Households are experiencing [Food Insecurity](#) in RCD.

##### Status of Mental Health in Renfrew County and District — July 2020

Status of Mental Health in Renfrew County and District is part of a situational assessment to inform the planning of comprehensive, evidence-based mental health promotion programming at Renfrew County and District Health Unit. Mental health promotion efforts can increase self-esteem, coping skills, social connectedness and well-being. This contributes to the resiliency of individuals and communities when faced with mental health challenges.

##### Renfrew County Youth Needs Assessment Report, 2018

The Renfrew County Youth Network (RCYN) with leadership from the Renfrew County and District Health Unit has been striving towards the development, implementation and sustainability of a Renfrew County Youth Engagement Strategy. The report provides survey feedback collected through online surveys and youth sharing circles of local youth aged 12-24 years of age.

##### Health Inequities in Renfrew County and District Report, 2018

Some people in Renfrew County and District are less healthy and live shorter lives, not because of personal choice, but because of the circumstances in which they live. When differences in health are systematic, avoidable and unfair and have the potential to be changed or decreased by social action, they are called health inequities.

#### *Relevant to PRMP*

- The social determinants of health have been shown to have strong effects upon the health of our community. Housing, aboriginal status, gender, disability, early life, income, education, race, employment, social exclusion, food insecurity,

social safety net, health services and unemployment help us to understand why some Canadians are healthier than others.

- These social determinants are much stronger to overall health than the ones associated with behaviours such as diet, physical activity and even tobacco and excessive alcohol use.
- Collaborative approaches and an asset-based community development approach would be highly recommended moving forward.

### Provincial Policy Statement (2020)

The Provincial Policy Statement (PPS) guides Ontario municipalities in managing change and promoting efficient land use and development patterns. It links healthy, liveable communities to an appropriate range of residences, schools and other institutions, employment opportunities, and recreation parks and open spaces.

#### *Relevant to PRMP*

- The PPS offers requirements for public spaces, recreation, and parks that consider:
  - Planning public streets, spaces and facilities to be safe, meet the needs of pedestrians, foster social interaction and community connectivity
  - For the equitable distribution of built and natural recreation spaces
  - Public access to shorelines
  - That infrastructure and public services be provided in an efficient manner that is financially viable, sustainable and meets the current and projected needs of the community
- It further speaks to maintaining biodiversity while promoting development and preparing for impacts of climate change.

### Environmental Scan

Other references that have bearing on parks and recreation services were reviewed to help identify and define trends, issues and opportunities in the sector. This will also allow for recommendations that are consistent with local priorities while recognizing broader content and influences. Some highlights include:

### ParticipACTION

ParticipACTION is a national non-profit organization that was established in 1971. Their goal is to work with partners in the recreation sector to promote and encourage physical activity and healthy lifestyles. ParticipACTION is heavily vested in science, data, and research as it relates to physical activity; they publish some of these findings in their Adult Report Card and the Children and Youth Report Card.

- *Relevant to PRMP*
  - Children, youth and adults in Canada are not getting the level of physical activity that they need; this has significant downstream effects on the health care system



- Screen time is higher than recommended; and the amount of sleep that people get is just meeting minimum requirements
- Passive and spontaneous opportunities are needed to allow for uptake of activity
- Continued promotion of the (health) benefits of physical activity are needed

### [Parks and Recreation Ontario](#)

Parks and Recreation Ontario (PRO) is a non-profit organization that advances health, social, and environmental benefits of recreation. This is accomplished through policy leadership, elevating quality assurance and standards, and knowledge mobilization. Of particular note, PRO has been actively working to connect and engage regions across the province to learn, provide support and direction, and help move the sector forward to a new and exciting future

#### *Relevant to PRMP*

- Identifying trends that are impacting service providers across the province
- Supporting quality programs and program delivery (including training and education)

### [Rural Recreation Association \(RRA\)](#)

This organization operates across a broad geographic region and demonstrates the value of regional networking and collaboration. The RRA provides networking opportunities, is a conduit to training and professional development, and is a resource to regional recreation and leisure service providers from various sectors.

#### *Relevant to PRMP:*

- This network provides a good model for a Renfrew County regional organization, source of information and networking (relevant to rural remote communities)

### [What we Heard: Findings of government consultations and a national survey to inform the Canadian Sport Policy 2023 - 2033](#)

Recognizing the need to update the existing Canadian Sport Policy (2012 – 2022), the Federal – Provincial / Territorial Ministers agreed to engage SIRC to help gather insights to help inform the new policy. As part of the process, SIRC engaged over 5000 Canadians in 28 engagements and a survey. The report provided a summary of key findings and provides recommendations for items that should be considered as part of the policy renewal.

#### *Relevant to PRMP*

- Many of the local themes, interests, and priorities that were noted at the community level were mirrored at the national level

- The included recommendations, if realized, could result in new funding streams to support the recommendations that will be forthcoming in the City of Pembroke's Parks and Recreation Master Plan
- Identifies trends and issues for the 10-year horizon

### Truth and Reconciliation Commission of Canada: Calls to Action, 2015

In 2015, the Truth and Reconciliation Commission released its Final Report recognizing the horrific history of Indigenous Peoples and recommending 94 Calls to Action.

#### *Relevant to PRMP*

- Included in the 94 Calls to Action, are several actionable items related to sport and recreation which will be considered in the drafting of recommendations

### Framework for Recreation in Canada

The development of the Framework was led by provincial and territorial governments, the Canada Parks and Recreation Association and provincial/territorial parks and recreation associations (such as Parks and Recreation Ontario (PRO)). The purpose is to bring coordination of "policies and practices in recreation and related jurisdictions in Canada that aim to improve the wellbeing of individuals, communities and the natural environment"<sup>1</sup>. The Framework outlines benefits and challenges within the sector, provides rational for investing, and calls for collaborative efforts.

#### *Relevant to PRMP*

- The goals and priorities within the Framework support active healthy lifestyles; and speak to the value and benefits of parks and recreation services

### Other Relevant

#### Legislation

- Accessibility for Ontarians with Disabilities Act, 2005
  - Relevant to PRMP: Requirement for all public infrastructure to be fully accessible by 2025
- Asset Management Planning for Municipal Infrastructure Regulation, O. Reg. 588/17 (as amended by O. Reg. 193/21), effective January 1, 2018
  - Relevant to PRMP: All municipalities must create comprehensive Asset Management Plans that include: inventory of assets, service levels, lifecycle management and financial strategy. This is forcing municipalities to examine its recreational facilities and begin to plan for their lifespan. It is also bring to light the large amounts of funding that will be required to maintain facilities over their life.
- Bill 23 caps the amount developers are required to pay for new parkland. Setting a maximum parkland dedication cap of 10% for sites less than 5 ha in area, and 15% for larger sites. Reducing the maximum parkland dedication rates in half for land and cash-in-lieu.

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<sup>1</sup> Framework for Recreation in Canada, 2015

- Parkland dedication is one of the ways that the City secures additions to its park system. The dedication of parkland is a requirement under the Planning Act and allows the City to ensure that its park system grows along with the community.

Finally, it should be noted that other local and regional plans are ongoing; and there may be recommendations or opportunities that align with the Parks and Recreation Master Plan. Some examples include:

- Petawawa Parks and Culture Master Plan
- Pembroke Transportation Master Plan
  - Opportunity to include / examine active transportation planning / corridors / infrastructure as part of design (both for cycling and pedestrian traffic)

## Appendix B: One-on-One Stakeholder Interview Template

Stakeholders were asked the following:

1. Please tell us about yourself:
  - Your connect to recreation and the City
  - Your general perspective of current parks and recreation services
2. We are going to walk through a SWOT analysis.

STRENGTHS	WEAKNESSES
THREATS	OPPORTUNITIES

3. What do YOU think are the most significant recreational needs in the community (this can include programs, events, parks and facilities)?
4. What is your vision for the long-term future of recreation in this region? What legacy would you like to see left behind?
5. What collaboration opportunities do you see between local organizations, schools, and government agencies to support recreational development?
6. Is there anything else you'd like to share or discuss regarding recreation planning and its significance for this area?

## Appendix C: One on One Interview Key Findings

- Recreation is valued in the community; and while participants felt that there are a lot of great programs and services being offered, that there is room for improvement
- Recreation has the potential to support community health and wellness; and be a real economic driver for the City of Pembroke
- That the creation of reserves for recreation is a positive step in the right direction (related to long-term planning)
- When asked about the most significant need in the community; most responses focused on (new) facilities (pool, community space, multi-purpose space, covered dome), better financial planning, marina improvements, trail development, seniors programming, better signage, and means to engage other service providers (e.g. grant policy)
- Specific activities, facilities, and services that are lacking were identified as trail development (connectivity, parking, safety measures), seniors space and programs (pickleball was mentioned more often), year-round opportunities, improved maintenance of existing facilities, accessibility, cycling infrastructure
- Related to programs and events, participants felt that there is room for more events in the community (e.g. fairs and festivals, tournaments, and expos)
- Community recognition was also referenced through the interview process
- Current and potential partnerships should be fostered and include: neighboring municipalities, the library, BGC (formerly the Boys and Girls Club), local schools including Algonquin College, and the Pembroke Business Improvement Area (PBIA). It was also noted that 3P partnerships should be explored (especially in terms of capital projects and programming) (e.g., YMCA)
- The City needs to re-evaluate facility needs and plan for the long-term rather than quick fixes
- That recreation needs to be affordable and accessible
- Improved coordination is required among service providers (both in the City and within the region)
- Transportation is a barrier for many

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>- Almost everyone that we spoke with recognized the strength of the staff team; from the excellent vision, leadership and direction as provided by Jordan; to the excellent responsiveness from the team (Joe, Joanne, etc)</li> <li>- Beautiful parks and waterfront spaces; have a good variety of recreational facilities</li> <li>- We have something for everyone (variety of programs for range of audiences)</li> <li>- Well positioned to be a regional hub</li> <li>- Excellent tournaments and events that bring people and money into the community</li> </ul>	<ul style="list-style-type: none"> <li>- Staffing related: staff team is lean, lack of training</li> <li>- Aging facilities</li> <li>- Communications</li> <li>- Duplication of programs</li> <li>- Facilities not being used to their full potential</li> <li>- Lack of dedicated staff space in indoor recreation facilities</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- Investment in parks (especially in terms of year-round use and for events)</li> <li>- Increasing events to bring people to community</li> <li>- Investing in facilities to extend their use and increase programming</li> <li>- New facilities: pool, multi-use space, covered dome</li> <li>- Online registration and facility rentals</li> <li>- Increase programming opportunities</li> <li>- Active transportation</li> <li>- Trail development (esp. parking, linkages, and safety)</li> <li>- Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- Aging facilities</li> <li>- Balancing fees and revenue generation (balancing City needs with affordability)</li> <li>- Staff burn-out and lack of succession planning</li> <li>- Lack of long-term financial planning for facilities (life cycle planning / asset management planning)</li> <li>- Too many programs with lack of coordination among (service) providers</li> </ul>



## Appendix D: Focus Group Presentation

PARKS AND RECREATION  
MASTER PLAN

Community Organizations  
and User Groups  
Focus Group Session  
Wednesday October 25, 2023

K.A. Community Consulting  
& Leasure Innovations



### Activity

- Please go to [Menti.com](https://www.menti.com)
  - Enter code: Code will be provided to you
- Please respond to these questions:
  - What words come to mind when you think of your favourite park, trail and outdoor space in the City of Pembroke?
  - What is your favourite recreation activity or program in the City of Pembroke?

## Agenda

- Activity
- Introductions
- Objectives of this Session
- Review of Parks and Recreation Master Plan
  - Timelines and Objectives
- Discussion Items
  - Your perspective SWOT
  - Your vision for Pembroke on the 10-year horizon
  - Actions needed to address today and the future
- Recommendations Arising & Strategies for Success
- Thank you

## Introduction

- Welcome
- Who we are
- Roundtable introductions

## Objectives of the Focus Group Sessions

Gather feedback  
about your  
perception of  
recreation services

Identify needs and  
priorities

Help create a  
vision



## A Parks and Recreation Master Plan

- A Parks and Recreation Master Plan (PRMP) is a strategic process and identifies a plan to improve the City of Pembroke's recreational services
- This includes parks, trails, indoor facilities, programs and events
- The PRMP will guide the City of Pembroke for the 10-year horizon
- This framework will help staff and Council as they make decisions that best represent the needs of the community, while balancing financial and staff resources

## Process

### Phase 1 Summer/Fall 2023

Project Initiation

Information Gathering

Background Report

### Phase 2 Winter/Spring 2024

Analysis and Development  
of Opportunities

Framework for  
Implementation

Draft Recommendations

### Phase 3 Summer 2024

Draft Plan

Final Parks and Recreation  
Master Plan

Council Presentation

Each phase includes an opportunity for community engagement & feedback

## Your Feedback and Input!



WE ARE GOING TO RUN THROUGH A  
SERIES OF SLIDES WITH A RANGE OF  
DISCUSSION TOPICS



USE THE FLIP CHART PAPER AND POST IT  
NOTES



FOR EACH ACTIVITY AREA, YOU WILL  
HAVE 5 – 10 MINUTES TO COME UP  
WITH AS MANY IDEAS AS YOU CAN

## SWOT Analysis

Strengths, Weaknesses, Opportunities and Threats

## Trends and Emerging Issues Impacting Parks and Recreation for the 10-year Horizon

What do you think is the most significant recreation need for Pembroke in 2023?

## Trends and Emerging Issues Impacting Parks and Recreation for Pembroke on the 10-year Horizon

What trends and issues are likely to impact Pembroke Parks and Recreation over the next 10 years?

## Trends and Emerging Issues Impacting Parks and Recreation for Pembroke on the 10-year Horizon

If you had \$1 million dollars to improve Parks and Recreation in Pembroke, where would you spend it?

## Trends and Emerging Issues Impacting Parks and Recreation for Pembroke on the 10-year Horizon

Challenges in the community - What are the pain points you have or see in delivering recreation services effectively?

## Point of Pride

Take a moment and share a facility, program or project you are proud of and discuss the positive impact it has on the community



## Strategies for Success and Recommendations arising

Vision that aligns with demographics

Engaged community

Strong community partnerships

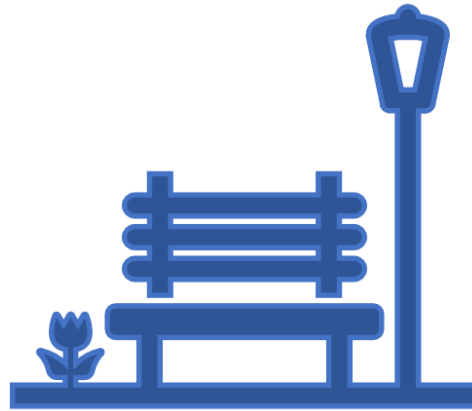
Strategies and a framework that address recreation services and to help seniors age actively

Riverside Park and multi-generational spaces and parks

Regional partnerships with area municipalities

Support to reduce at-risk behaviours

Providing recreation programs and events with the community's needs in mind



To learn more about the Parks and Recreation Master Plan project, please visit:

<https://pembroke.ca/en/recreation-and-culture/parks-and-recreation-master-plan.aspx>

This plan relies heavily on input from the community! The City encourages you to complete and promote the Community Survey to allow residents to offer their feedback. The survey is open from September 25 to November 3 and can be accessed online

<https://www.surveymonkey.com/r/SP2CFGB> ; with paper copies available at the Library and Seniors 50+ Active Living Centre.

## Please spread the word!

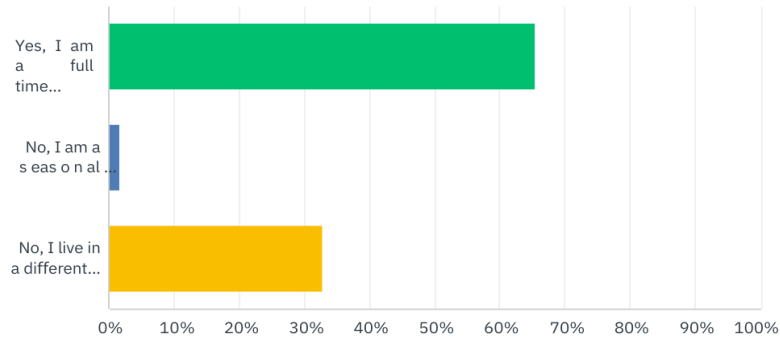
## Appendix E: Focus Group Key Findings

## Appendix F: Community Survey

City of Pembroke Parks and Recreation Master Plan Community Survey

### Q1 Do you live in Pembroke permanently?

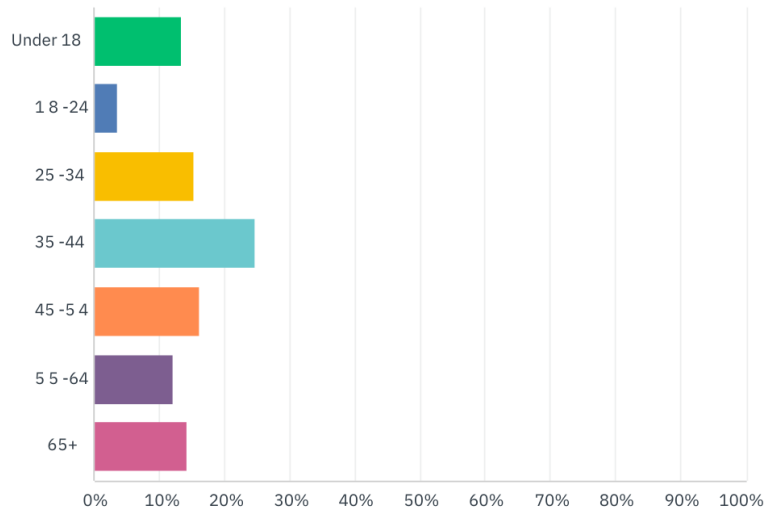
Answered: 897 Skipped: 11



ANSWER CHOICES	RESPONSES	
Yes, I am a full time resident	65.44%	587
No, I am a seasonal resident	1.78%	16
No, I live in a different municipality but use the City's recreational services	32.78%	294
TOTAL		897

## Q2 Which age group do you fit into?

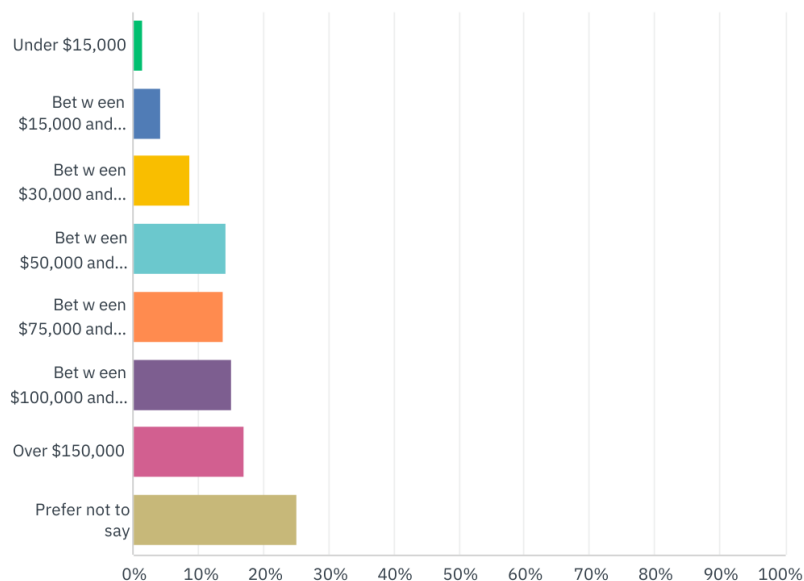
Answered: 906 Skipped: 2



ANSWER CHOICES	RESPONSES	
Under 18	13.47%	122
18-24	3.64%	33
25-34	15.45%	140
35-44	24.72%	224
45-54	16.23%	147
55-64	12.25%	111
65+	14.24%	129
TOTAL		906

### Q3 What is your household income?

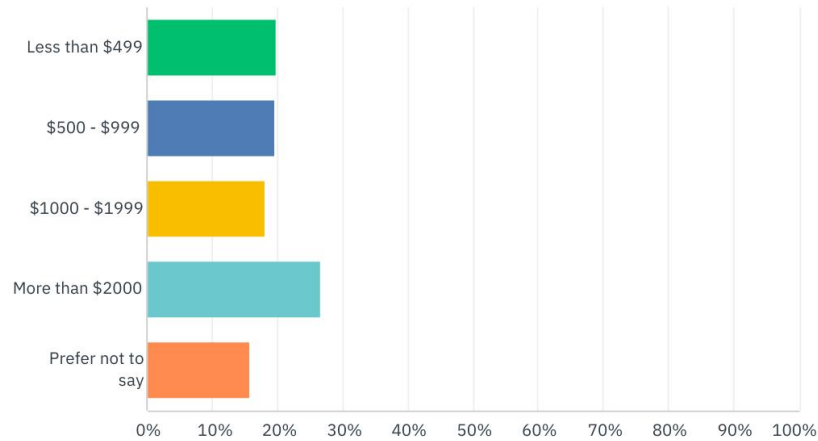
Answered: 905 Skipped: 3



ANSWER CHOICES	RESPONSES	
Under \$15,000	1.44%	13
Between \$15,000 and \$29,999	4.31%	39
Between \$30,000 and \$49,999	8.84%	80
Between \$50,000 and \$74,999	14.25%	129
Between \$75,000 and \$99,999	13.81%	125
Between \$100,000 and \$150,000	15.14%	137
Over \$150,000	17.02%	154
Prefer not to say	25.19%	228
<b>TOTAL</b>		<b>905</b>

## Q4 How much do you / your household spend on recreational pursuits annually?

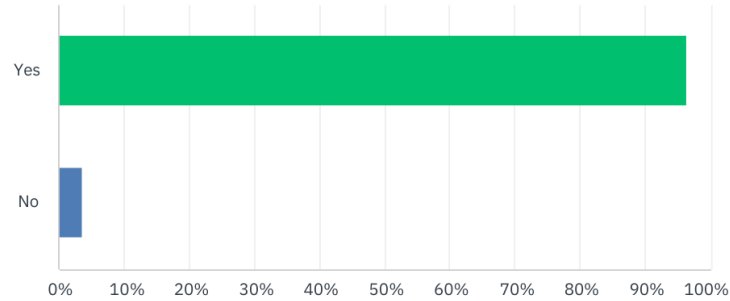
Answered: 904 Skipped: 4



ANSWER CHOICES	RESPONSES	
Less than \$499	19.80%	17
\$500 - \$999	19.69%	9
\$1000 - \$1999	18.14%	17
More than \$2000	26.55%	8
Prefer not to say	15.82%	16
TOTAL		4

### Q5 Do you or members of your household visit parks, trails, or open spaces throughout the City?

Answered: 780 Skipped: 128

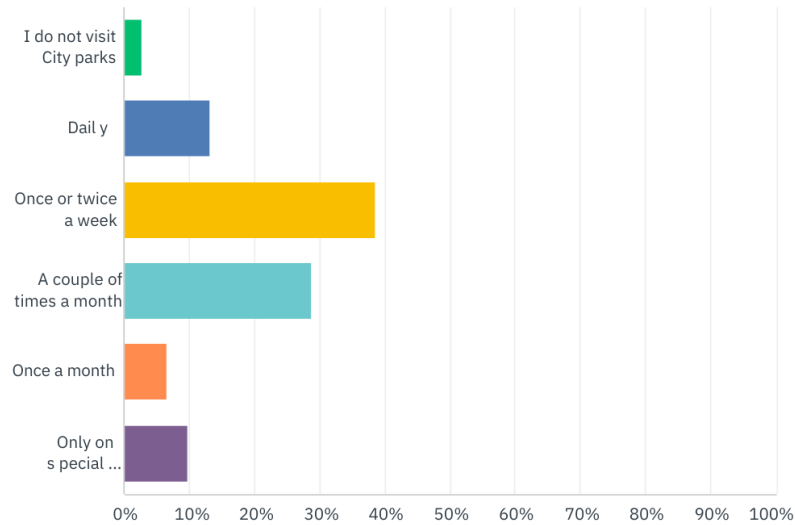


ANSWER CHOICES	RESPONSES	
Yes	96.28%	751
No	3.72%	29
TOTAL		780



## Q6 How often do you, or members of your household visit a park, trail or open space within the City?

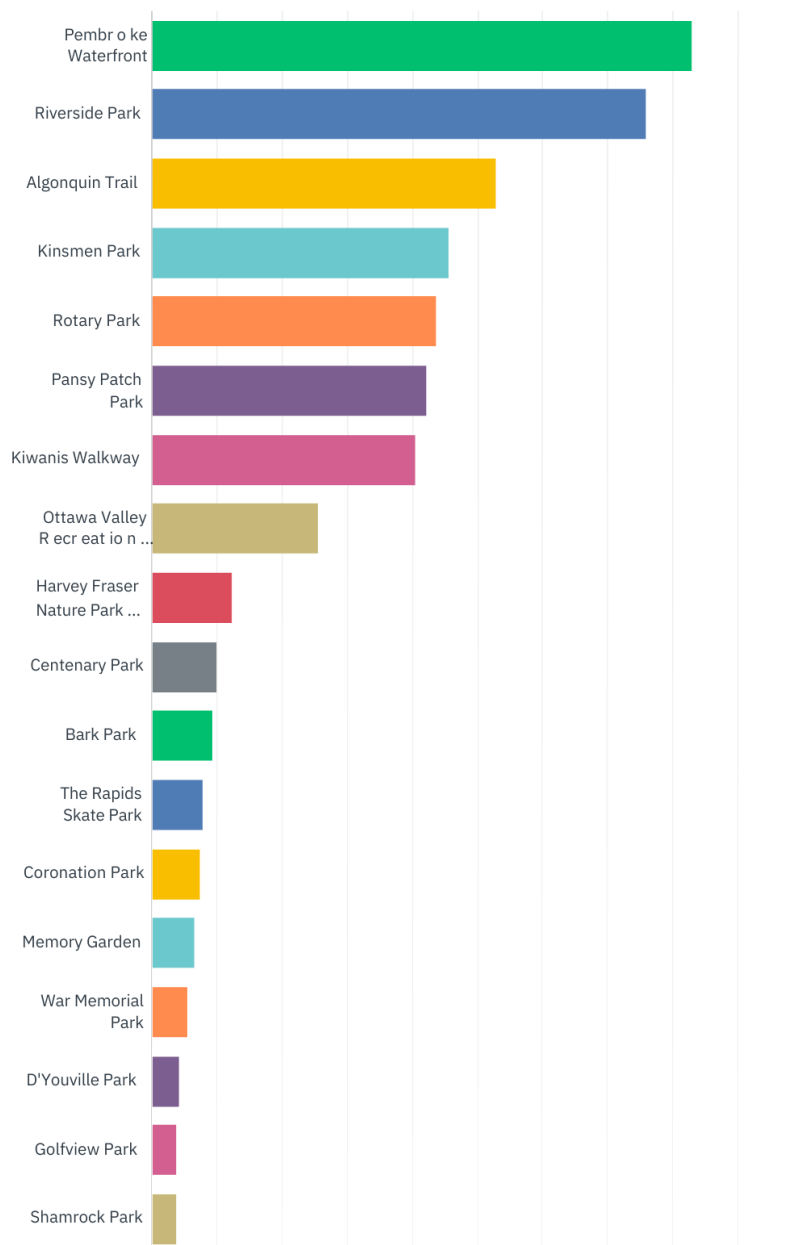
Answered: 781 Skipped: 127



ANSWER CHOICES	RESPONSES	
I do not visit City parks	2.82%	22
Daily	13.32%	104
Once or twice a week	38.67%	302
A couple of times a month	28.81%	225
Once a month	6.66%	52
Only on special occasions	9.73%	76
TOTAL		781

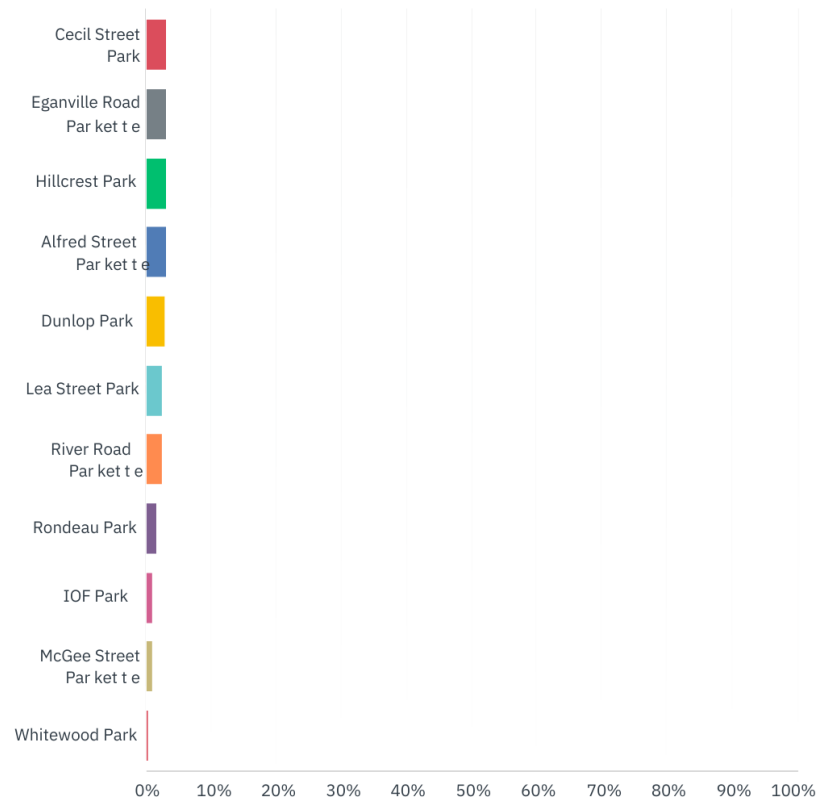
**Q7 Which parks, trails, and open spaces do you or your household visit?**  
Please check all that apply.

Answered: 762 Skipped: 146



7 / 53

# City of Pembroke Parks and Recreation Master Plan Community Survey



City of Pembroke Parks and Recreation Master Plan Community Survey

ANSWER CHOICES	RESPONSES	
Pembroke Waterfront	82.94%	632
Riverside Park	75.85%	578
Algonquin Trail	52.89%	403
Kinsmen Park	45.67%	348
Rotary Park	43.70%	333
Pansy Patch Park	42.13%	321
Kiwanis Walkway	40.42%	308
Ottawa Valley Recreation Trail	25.59%	195
Harvey Fraser Nature Park and Trail	12.34%	94
Centenary Park	9.97%	76
Bark Park	9.32%	71
The Rapids Skate Park	7.87%	60
Coronation Park	7.48%	57
Memory Garden	6.	51
War Memorial Park	69%	42
D'Youville Park	5.	33
Golfview Park	51%	30
Shamrock Park	4.	29
Cecil Street Park	33%	25
Eganville Road Parkette	3.	25
Hillcrest Park	94%	25
Alfred Street Parkette	3.	24
Dunlop Park	81%	22
Lea Street Park	3.	20
River Road Parkette	28%	20
Rondeau Park	3.	13
IOF Park	28%	8
McGee Street Parkette	3.	8
Whitewood Park	28%	4
Total Respondents: 762	3.	

15%

2.

89%

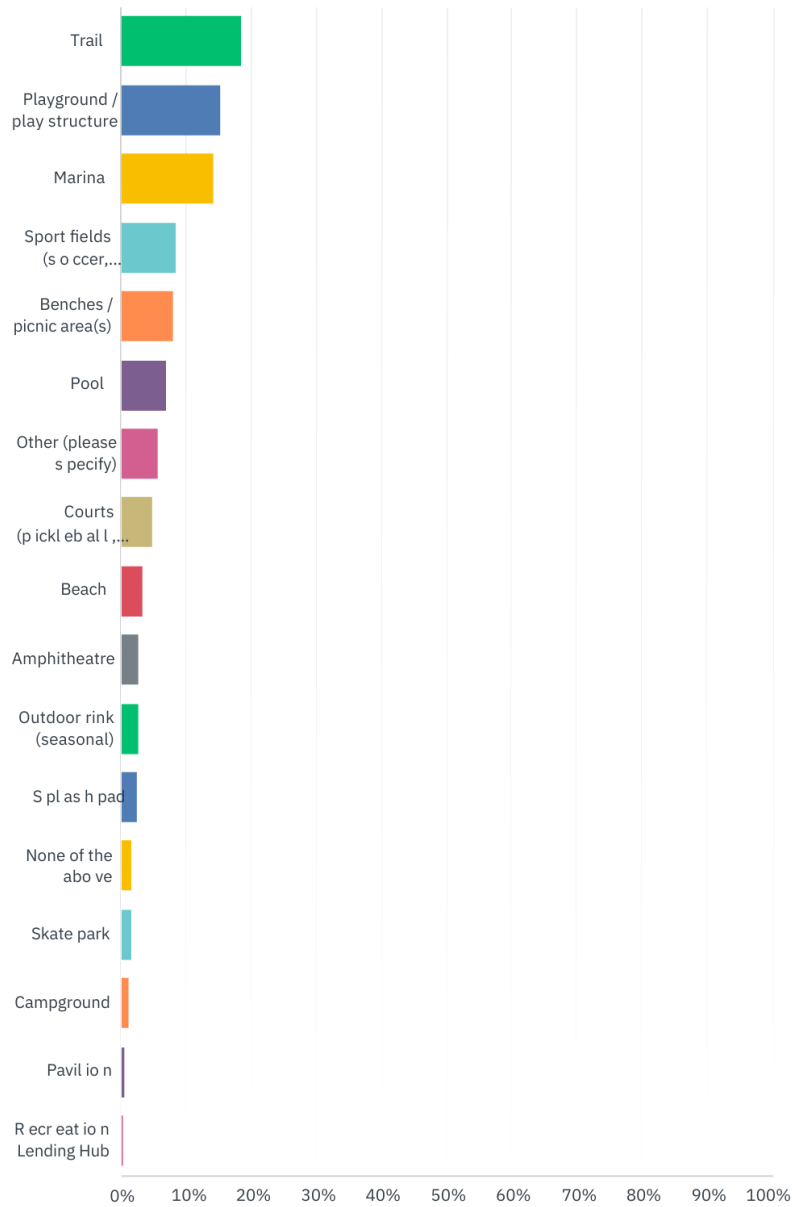
2.

62%

Q8 Which facilities or amenities do you most frequently use when you visit local parks, trails, or open spaces?

Answered: 771 Skipped: 137

# City of Pembroke Parks and Recreation Master Plan Community Survey



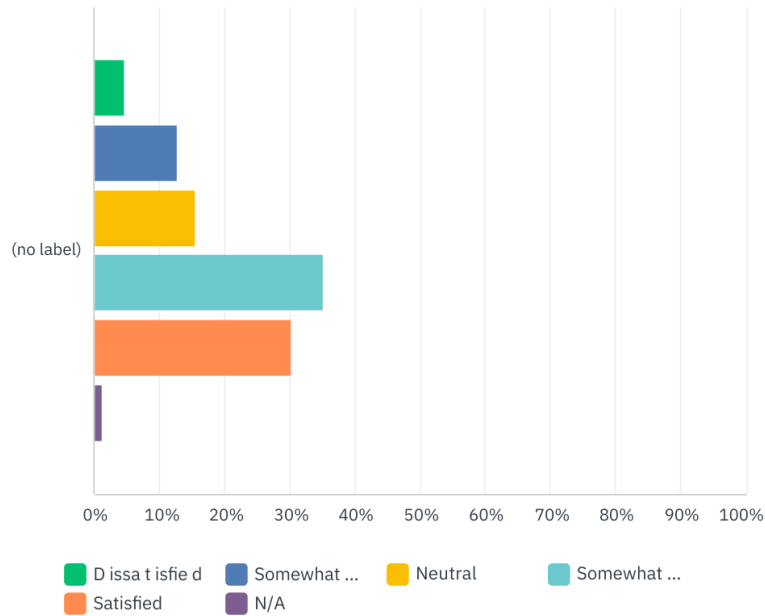
City of Pembroke Parks and Recreation Master Plan Community Survey

ANSWER CHOICES	RESPONSES	
Trail	18.55%	143
Playground / play structure	15.43%	119
Marina	14.27%	110
Sport fields (soccer, softball)	8.56%	66
Benches / picnic area(s)	8.17%	63
Pool	7.13%	55
Other (please specify)	5.84%	45
Courts (pickleball, basketball, tennis)	4.93%	38
Beach	3.50%	27
Amphitheatre	2.72%	21
Outdoor rink (seasonal)	2.72%	21
Splashpad	2.46%	19
None of the above	1.69%	13
Skate park	1.69%	13
Campground	1.30%	10
Pavilion	0.65%	5
Recreation Lending Hub	0.39%	3
TOTAL		771



## Q9 What is your overall satisfaction with Pembroke's parks, trails, waterfront, and open spaces?

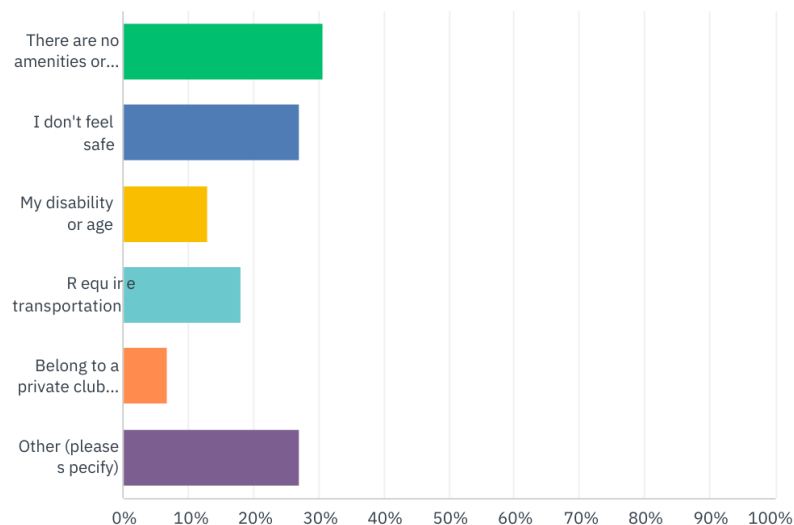
Answered: 774 Skipped: 134



	DISSATISFIED	SOMEWHAT DISSATISFIED	NE UT RAL	SOMEWHAT SATISFIED	SATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	4.78% 37	12.79% 99	15.50% 120	35.27% 273	30.36% 235	1.29% 10	774	3.75

**Q10 If you do not use Pembroke parks, trails, or open spaces; what are the reasons? Please select all that apply.**

Answered: 247 Skipped: 661



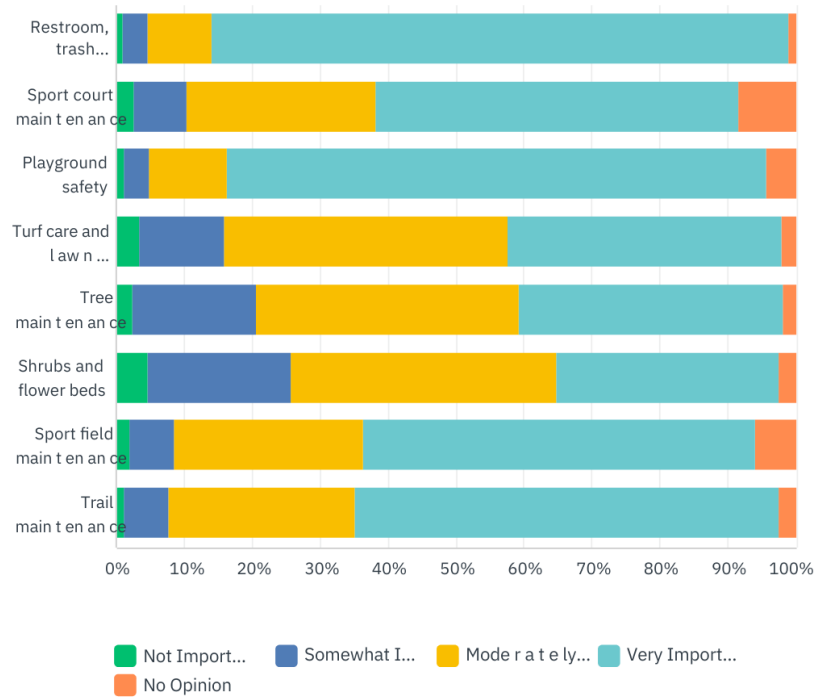
ANSWER CHOICES	RESPONSES	
There are no amenities or services that I am interested in	30.77%	76
I don't feel safe	27.13%	67
My disability or age	12.96%	32
Require transportation	18.22%	45
Belong to a private club / facility that provides the services that I need	6.88%	17
Other (please specify)	27.13%	67
Total Respondents: 247		

Q11 What are your top three priorities for investment in Pembroke's parks, trails, and open spaces over the next ten years? For example, what so you think is missing, or could be improved.

Answered: 585   Skipped: 323

## Q12 How important are the following maintenance activities in Pembroke's parks, trails, and open spaces?

Answered: 773 Skipped: 135

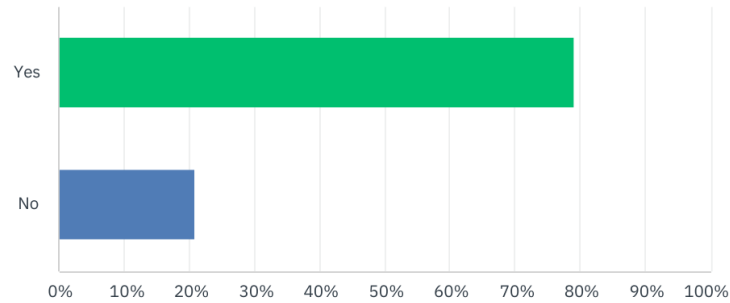


City of Pembroke Parks and Recreation Master Plan Community Survey

	NOT I M P O R T A N T	SOMEWHAT I M P O R T A N T	MODERATELY I M P O R T A N T	VERY I M P O R T A N T	NO O P I N I O N	TOTAL	WEIGHTED AVERAGE
Restroom, trash collection, picnic area cleaning	1.04% 8	3.77% 29	9.22% 71	84.94% 654	1.04% 8	770	3.81
Sport court maintenance	2.56% 19	7.95% 59	27.63% 205	53.50% 397	8.36% 62	742	3.57
Playground safety	1.32% 10	3.57% 27	11.51% 87	79.37% 600	4.23% 32	756	3.82
Turf care and lawn m a i n t e n a n c e	3.47% 26	12.55% 94	41.66% 312	40.19% 301	2.14% 16	749	3.25
Tree maintenance	2.38% 18	18.25% 138	38.62% 292	38.89% 294	1.85% 14	756	3.20
Shrubs and flower beds	4.62% 35	21.14% 160	39.10% 296	32.76% 248	2.38% 18	757	3.07
Sport field maintenance	2.14% 16	6.41% 48	27.90% 209	57.68% 432	5.87% 44	749	3.59
Trail maintenance	1.19% 9	6.50% 49	27.45% 207	62.33% 470	2.52% 19	754	3.58

### Q13 Do you or members of your household visit indoor recreational facilities?

Answered: 750 Skipped: 158

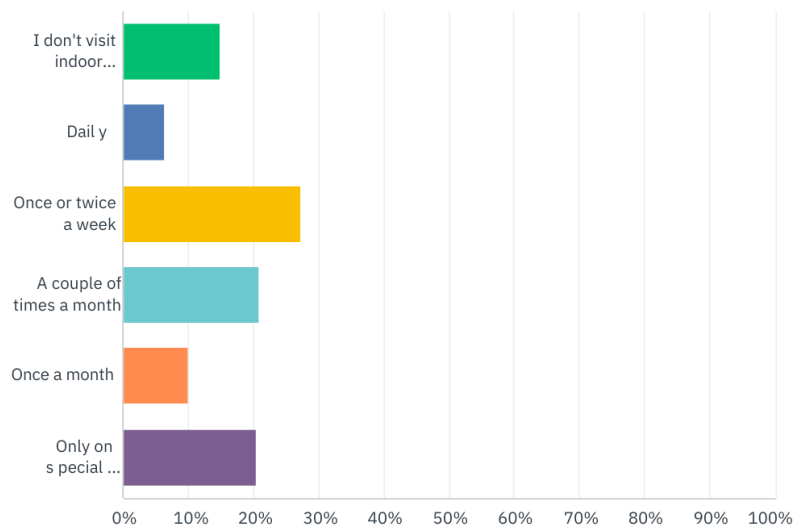


ANSWER CHOICES	RESPONSES	
Yes	79.20%	59
No	20.80%	4
TOTAL		15

6  
75  
0

## Q14 How often do you, or members of your household visit one of the indoor facilities in Pembroke?

Answered: 744 Skipped: 164

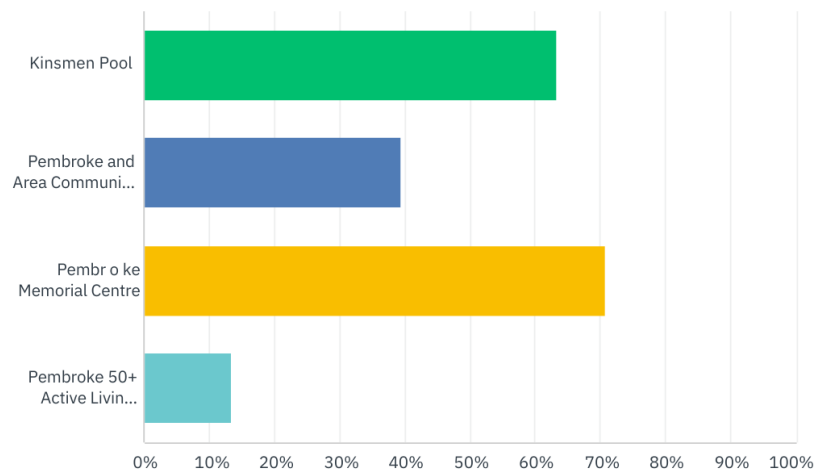


ANSWER CHOICES	RESPONSES	
I don't visit indoor recreational facilities	14.92%	111
Daily	6.45%	48
Once or twice a week	27.28%	203
A couple of times a month	20.83%	155
Once a month	10.08%	75
Only on special occasions	20.43%	152
TOTAL		744



## Q15 What indoor recreational facilities do you visit? Please check all that apply.

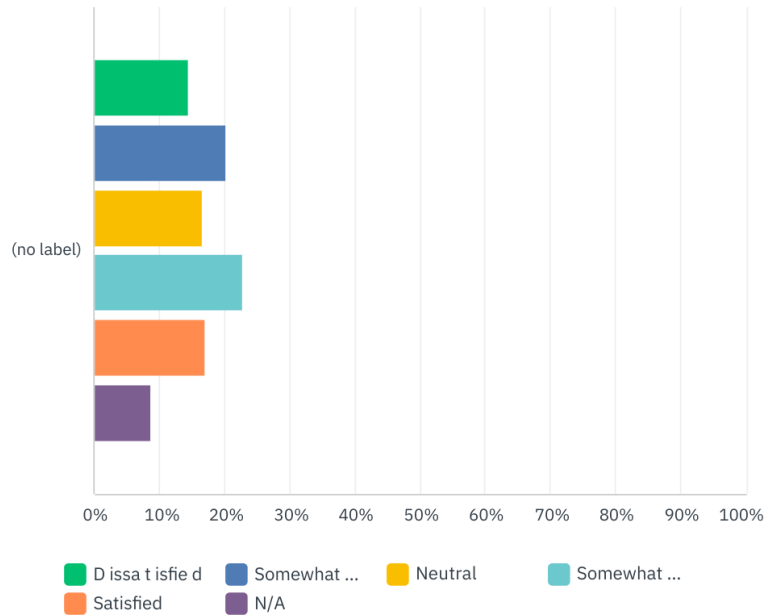
Answered: 624 Skipped: 284



ANSWER CHOICES	RESPONSES	
Kinsmen Pool	63.30%	395
Pembroke and Area Community Centre	39.42%	246
Pembroke Memorial Centre	70.83%	442
Pembroke 50+ Active Living Centre	13.46%	84
Total Respondents: 624		

## Q16 Overall, how satisfied are you with the City's indoor recreational facilities?

Answered: 741 Skipped: 167



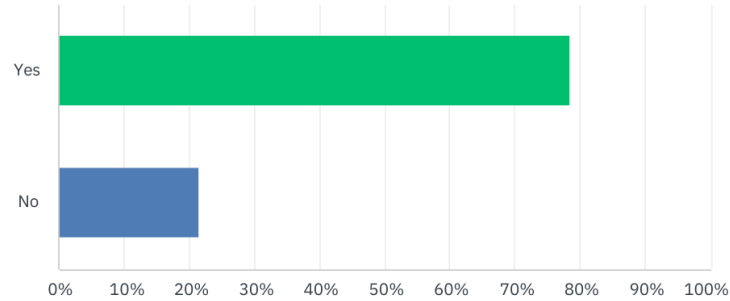
	DISSATISFIED	SOMEWHAT DISSATISFIED	NE UT RAL	SOMEWHAT SATISFIED	SATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	14.44% 107	20.24% 150	16.60% 123	22.81% 169	17.14% 127	8.77% 65	741	4.09

Q17 What are your top three priorities for investment in Pembroke's indoor recreational spaces over the next ten years? For example, what is missing or could be improved.

Answered: 544 Skipped: 364

## Q18 Do you participate in recreation and leisure programming in the City of Pembroke?

Answered: 704 Skipped: 204

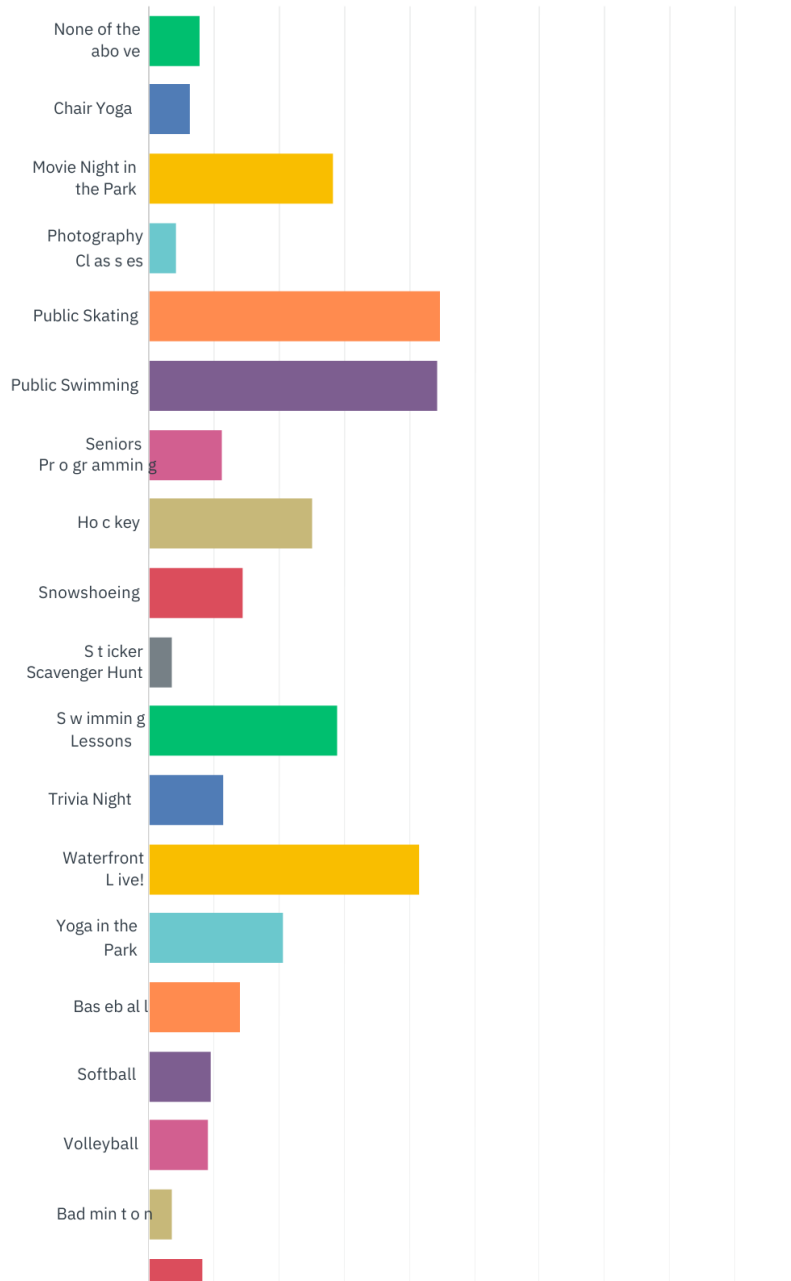


ANSWER CHOICES	RESPONSES	
Yes	78.55%	55
No	21.45%	3
TOTAL		15

1  
70  
4

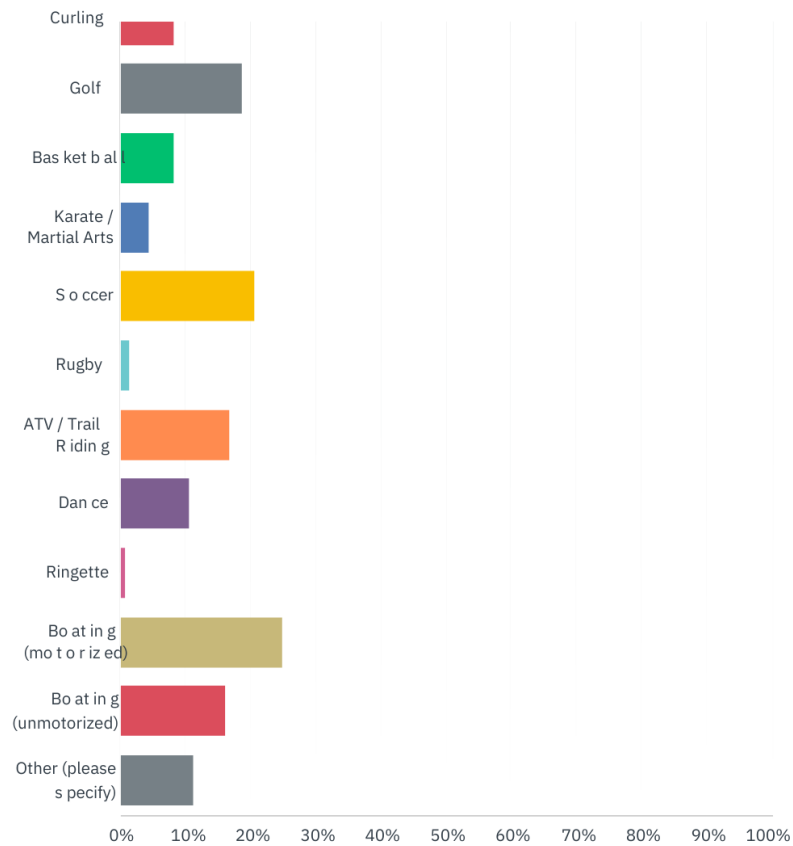
## Q19 Please identify all programs that you have participated in.

Answered: 680 Skipped: 228



24 / 53

City of Pembroke Parks and Recreation Master Plan Community Survey



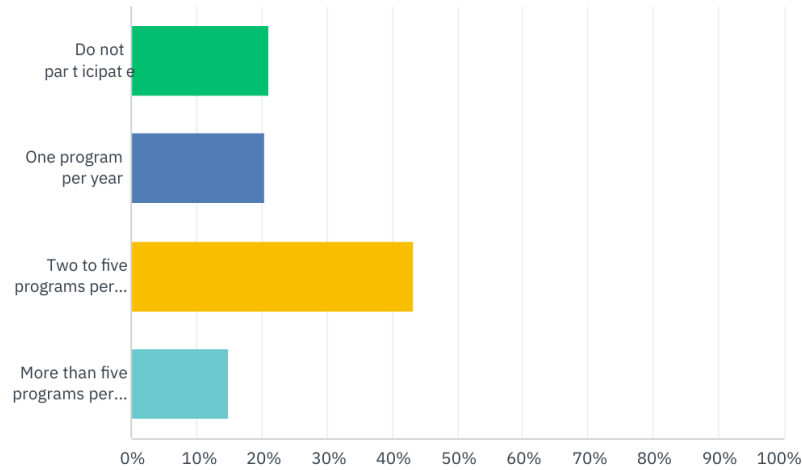
City of Pembroke Parks and Recreation Master Plan Community Survey

ANSWER CHOICES	RESPONSES	
None of the above	7.79%	53
Chair Yoga	6.47%	44
Movie Night in the Park	28.38%	193
Photography Classes	4.26%	29
Public Skating	44.71%	304
Public Swimming	44.26%	301
Seniors Programming	11.32%	77
Hoc k ey	25.15%	171
S nows hoei ng	14.56%	99
Sticker Scavenger Hunt	3.53%	24
Swimming Lessons	28.97%	197
Trivia Night	11.62%	79
Waterfront Live!	41.62%	283
Yoga in the Park	20.59%	140
B as ebal l	13.97%	95
Softball	9.56%	65
Volleyball	9.12%	62
B adm i nt on	3.68%	25
Curling	8.24%	56
Golf	18.82%	128
Basketball	8.38%	57
Karate / Martial Arts	4.41%	30
Soccer	20.74%	141
Rugby	1.47%	10
ATV / Trail Riding	16.91%	115
Danc e	10.59%	72
Ri nget t e	0.88%	6
Boating (motorized)	24.85%	169
Boating (unmotorized)	16.18%	110
Other (please specify)	11.32%	77
Total Respondents: 680		



## Q20 How frequently do you participate in programming offered in the City of Pembroke?

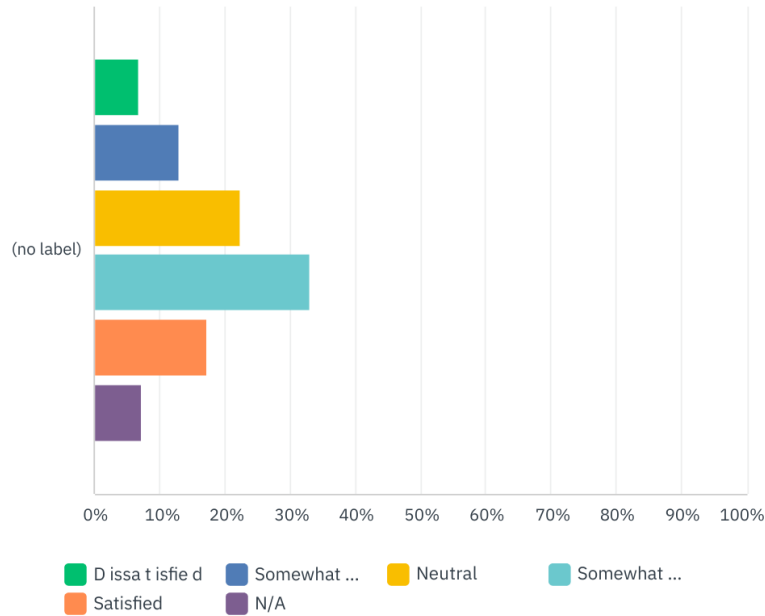
Answered: 712 Skipped: 196



ANSWER CHOICES	RESPONSES	
Do not participate	21.21%	15
One program per year	20.51%	1
Two to five programs per year	43.26%	14
More than five programs per year	15.03%	6
TOTAL		30

## Q21 What is your overall satisfaction rate with Pembroke's recreational programming?

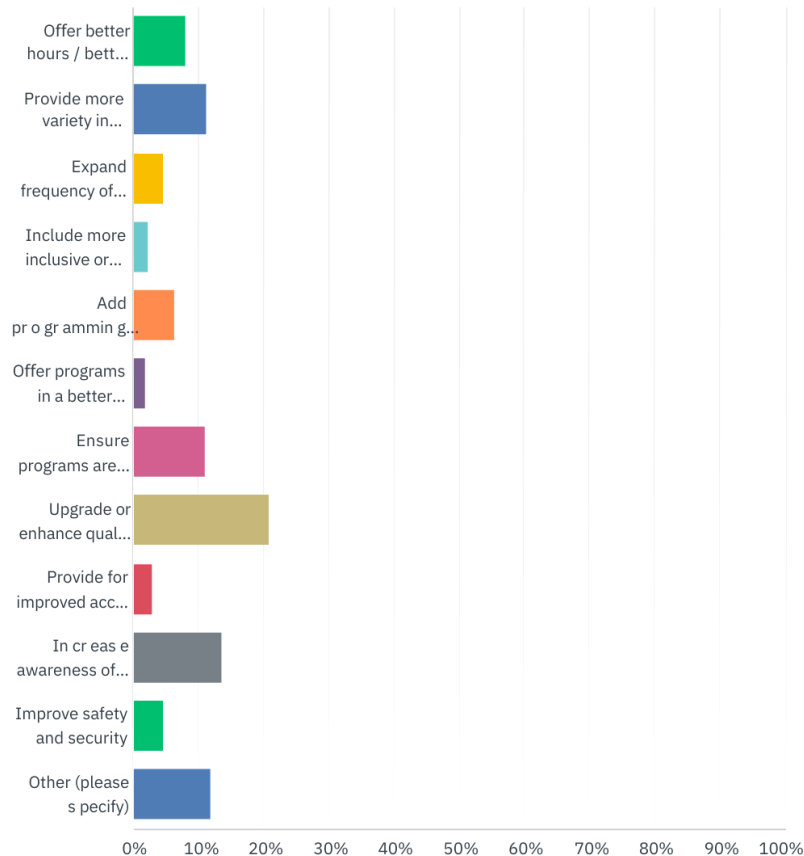
Answered: 703 Skipped: 205



	DISSATISFIED	SOMEWHAT DISSATISFIED	NE UT RAL	SOMEWHAT SATISFIED	SATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	6.83% 48	12.94% 91	22.48% 158	33.14% 233	17.35% 122	7.25% 51	703	4.44

Q22 There are sometimes challenges or barriers that prevent one from participating in recreational programs. How can the City encourage you to participate in parks and recreation activities more often?

Answered: 652 Skipped: 256

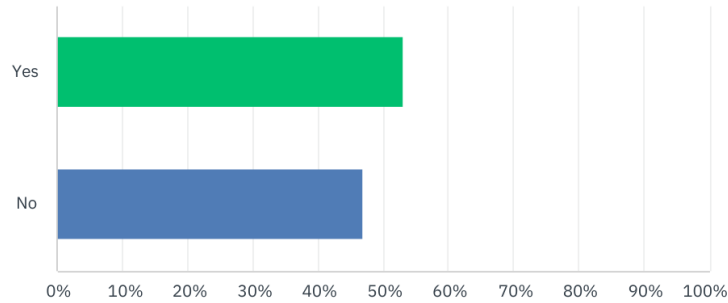


# City of Pembroke Parks and Recreation Master Plan Community Survey

ANSWER CHOICES	RESPONSES	
Offer better hours / better hours of operation	8.13%	53
Provide more variety in programs	11.35%	74
Expand frequency of programs	4.75%	31
Include more inclusive or accessible programs	2.30%	15
Add programming options that better meets the physical, mental, and emotional needs of participants	6.44%	42
Offer programs in a better location	1.84%	12
Ensure programs are affordable	11.	72
Upgrade or enhance quality of parks and recreational facilities	04%	136
Provide for improved access to parks and recreational facilities (e.g. transportation)	20.	20
Increase awareness of programs offered	86% 3.	89
Improve safety and security	07%	30
Other (please specify)	13.	78
TOTAL	65% 4.	652
	60%	
	11.	
	96%	

## Q23 Do you participate in recreation and leisure programming in other communities?

Answered: 702 Skipped: 206



ANSWER CHOICES	RESPONSES	
Yes	52.99%	37
No	47.01%	2
TOTAL		33

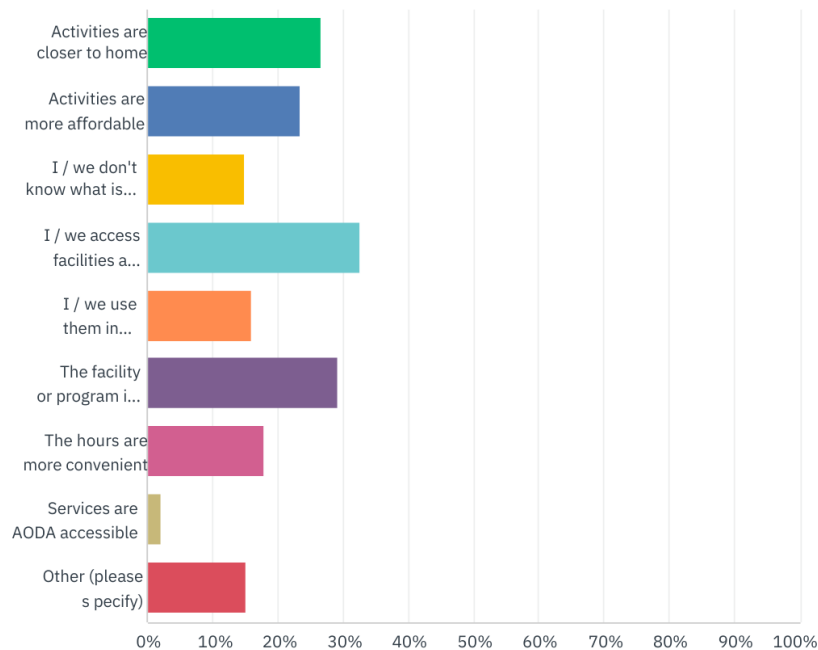
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70  
2

Q24 List the programs, services or facilities accessed in other communities.

Answered: 328 Skipped: 580

## Q25 Why do you use recreation services in these communities?

Answered: 453 Skipped: 455



ANSWER CHOICES	RESPONSES	
Activities are closer to home	26.71%	121
Activities are more affordable	23.40%	106
I / we don't know what is available in Pembroke	15.01%	68
I / we access facilities and services that are not available in Pembroke	32.67%	148
I / we use them in conjunction with other trips (e.g. shopping)	15.89%	72
The facility or program is better	29.14%	132
The hours are more convenient	17.88%	81
Services are AODA accessible	2.21%	10
Other (please specify)	15.23%	69
Total Respondents: 453		

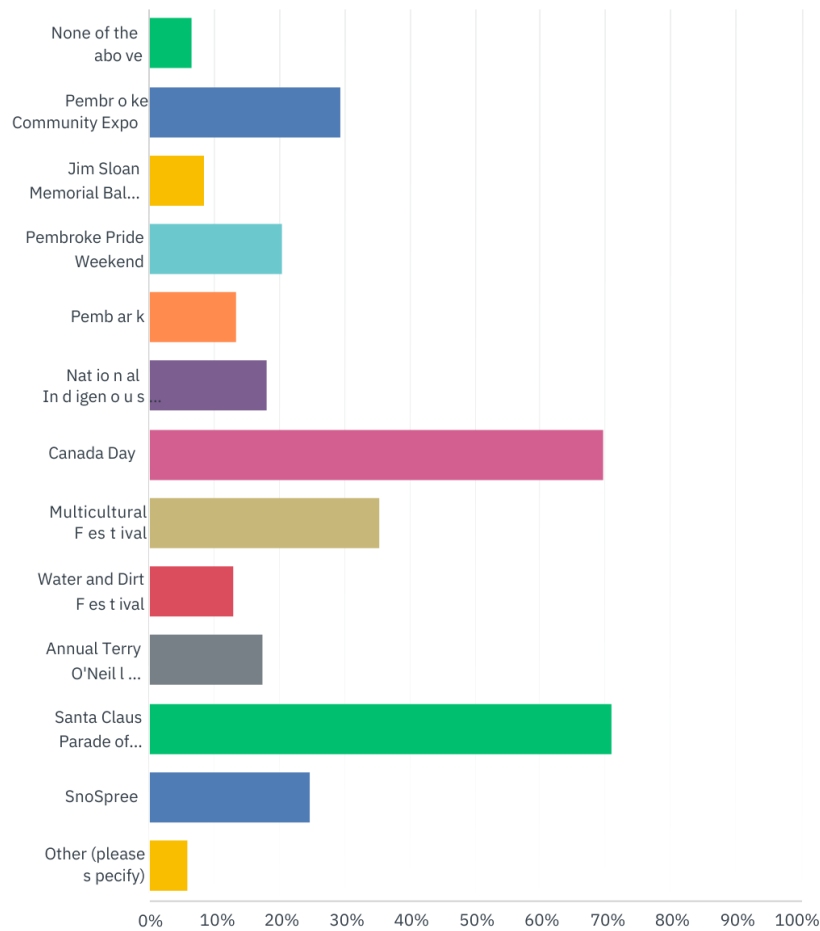
Q26 What additional recreation or leisure program do you feel the City should offer or expand? Please list and describe.

Answered: 298 Skipped: 610



Q27 This question is to evaluate participation in local events. Please select all events that you have participated in. In this case, participation means attending an event, or watching others.

Answered: 682 Skipped: 226

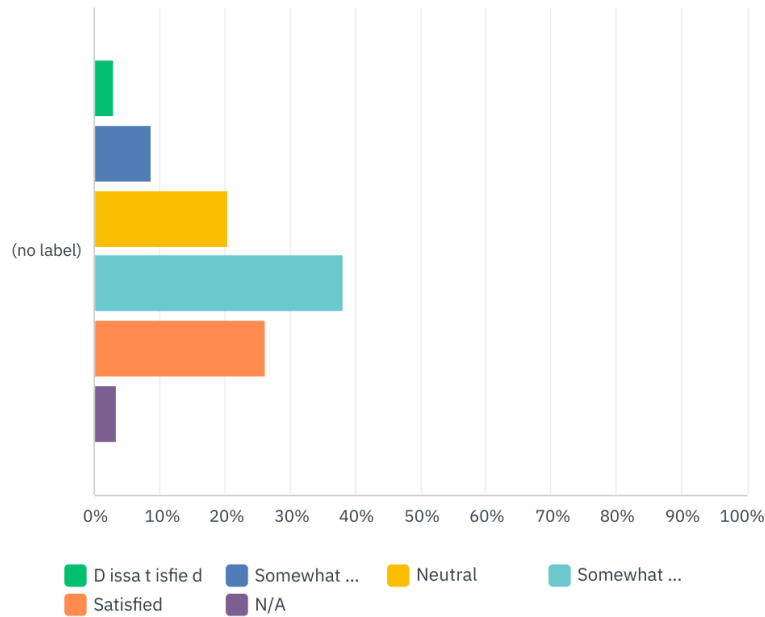


City of Pembroke Parks and Recreation Master Plan Community Survey

ANSWER CHOICES	RESPONSES	
None of the above	6.60%	45
Pembroke Community Expo	29.47%	201
Jim Sloan Memorial Ball Hockey Tournament	8.50%	58
Pembroke Pride Weekend	20.53%	140
Pembark	13.34%	91
National Indigenous Peoples Day	18.04%	123
Canada Day	69.65%	475
Multicultural Festival	35.34%	241
Water and Dirt Festival	12.90%	88
Annual Terry O'Neill Pembroke Regional Silver Stick Tournament	17.45%	119
Santa Claus Parade of Lights	70.97%	484
SnowSprey	24.78%	169
Other (please specify)	5.87%	40
Total Respondents: 682		

## Q28 What is your overall satisfaction with events in the City of Pembroke?

Answered: 691 Skipped: 217



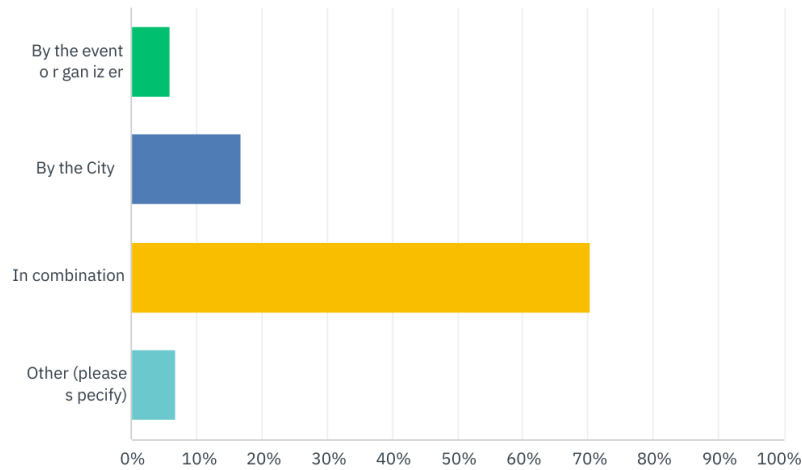
	DISSATISFIED	SOMEWHAT DISSATISFIED	NE UT RAL	SOMEWHAT SATISFIED	SATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	3.04% 21	8.83% 61	20.41% 141	38.21% 264	26.19% 181	3.33% 23	691	4.78

## Q29 What type event(s) could be added to the current event line-up?

Answered: 257 Skipped: 651

### Q30 How do you think community events should be funded?

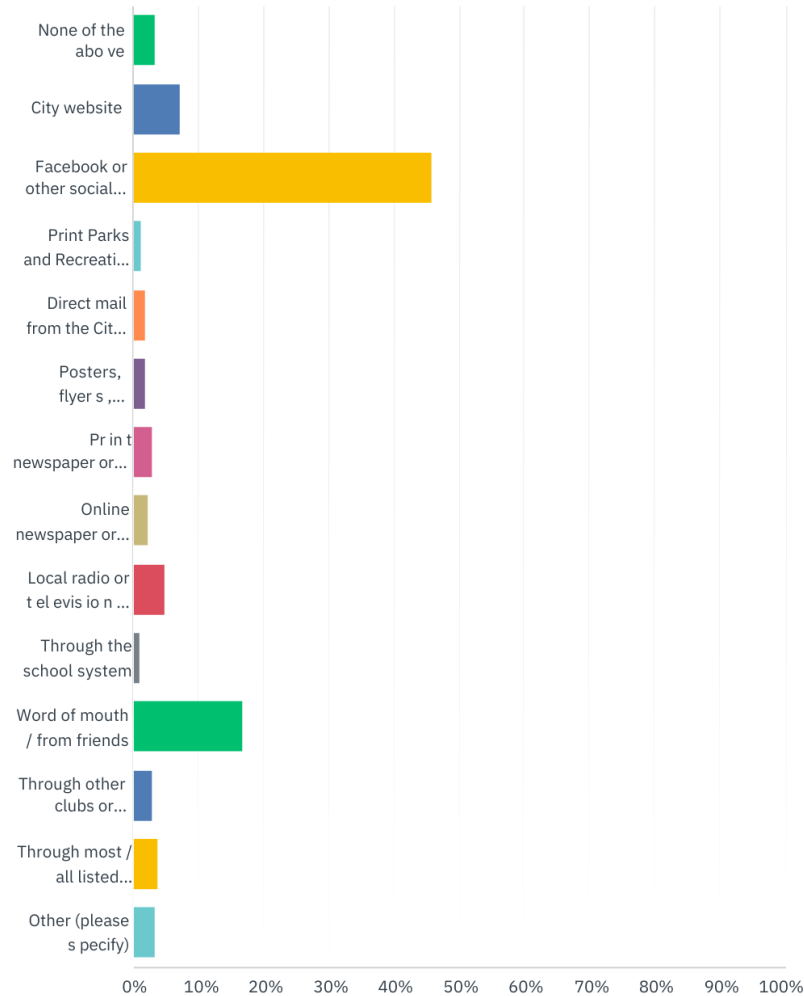
Answered: 673 Skipped: 235



ANSWER CHOICES	RESPONSES	
By the event organizer	5.94%	40
By the City	16.79%	113
In combination	70.43%	474
Other (please specify)	6.84%	46
TOTAL		673

Q31 Where do you currently get information about the City's Parks and Recreational Services? Please check all that apply.

Answered: 660 Skipped: 248

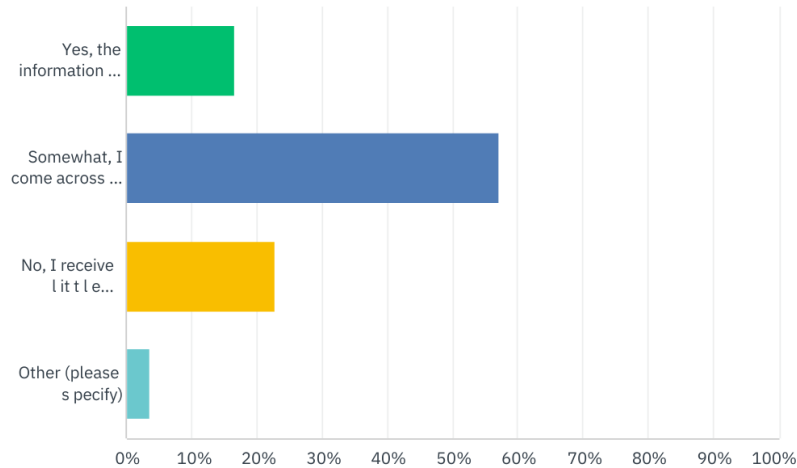


City of Pembroke Parks and Recreation Master Plan Community Survey

ANSWER CHOICES	RESPONSES	
None of the above	3.48%	23
City website	7.27%	48
Facebook or other social platforms	45.76%	302
Print Parks and Recreation Guide	1.36%	9
Direct mail from the City (e.g., tax bill insert)	1.82%	12
Posters, flyers, banners, or other print materials	1.97%	13
Print newspaper or newsletter	2.88%	19
Online newspaper or newsletter	2.27%	15
Local radio or television outlets	4.85%	32
Through the school system	1.06%	7
Word of mouth / from friends	16.82%	111
Through other clubs or organizations I am involved with (e.g., email, club notices)	3.03%	20
Through most / all listed formats	3.94%	26
Other (please specify)	3.48%	23
<b>TOTAL</b>		<b>660</b>

### Q32 Do you feel well informed about programs, events and other recreational services?

Answered: 646 Skipped: 262

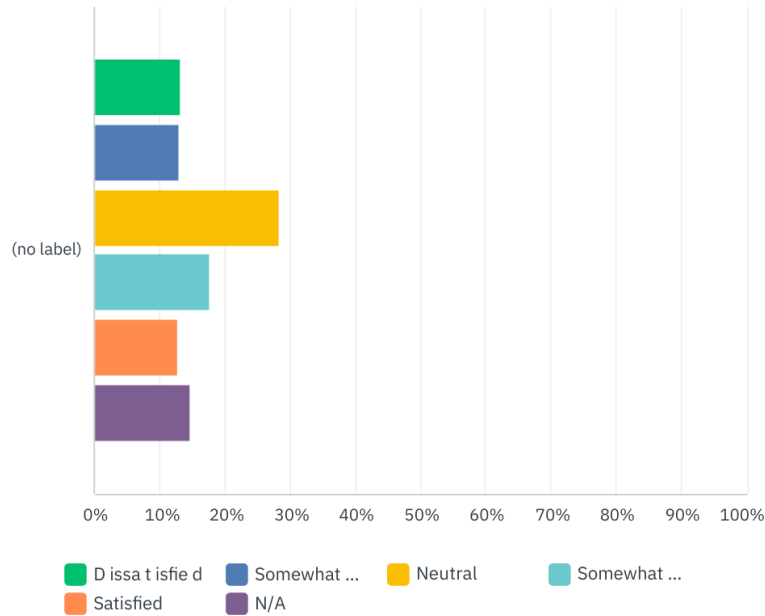


ANSWER CHOICES	RESPONSES	
Yes, the information is readily available and easy to find	16.56%	107
Somewhat, I come across the information eventually	57.12%	369
No, I receive little information or have challenges accessing the information I am looking for	22.76%	147
Other (please specify)	3.56%	23
<b>TOTAL</b>		<b>646</b>



### Q33 How satisfied are you with the the program registration or facility booking process?

Answered: 655 Skipped: 253



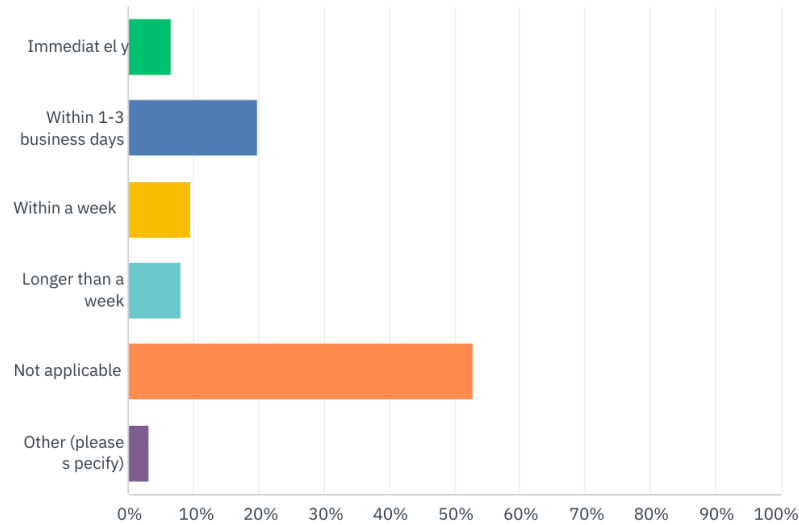
	DISSATISFIED	SOMEWHAT DISSATISFIED	NE UT RAL	SOMEWHAT SATISFIED	SATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	13.28% 87	12.98% 85	28.40% 186	17.71% 116	12.82% 84	14.81% 97	655	3.04

Q34 Have you encountered any challenges with registering for programs or renting a facility? If yes, please describe.

Answered: 227 Skipped: 681

### Q35 How promptly are your questions or concerns address by the City as it relates to parks and recreational services?

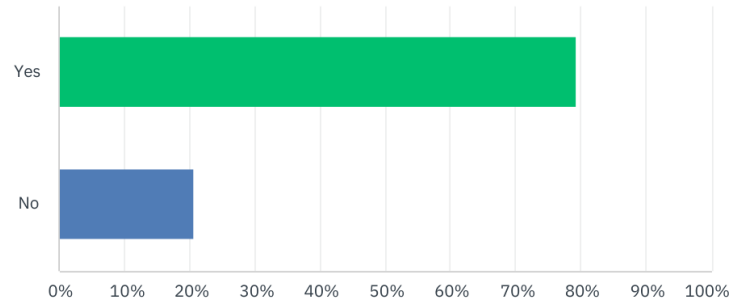
Answered: 608 Skipped: 300



ANSWER CHOICES	RESPONSES	
Immediately	6.58%	40
Within 1-3 business days	19.74%	120
Within a week	9.54%	58
Longer than a week	8.06%	49
Not applicable	52.96%	322
Other (please specify)	3.13%	19
TOTAL		608

### Q36 Do you feel staff are knowledgeable about the City's program and facility offerings?

Answered: 583 Skipped: 325

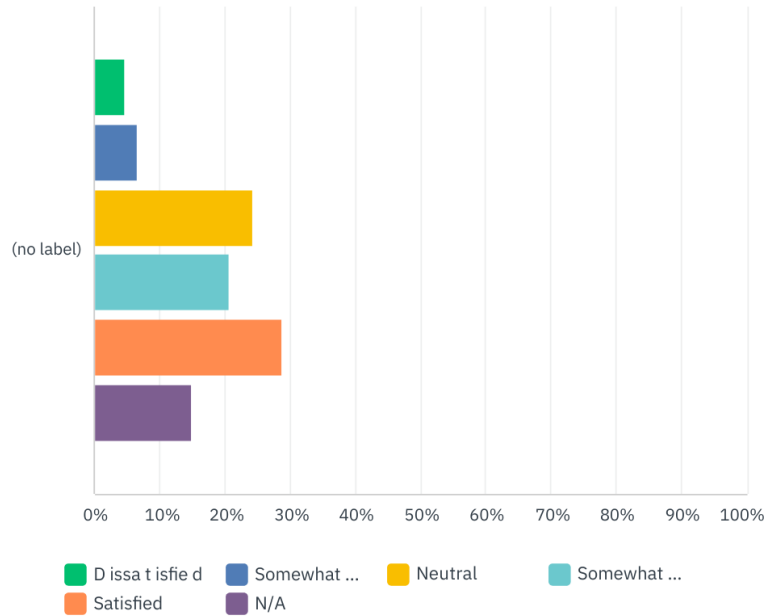


ANSWER CHOICES	RESPONSES	
Yes	79.25%	46
No	20.75%	2
TOTAL		12

1  
58  
3

### Q37 How satisfied are you with the level of customer service you experience from City staff?

Answered: 632 Skipped: 276



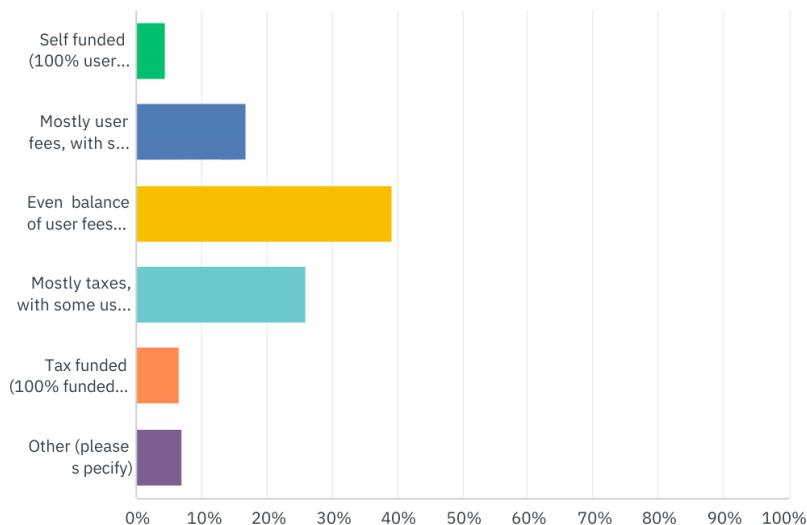
	DISSATISFIED	SOMEWHAT DISSATISFIED	NE UT RAL	SOMEWHAT SATISFIED	SATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	4.59% 29	6.65% 42	24.21% 153	20.73% 131	28.80% 182	15.03% 95	632	4.74

Q38 Is there any exceptional customer service experience that you would like to highlight?

Answered: 125   Skipped: 783

### Q39 Which statement best describes how you think parks and recreation should be funded in the City of Pembroke

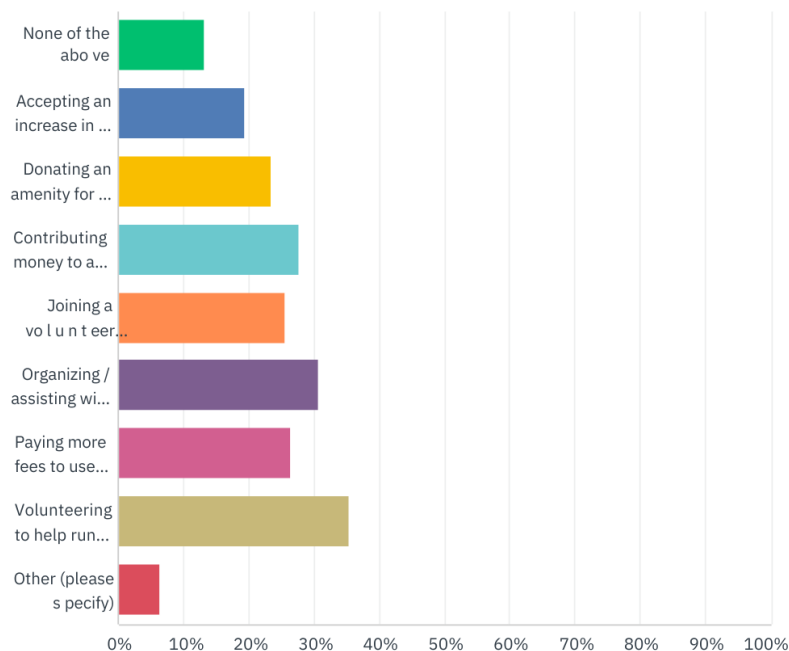
Answered: 625 Skipped: 283



ANSWER CHOICES	RESPONSES	
Self funded (100% user fees, no taxes)	4.48%	28
Mostly user fees, with some tax support	16.80%	105
Even balance of user fees and taxes	39.20%	245
Mostly taxes, with some user fees	25.92%	162
Tax funded (100% funded through taxes, no support from user fees)	6.56%	41
Other (please specify)	7.04%	44
<b>TOTAL</b>		<b>625</b>

**Q40 Please indicate if your household would contribute to the development of recreational facilities, parks, trails, and services through each of the following methods. Please check all that apply.**

Answered: 611 Skipped: 297



ANSWER CHOICES	RESPONSES	
None of the above	13.26%	81
Accepting an increase in my property taxes	19.48%	119
Donating an amenity for a park (e.g. bench, tree, picnic table)	23.40%	143
Contributing money to a capital campaign	27.66%	169
Joining a volunteer stewardship group	25.53%	156
Organizing / assisting with local fundraising events	30.77%	188
Paying more fees to use services	26.51%	162
Volunteering to help run programs / activities	35.35%	216
Other (please specify)	6.38%	39
Total Respondents: 611		



Q41 Do you have any other comments, suggestions or recommendations that you would like to share?

Answered: 167   Skipped: 741

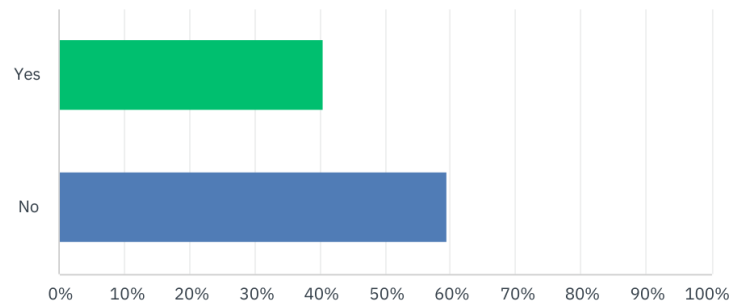
Q42 If you would like to be entered into the draw for a gift card, please provide the following information

Answered: 373 Skipped: 535

ANSWER CHOICES	RESPONSES	
Full Name	99. 73%	37
Phone Number	95. 44%	2
Email Address	97. 05%	35
		6
		36
		2

**Q43 Would you be willing to be contacted by the consulting team for additional follow-up? (please note, by indicating yes, this does not necessarily mean that you will be contacted)**

Answered: 554 Skipped: 354



ANSWER CHOICES	RESPONSES	
Yes	40.61%	22
No	59.39%	32
TOTAL		54

9  
55  
4

## Appendix G: Community Survey: Key Findings

### Parks

- Almost all (96%, n=780) indicate that they visit parks, trails, and open spaces; and half are doing more once or more per week
- The most popular spaces (n=762)
  - Pembroke Waterfront 83%
  - Riverside Park 76%
  - Algonquin Trail 53%
- Underutilized spaces
  - IOF Park 1%
  - McGee Street Parkette 1% *Figure 2 Rate of Satisfaction (n=774)*
  - Whitewood Park 0.5%
- Trails, playgrounds, and the marina are the three most accessed facilities (n=771)
- The main reasons why people don't use parks, trails, or open spaces include (n=247)
  - No amenities of interest
  - Don't feel safe
  - Lack of transportation
    - NOTE: A range of reasons were referenced and are included in the appendices.
- The open ended question was asked, "What are your top priorities for investment over the next 10 years" (n=585)
  - Waterfront
    - Recognize this is a gem; maintenance, trail development, more services and amenities, washrooms, marina facilities (transient slips)
  - Access and accessibility
    - E.g. within the built environment, to get to facilities, to connect within the city
  - Pool

- Whether to properly maintain existing, new outdoor facility, new pool (sometimes in reference to new complex)

## Indoor Facilities

- 79% respondents (n=750) use indoor recreational facilities
  - 20% only visit on special occasions
  - 20% a few times per month
  - 27% visit once or twice per week
- Indoor facilities visited (n=624)
  - Pembroke Memorial Centre 71%
  - Kinsmen Pool 63%
  - Pembroke and Area Community Centre 39%
  - Pembroke 50+ Active Living Centre 13%
    - When filtered to respondents age 55+, thus number (n=176) climbs to 40%
- 35% are dissatisfied / 40% indicating they are satisfied with indoor facilities
- Open ended question asked about priorities resulted in the following (n=544)
  - Respondents are asking for multipurpose, multifunctional, multigenerational space
    - Pool / ice surfaces / gym (inc courts)
  - Maintenance, cleanliness, safety
  - Accessible space, parking

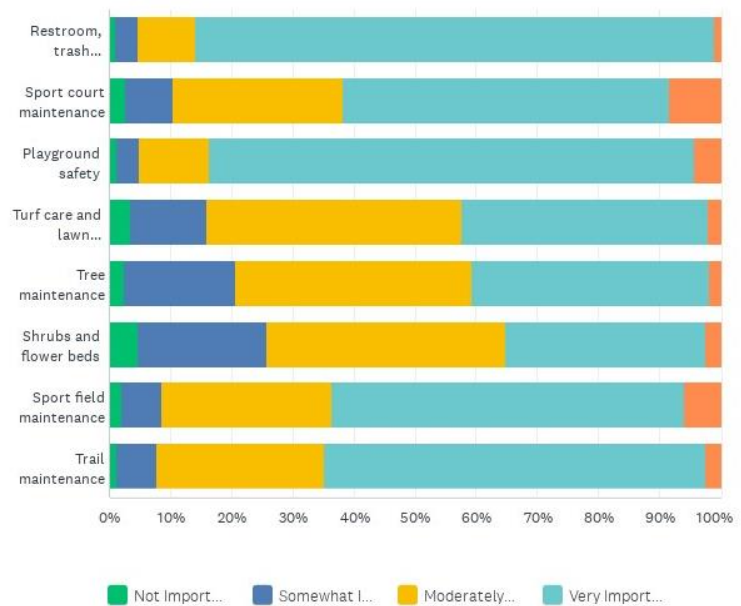


Figure 3 Importance of Maintenance Activities (n=773)

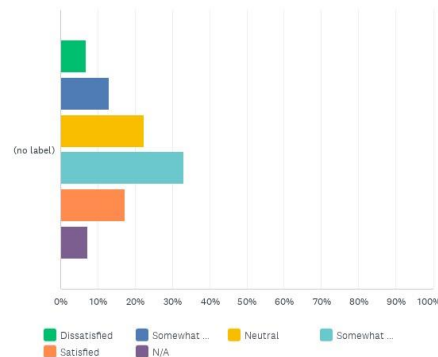
## Programs & Events

- Of 704 survey participants, 553 participate in recreation and leisure programming in the City with public skating (45%) and public swimming (44%) being the most popular

- Ways in which the City could support uptake and participation were listed as (n=652)

- Better quality parks or facilities for programs
- Better awareness and communication of opportunities
- Variety of programs and timing
- Affordability
- Online registrations needed

Q21 What is your overall satisfaction rate with Pembroke's recreational programming?



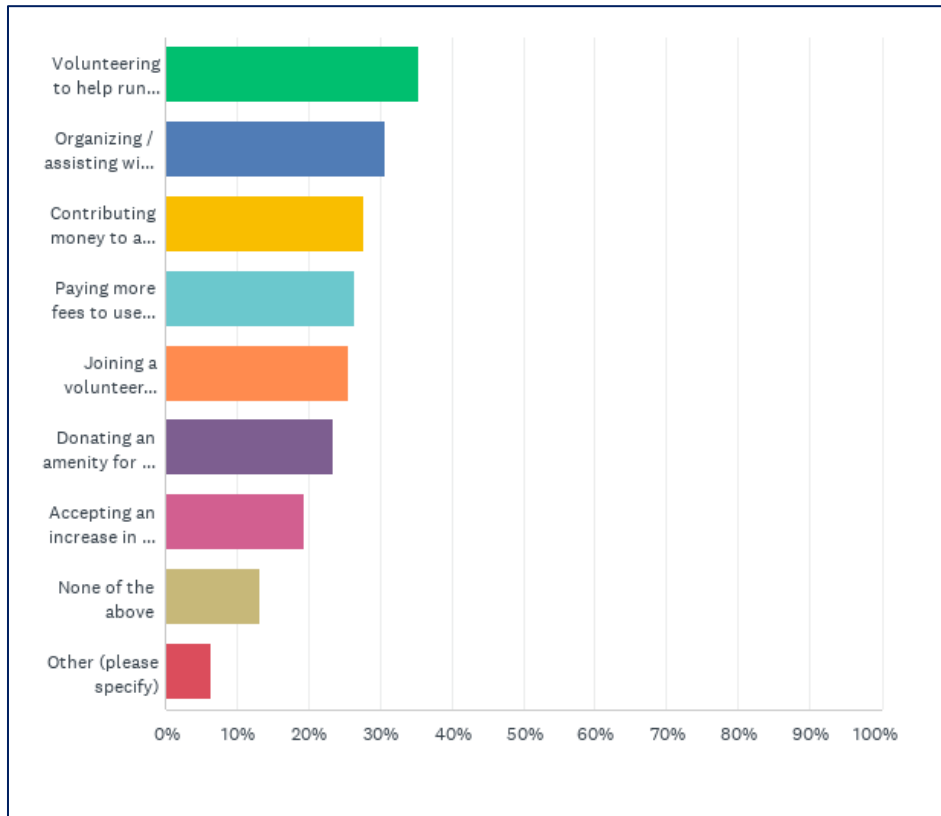
- Just more than half of survey respondents (n=702) indicate that they access recreational services in other communities. This is due to:
  - The program or service is not available in Pembroke (33%)
  - The program or facility is perceived as better (29%)
  - The program or service is closer to home (27%)
- Pembroke events are well attended (n=682); of note is the high rate of participation at the Santa Claus Parade of Lights, Canada Day, the Multicultural Festival, and Pembroke Community Expo
- Besides improving the current line up, the survey shows interest in food related events, cultural events, seasonal events and musical performances
- Four hundred and seventy four (474) of 673 respondents indicated that events should be funded by both the City and by the event organizer

#### Administration / Operations

- Survey participants (n=660) largely get their information through social media (46%) and through word of mouth (17%); but there remains significant demand for print materials provided well in advance
  - Only 17% (n=646) feel that information is easy to find
- When asked about the registration or booking process; there is strong demand for an online system
- Non-residents fees were raised as a concern, as was facility availability
- Service provision is well perceived; staff follow-up with customer queries quickly, are found to be knowledgeable; and satisfaction rates with customer service levels are good
  - "very friendly and accommodating, thank you"
  - "always professional and courteous"
  - "I have always had phenomenal interactions"
- Survey participants (n=625) were asked to indicate how they think parks and recreation services should be funded
  - 17% mostly user fees
  - 39% even balance of fees and taxes
  - 26% mostly tax-based funding

#### Other (general)

- Active transportation could be better supported
- Look at public transportation options or some kind of subsidised transportation
- Image Q40 how would you contribute



## Appendix H: Site Visits

- Template for Facility Assessment
- Community Parks
- Neighbourhood Parks
- Regional Parks and Recreation Facilities



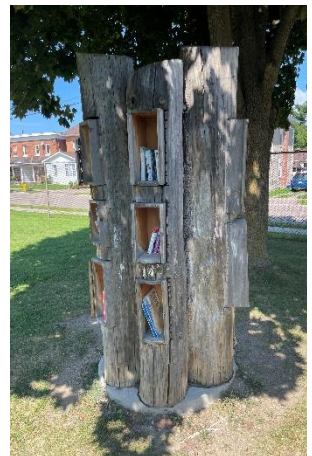
## Template for Recreation Facilities Assessment

<b>Date of Assessment</b>	
<b>Assessed By</b>	
<b>Facility Name</b>	
<b>Facility Category</b>	Aquatic, ice, park, marina, etc.
<b>Facility Address</b>	
<b>Facility Size</b>	
<b>Facility Amenities</b>	Amphitheatre, basketball court, baseball, washrooms, cycling infrastructure, etc.
<b>General Assessment/Observations</b>	
<b>Condition</b>	Poor = 0 : Excellent = 10
<b>Park Signage</b>	Yes / No Signs required
<b>Comments on Location</b>	Proximity to other parks, walkability, level of accessibility
<b>Usage Levels</b>	
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	
<b>Notes</b>	Capital improvements, programs, partners, etc.
<b>Facility Images</b>	

## Community Parks

Rotary Park	
Hillcrest Park	
Memory Garden	
Bereaved Families of Ontario (BFO)	
Coronation Park	
Harvey Fraser Park	

Rotary Park



<b>Date of Assessment</b>	Aug 22, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Rotary Park
<b>Facility Category</b>	Community Park/Playground
<b>Facility Address</b>	300 James Street
<b>Facility Size</b>	Lot is 342' x 252' Community facility is 72' x 27'
<b>Facility Amenities</b>	2 tennis courts, play structure, gazebo, splash pad, benches, portable toilets, community hall, open space/field – outdoor rink, 4 garbage cans, no cycling infrastructure
<b>General Assessment/ Observations</b>	Excellent condition
<b>General Condition</b> (0 = poor 10 = excellent)	8-9
<b>Park signage (Yes/No) Signage Required</b>	No park signage as you enter park
<b>Comments on Location</b>	Great neighbourhood park in the middle of housing, very accessible from all sides
<b>Usage Levels</b>	Good
<b>Programs/Activities/Events</b>	Tennis events, splash pad, community programs in the hall
<b>User Groups</b>	Families and children, lending library
<b>Notes</b>	Gardening programs, pickle ball, fencing, dog park, Basketball courts, more for seniors Sand surface materials for playgrounds



## Hillcrest Park



<b>Date of Assessment</b>	Aug 22, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Hillcrest Park
<b>Facility Category</b>	Community Park/Playground
<b>Facility Address</b>	480-500 Almira St.
<b>Facility Size</b>	460' x 150'
<b>Facility Amenities</b>	Newer Playground, swing set, 2 picnic tables, ½ basketball court, 1 garbage can, fenced in all the way around
<b>General Assessment/ Observations</b>	Great play structure, court is decent, entrance and signage are an issue
<b>General Condition</b> (0 = poor 10 = excellent)	7-8
<b>Park signage (Yes/No)</b>	Yes
<b>Signage Required</b>	Required: Branded and needs to be updated
<b>Comments on Location</b>	In mixed residential housing, easy to walk to, quiet street, accessibility could be enhanced.
<b>Usage Levels</b>	
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	
<b>Notes</b>	Signage, add to basketball or play area, open field for discussion, gardens for seniors. Explore seniors options and intergenerational program – walk dogs, picnic, play with grandchildren, etc.



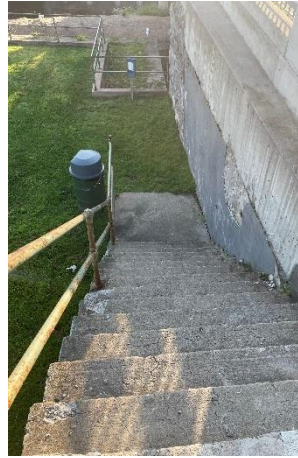
## Memory Garden, Bereaved Families of Ontario (BFO)



<b>Date of Assessment</b>	Aug 22, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Memory Garden, BFO
<b>Facility Category</b>	Community Park/Garden
<b>Facility Address</b>	310-320 Mary St.
<b>Facility Size</b>	
<b>Facility Amenities</b>	Pathways, 7 park benches, 1 garbage can, gardens and flowers in memory of Pembroke residents, 1 pergola, beautiful gardens
<b>General Assessment/ Observations</b>	Very nice park, needs a little investment and engagement. Walking trail across the back of the property is a nice feature
<b>General Condition</b> (0 = poor 10 = excellent)	7
<b>Park signage (Yes/No)</b>	No
<b>Signage Required</b>	Required- details on park, directions perhaps
<b>Comments on Location</b>	Mary St. is busy lots of cars, bikes, walkers, very walkable, trail connects housing from one section to the other through this beautiful garden
<b>Usage Levels</b>	Busy
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	
<b>Notes</b>	Signage that video surveillance in effect. Seems to be some at-risk behaviour, smokers, garbage on the ground, etc.



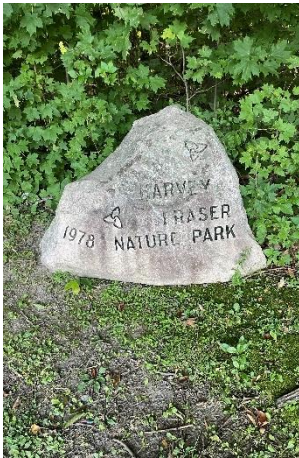
## Coronation Park



<b>Date of Assessment</b>	Aug 23, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Coronation Park
<b>Facility Category</b>	Community Park
<b>Facility Address</b>	Pembroke St East across the river from city hall
<b>Facility Size</b>	360' x 90'
<b>Facility Amenities</b>	2 garbage cans, 1 bench, community artwork/part of community art walk link with other parks, memorial fountain
<b>General Assessment/ Observations</b>	Hard to get to, no signage, stairs need repair, some vandalism and graffiti
<b>General Condition</b> (0 = poor 10 = excellent)	6
<b>Park signage (Yes/No)</b>	No
<b>Signage Required</b>	Identify the park and its reason/purpose for being
<b>Comments on Location</b>	Close to Pembroke waterfront, accessible from the back of the site but not through the park and you can take the stairs down to it but not wheelchair access
<b>Usage Levels</b>	
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	Art group, dog walkers, at-risk
<b>Notes</b>	Engagement of community, profile the area, it is on the water so highly desirable or sell for capital for other projects. Trail to link park under bridge to other areas of the city.



## Harvey Fraser Park



<b>Date of Assessment</b>	Aug 23, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Harvey Fraser Park
<b>Facility Category</b>	Community Park/small trail/nature area
<b>Facility Address</b>	701-705 Cecelia St.
<b>Facility Size</b>	n/a
<b>Facility Amenities</b>	Trails, garbage can, bench and bridge
<b>General Assessment/ Observations</b>	Quiet nature area
<b>General Condition</b> (0 = poor 10 = excellent)	8
<b>Park signage (Yes/No)</b>	Yes – rock with Harvey Fraser print
<b>Signage Required</b>	Who is Harvey Fraser? Pembroke brand
<b>Comments on Location</b>	Accessible, walkable, quiet but it is close to other parks
<b>Usage Levels</b>	
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	
<b>Notes</b>	Nature area, add some signage/education to the site

## Neighbourhood Parks

<input type="checkbox"/>	Alfred Street Parkette	<input type="checkbox"/>
<input type="checkbox"/>	Rondeau Park	<input type="checkbox"/>
<input type="checkbox"/>	Shamrock Park	<input type="checkbox"/>
<input type="checkbox"/>	The Timber Raft	<input type="checkbox"/>
<input type="checkbox"/>	War Memorial Park	<input type="checkbox"/>
<input type="checkbox"/>	Whitewood Park	<input type="checkbox"/>
<input type="checkbox"/>	Dunlop Park	<input type="checkbox"/>
<input type="checkbox"/>	D' Youville Park	<input type="checkbox"/>
<input type="checkbox"/>	Independent Order of Forrester's (IOF) Parkette	<input type="checkbox"/>
<input type="checkbox"/>	River Road Parkette	<input type="checkbox"/>
<input type="checkbox"/>	Golfview Park	<input type="checkbox"/>
<input type="checkbox"/>	Cecil Street Park	<input type="checkbox"/>
<input type="checkbox"/>	Lea Street Park	<input type="checkbox"/>

## Alfred Street Parkette



<b>Date of Assessment</b>	Aug 23, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Alfred Street Parkette
<b>Facility Category</b>	Neighbourhood Park
<b>Facility Address</b>	Alfred St. and corner of Cecilia St.
<b>Facility Size</b>	126' x 42'
<b>Facility Amenities</b>	3 Mature trees, 1 garbage can, landscaped garden
<b>General Assessment/ Observations</b>	Small lot Missing bench Limited use
<b>General Condition</b> (0 = poor 10 = excellent)	8
<b>Park signage (Yes/No)</b>	No signs
<b>Signage Required</b>	Required: sign for why this park is here
<b>Comments on Location</b>	Very close to Kinsmen, easy to walk to and accessible
<b>Usage Levels</b>	Minimum
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	
<b>Notes</b>	Opportunity to add seating and other amenities for older adults to enhance their experience.



## Rondeau Park



<b>Date of Assessment</b>	Aug 22, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Rondeau Park
<b>Facility Category</b>	Neighbourhood Park, Ceremonial Park
<b>Facility Address</b>	413-415 Everett St. at corner of Everett and Eganville Rd.
<b>Facility Size</b>	
<b>Facility Amenities</b>	2 park benches, cement walkways, 2 light posts, mature trees, no garbage cans
<b>General Assessment/ Observations</b>	Well maintained, little use, trail goes down to the water
<b>General Condition</b> (0 = poor 10 = excellent)	7
<b>Park signage (Yes/No)</b> <b>Signage Required</b>	No park signage (e.g., branded City of Pembroke signage)
<b>Comments on Location</b>	Walkable but on busy road Eganville Rd.
<b>Usage Levels</b>	Limited. Just sitting on benches or walking by
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	
<b>Notes</b>	Benches, cement work, consider gardens/flowers, community engagement perhaps, consider interpretive signage (e.g., Who is Rondeau?)

## Shamrock Park



<b>Date of Assessment</b>	Aug 22, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Shamrock Park
<b>Facility Category</b>	Neighbourhood Park
<b>Facility Address</b>	185-195 Pembroke St. West (Corner of Pembroke St. West and Moffat)
<b>Facility Size</b>	75' x 57'
<b>Facility Amenities</b>	2 picnic tables, 1 bench, 1 garbage can and site of community art walk with some murals, busy parking lot downtown, landscaped gardens and the walkways are accessible
<b>General Assessment/ Observations</b>	Good condition
<b>General Condition</b> (0 = poor 10 = excellent)	8
<b>Park signage (Yes/No)</b>	Yes, for parking but not for the park
<b>Signage Required</b>	Why is it called Shamrock park?
<b>Comments on Location</b>	Busy downtown area, very walkable and accessible
<b>Usage Levels</b>	
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	
<b>Notes</b>	Signage, create some events/programs to engage the community



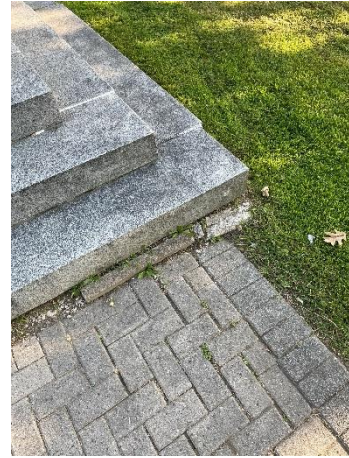
## The Timber Raft



<b>Date of Assessment</b>	Aug 22, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	The Timber Raft
<b>Facility Category</b>	Neighbourhood Park, Skateboard Park
<b>Facility Address</b>	22 Lake St. at corner of Albert St. entrance to Pembroke Waterfront
<b>Facility Size</b>	
<b>Facility Amenities</b>	Ramps/rails, cement slab, picnic table, garbage cans, landscaping, mature trees, etc.
<b>General Assessment/ Observations</b>	
<b>General Condition</b> (0 = poor 10 = excellent)	6-7
<b>Park signage (Yes/No)</b>	Yes
<b>Signage Required</b>	
<b>Comments on Location</b>	Close to waterfront, no parking, not really accessible
<b>Usage Levels</b>	
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	
<b>Notes</b>	Run events, competitions, promotional tours, engage the community



## War Memorial Park



<b>Date of Assessment</b>	Aug 23, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	War Memorial Park
<b>Facility Category</b>	Neighbourhood Park
<b>Facility Address</b>	Pembroke St. East and Mackay St.
<b>Facility Size</b>	120' x 108'
<b>Facility Amenities</b>	Memorial park with statue, 1 garbage can, 1 planter, 1 bench, 3 mature trees
<b>General Assessment/ Observations</b>	Beautiful park on busy road, seems disconnected/ hidden from city hall and is sort of in the background
<b>General Condition</b> (0 = poor 10 = excellent)	8
<b>Park signage (Yes/No)</b>	No
<b>Signage Required</b>	Signs to signify the park and statue
<b>Comments on Location</b>	Walkable, accessible
<b>Usage Levels</b>	Low
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	Remembrance Day ceremony?
<b>Notes</b>	Add some benches, signage, make it a destination, trim tree branches to see flags and statue

## Whitewood Park



<b>Date of Assessment</b>	Aug 23, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Whitewood Park
<b>Facility Category</b>	Neighbourhood Park
<b>Facility Address</b>	211 Garden St.
<b>Facility Size</b>	Not marked/surveyed
<b>Facility Amenities</b>	Empty lot
<b>General Assessment/ Observations</b>	Empty lot in corner of sub-division, access to other subdivision but there is no path or trail
<b>General Condition</b> (0 = poor 10 = excellent)	
<b>Park signage (Yes/No)</b>	no
<b>Signage Required</b>	
<b>Comments on Location</b>	
<b>Usage Levels</b>	
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	
<b>Notes</b>	Determine feasibility of selling this lot and use proceeds for recreation resources in the city or put a trail to connect the neighbourhoods, add benches, walk dogs/dog area.



## Dunlop Park



<b>Date of Assessment</b>	Aug 23, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Dunlop Park
<b>Facility Category</b>	Neighbourhood Park
<b>Facility Address</b>	Corner of Herbert and Mackay
<b>Facility Size</b>	264' x 120'
<b>Facility Amenities</b>	Mature trees, 2 benches, 1 garbage can
<b>General Assessment/ Observations</b>	Beautiful park in desirable neighbourhood
<b>General Condition</b> (0 = poor 10 = excellent)	9
<b>Park signage (Yes/No)</b> <b>Signage Required</b>	No Signage- add branded Pembroke sign to describe park and history, use, etc.
<b>Comments on Location</b>	Steep hill, close to downtown and other parks, walkable and accessible with paved path through the park
<b>Usage Levels</b>	
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	
<b>Notes</b>	Same recommendations as other parks – beautiful park and area, amazing asset in desirable neighbourhood.

## D' Youville Park



<b>Date of Assessment</b>	Aug 23, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	D' Youville Park
<b>Facility Category</b>	Neighbourhood Park
<b>Facility Address</b>	Empty lot on D'Youville Rd. ½ way down D'Youville on the left side of the street
<b>Facility Size</b>	n/a
<b>Facility Amenities</b>	Empty lot
<b>General Assessment/ Observations</b>	Empty lot that other homes back on to
<b>General Condition</b> (0 = poor 10 = excellent)	
<b>Park signage (Yes/No)</b>	no
<b>Signage Required</b>	
<b>Comments on Location</b>	What to do with empty lots?
<b>Usage Levels</b>	
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	
<b>Notes</b>	Review options for development in this space, repurpose the land, or possible disposition



## Independent Order of Forrester's (IOF) Parkette



<b>Date of Assessment</b>	August 23, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Independent Order of Forrester's (IOF) Parkette
<b>Facility Category</b>	Neighbourhood Park, Parkette
<b>Facility Address</b>	Corner of Townline Rd and River Rd.
<b>Facility Size</b>	n/a
<b>Facility Amenities</b>	Landscaped gardens, 1 garbage can, sidewalk/trail through area, 10 mature trees on lot Welcome to Pembroke sign
<b>General Assessment/ Observations</b>	Busy intersection road, lots of through traffic, not many walkers, construction across the road
<b>General Condition</b> (0 = poor 10 = excellent)	7
<b>Park signage (Yes/No)</b> <b>Signage Required</b>	Welcome to Pembroke  Identify the parkette, add directional signage to additional features in the city
<b>Comments on Location</b>	Busy intersection road, lots of through traffic, not many walkers, construction across the road Close to the rail trail so could you access it
<b>Usage Levels</b>	
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	
<b>Notes</b>	Add bench Wood sign may need replacement Add cycling infrastructure and/or link to trail system

## River Road Parkette



<b>Date of Assessment</b>	Aug 23, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	River Road Parkette
<b>Facility Category</b>	Neighbourhood Park, Parkette
<b>Facility Address</b>	442-450 River Rd.
<b>Facility Size</b>	50' x 25'
<b>Facility Amenities</b>	Garden, mature trees, 1 garbage can
<b>General Assessment/ Observations</b>	Small parkette
<b>General Condition</b> (0 = poor 10 = excellent)	8
<b>Park signage (Yes/No)</b>	No
<b>Signage Required</b>	Pembroke signage
<b>Comments on Location</b>	Walkable, limited use Neighbours use/advantage
<b>Usage Levels</b>	
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	
<b>Notes</b>	Explore options for development (investment) at this site



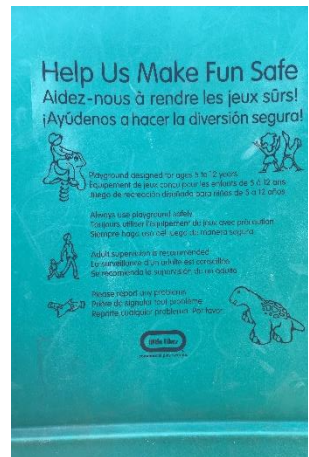
## Golfview Park





<b>Date of Assessment</b>	Aug 23, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Golfview Park
<b>Facility Category</b>	Neighbourhood Park
<b>Facility Address</b>	632 Moss Dr.
<b>Facility Size</b>	90' x 70'
<b>Facility Amenities</b>	Play structure, 1 picnic table, 1 garbage can, 4 benches, 1 swing set, teeter totter, 1 safari truck structure
<b>General Assessment/ Observations</b>	Sand surfacing, no borders
<b>General Condition</b> (0 = poor 10 = excellent)	
<b>Park signage (Yes/No) Signage Required</b>	Yes – playground inspection sign Add city of Pembroke signage Interpretive 'Why Golfview?'
<b>Comments on Location</b>	Walkable, accessible, in newer neighbourhood with additional subdivision going in back
<b>Usage Levels</b>	
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	Family and small children
<b>Notes</b>	Add the swing for special needs, make all parks accessible and inclusive

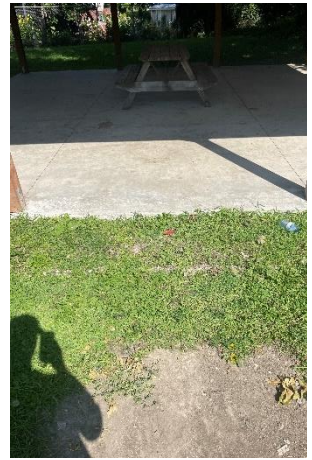
## Cecil Street Park



<b>Date of Assessment</b>	August 22, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Cecil Street Park
<b>Facility Category</b>	Neighbourhood Park, Outdoor Sport Facility (court, field, track)
<b>Facility Address</b>	211 Cecil St, Pembroke,
<b>Facility Size</b>	
<b>Facility Amenities</b>	Basketball court, Playground, Swing set
<b>General Assessment/ Observations</b>	Vandalism and graffiti on the playground equipment Pathway through to the mall
<b>General Condition</b> (0 = poor 10 = excellent)	6
<b>Park signage (Yes/No) Signage Required</b>	None
<b>Comments on Location</b>	Close to mall, walkable
<b>Usage Levels</b>	
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	Families Youth hangout
<b>Notes</b>	Increase signage, remove vandalism, park inspection, close off fence or create a gate to the mall



Lea Street Park



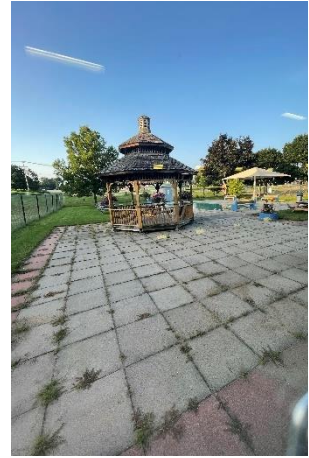
<b>Date of Assessment</b>	August 22, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Lea Street Park
<b>Facility Category</b>	Neighbourhood Park
<b>Facility Address</b>	903-905 Lea Street
<b>Facility Size</b>	Gazebo 27' x 27', concrete slabs 45' x 24' (5), nice cement walkways throughout
<b>Facility Amenities</b>	Gazebo, pathways and concrete slabs, 1 picnic table, 1 garbage can
<b>General Assessment/ Observations</b>	No signage for park entrance Very quiet, not many know about it Neighbours are involved asking questions
<b>General Condition</b> (0 = poor 10 = excellent)	5
<b>Park signage (Yes/No) Signage Required</b>	Park entrance signage recommended, list amenities
<b>Comments on Location</b>	Accessible and easy to walk to from road and throughout park Need ramp to gazebo
<b>Usage Levels</b>	Community use, neighbours but very quiet
<b>Programs/Activities/Events</b>	Limited use of park
<b>User Groups</b>	Neighbours Some kids hanging out at night Empty beer cans around gazebo
<b>Notes</b>	Basketball Pickle ball Community gardens Partner with neighbours

## Regional Parks & Recreation Facilities

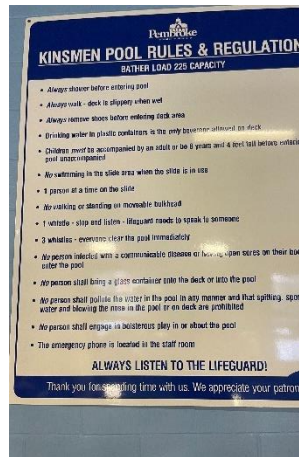
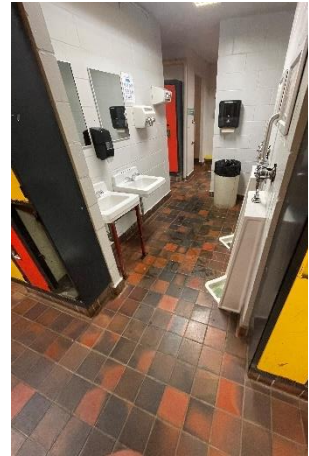
Kinsmen Park (& Aquatic Centre)	
Pembroke Waterfront	
Pansy Patch Park	
Pembroke and Area Community Centre (PACC)	
Riverside Park	
Pembroke Memorial Centre (PMC)	



## Kinsmen Park & Aquatic Centre







<b>Date of Assessment</b>	Aug 22, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Kinsmen Park
<b>Facility Category</b>	Aquatic centre, park, baseball, playgrounds, tennis, outdoor pool
<b>Facility Address</b>	424 Herbert St., Pembroke
<b>Facility Size</b>	Large property
<b>Facility Amenities</b>	Aquatic centre, outdoor pool, baseball with bleachers and benches, lit field, storage garage, play structure and swing set, 8 picnic tables, portable toilet, gazebo
<b>General Assessment/ Observations</b>	Great park, available to all residents, mature trees throughout the property. Aging pool that needs to be replaced (1970's). Was originally an outdoor pool and then they covered it over. Many original parts – pumps, boilers, etc. Very busy pool with programming for lessons, seniors, etc. We can expand on the program delivery. Brian, Pool Supervisor – idea for pool if approved was to expand into baseball diamond with larger rec complex
<b>General Condition</b> (0 = poor 10 = excellent)	8
<b>Park signage (Yes/No) Signage Required</b>	Some signage but more branded signage would help
<b>Comments on Location</b>	Location is in heart of this neighbourhood, not really accessible – no paths or trails to various locations
<b>Usage Levels</b>	High
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	Minor baseball, aquatic programs, lots of free play user groups
<b>Notes</b>	Indoor rec programming facility? New aquatic centre move to baseball field? Manufactured wood chips with walk ways/paths around play structures and paths to outdoor pool Entrance to courts from facility side Tie down pickle ball screens, add signage, re-paint lines Dogs are present Couple residents in wheelchairs arrived – review accessibility
<b>Kinsmen Pool</b>	<b>Building Stats (from Presentation to Council, Asset Management Planning, September, 2023)</b> Year Built: Pool 1956/Building 1972 Current Age: Pool 67 years / Building 51 years

#### Condition: Critical

Structural reviews in 2016, 2018 and 2021 strongly recommended the immediate replacement of the roof panels, wall panels, and girts of the pool enclosure. Snow loads require monitoring to ensure the structural integrity of the building is being maintained.

- Minimal building maintenance has been performed since at least 2019 in anticipation of a new build. The City has not developed a maintenance plan for the current pool.
- If a decision is made to not replace the existing pool, then a remediation plan for the existing building should be developed.

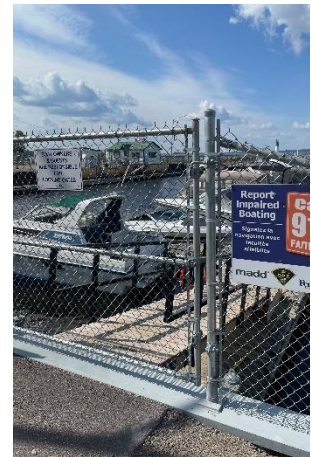
#### Financing

Replacement has been recommended by staff for a number of years as the City has sought (unsuccessfully) for grant funding to assist with the financing of the project.

- As an asset the City has owned for over 50 years, other levels of government typically expect municipalities to fund their own “base” level of service, particularly when it comes to non-core assets.
- As the City has only started to set aside funding for a new pool during the last term of Council, replacing the existing pool would need to be primarily financed through debt. The addition of partners in this potential capital project would reduce the amount of debt required to finance this project.
- If the City wishes to continue offering this service to residents, debt will need to be incurred to either renovate and remediate the existing building or build a new one.



## Pembroke Waterfront



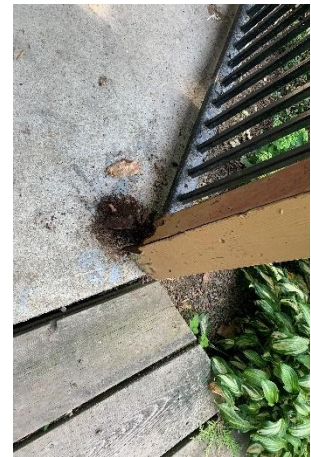




<b>Date of Assessment</b>	Aug 22, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Pembroke Waterfront
<b>Facility Category</b>	Park, Marina, Waterfront, Amphitheatre
<b>Facility Address</b>	Pembroke Waterfront Lake St. turn left on Albert St.
<b>Facility Size</b>	n/a
<b>Facility Amenities</b>	Skatepark called The Timber Raft at main entrance. Road crosses OVRT, large parking lots, washrooms, amphitheatre, beach volleyball, boat launch, gazebo, park beaches, playground, bench count?
<b>General Assessment/ Observations</b>	Beautiful site on the Ottawa River, lots of active citizens along trail and throughout the park with friends, family, dogs, etc. Many exhibits of art and plants
<b>General Condition</b> (0 = poor 10 = excellent)	9
<b>Park signage (Yes/No) Signage Required</b>	Yes  Could add additional signage at key locations. Branded city of Pembroke signage
<b>Comments on Location</b>	Many paths cross this location so it is definitely a hub for this community. Pathways are great and accessible
<b>Usage Levels</b>	
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	
<b>Notes</b>	The Miss Pembroke, Jocelyne the III – decking and boat are in disrepair. What's the story here? What is the vision for this area? Would additional housing and partnerships be possible? If you have more people living down here it could become a destination for seniors. Food service provider? Deal with Fed Govt for boat launch? Opportunity to be creative with stakeholders, boaters, park users, Algonquin College, etc.



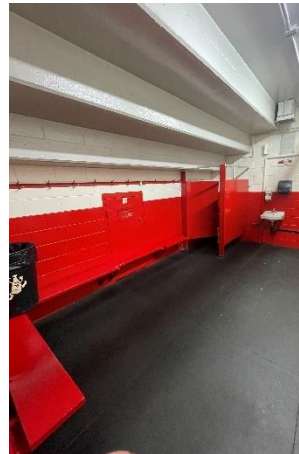
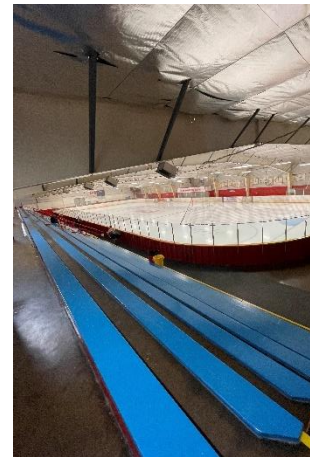
## Pansy Patch Park



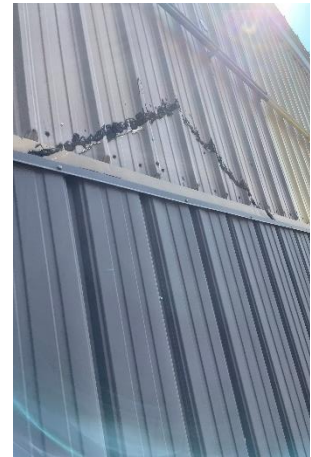
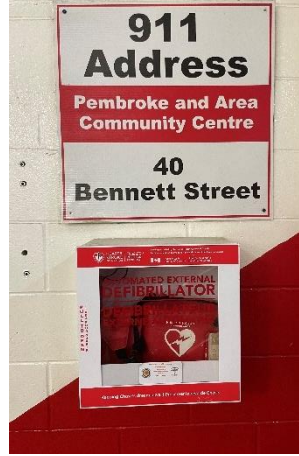


<b>Date of Assessment</b>	Aug 22, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Pansy Patch Park
<b>Facility Category</b>	Park
<b>Facility Address</b>	End of Dickson St.
<b>Facility Size</b>	n/a
<b>Facility Amenities</b>	Beautiful park along the river, picnic tables, benches, Gazebo, large mature trees, entrance is steep, routing out, parking area and garbage cans across bridge,
<b>General Assessment/ Observations</b>	
<b>General Condition</b> (0 = poor 10 = excellent)	9
<b>Park signage (Yes/No) Signage Required</b>	Yes
<b>Comments on Location</b>	In town but has rural feel, walkability and accessibility would be challenging based on location and steepness of the road way in
<b>Usage Levels</b>	Walkers, families and dogs
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	n/a
<b>Notes</b>	Community engagement, gazebo is starting to breakdown, add benches may need some improvements. Beautiful area along the river, great for pictures, special events and functions plus exercise and fitness.

## Pembroke and Area Community Centre







<b>Date of Assessment</b>	Aug 23, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Pembroke and Area Community Centre
<b>Facility Category</b>	Ice/Arena with multi-purpose room
<b>Facility Address</b>	40 Bennett St., Pembroke
<b>Facility Size</b>	Arena Multi-purpose room 31' x 48'
<b>Facility Amenities</b>	1 arena with stands, community room, 4 changerooms, bathrooms, canteen, large gravel/sand parking lot.
<b>General Assessment/ Observations</b>	Rink built in 1977 Capacity of 1249
<b>General Condition</b> (0 = poor 10 = excellent)	
<b>Park signage (Yes/No) Signage Required</b>	No  Required: PACC sign out front, directional and service offerings
<b>Comments on Location</b>	Wheelchair access, outskirts of town but walkable for some, tree line/trail
<b>Usage Levels</b>	Get info from the city for programs/usage/events, etc.
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	Minor hockey, public skating, private rentals/hockey camps, schools, etc.
<b>Notes</b>	Signage Parking lot Add community programming by utilizing the multi-purpose room Floor renewal/upgrade Pickle ball courts in the off-season Mechanical upgrades (See capital budget projections)
<b>PACC</b>	<b>Building Stats (from Presentation to Council, Asset Management Planning, September, 2023)</b>  A building condition assessment was conducted in 2021-22 by McIntosh Perry. <ul style="list-style-type: none"> <li>Over the next 20-years it is anticipated that most building equipment and systems will require major repair or replacement to maintain the building in a state-of-good repair under the current operational model.</li> </ul>

20-year Capital Requirements 1-5 years \$2.0M 6-20 years \$3.5M Total \$5.5M

Year Built: 1977 Current Age: 46 years old

Condition Facility Condition Index GOOD

Typical lifespan for a building is 75-years with major renewals every 25-30 years

**Priorities:**

2025 Replace siding in poor condition \$245,000

2026 Recommend addition of sprinkler system  
\$330,000

2028 Replace refrigerated floor slab \$480,000

2030 Replace dasher boards and glazing \$378,000

\*Note: Pre-Covid Cost Estimates



## Riverside Park











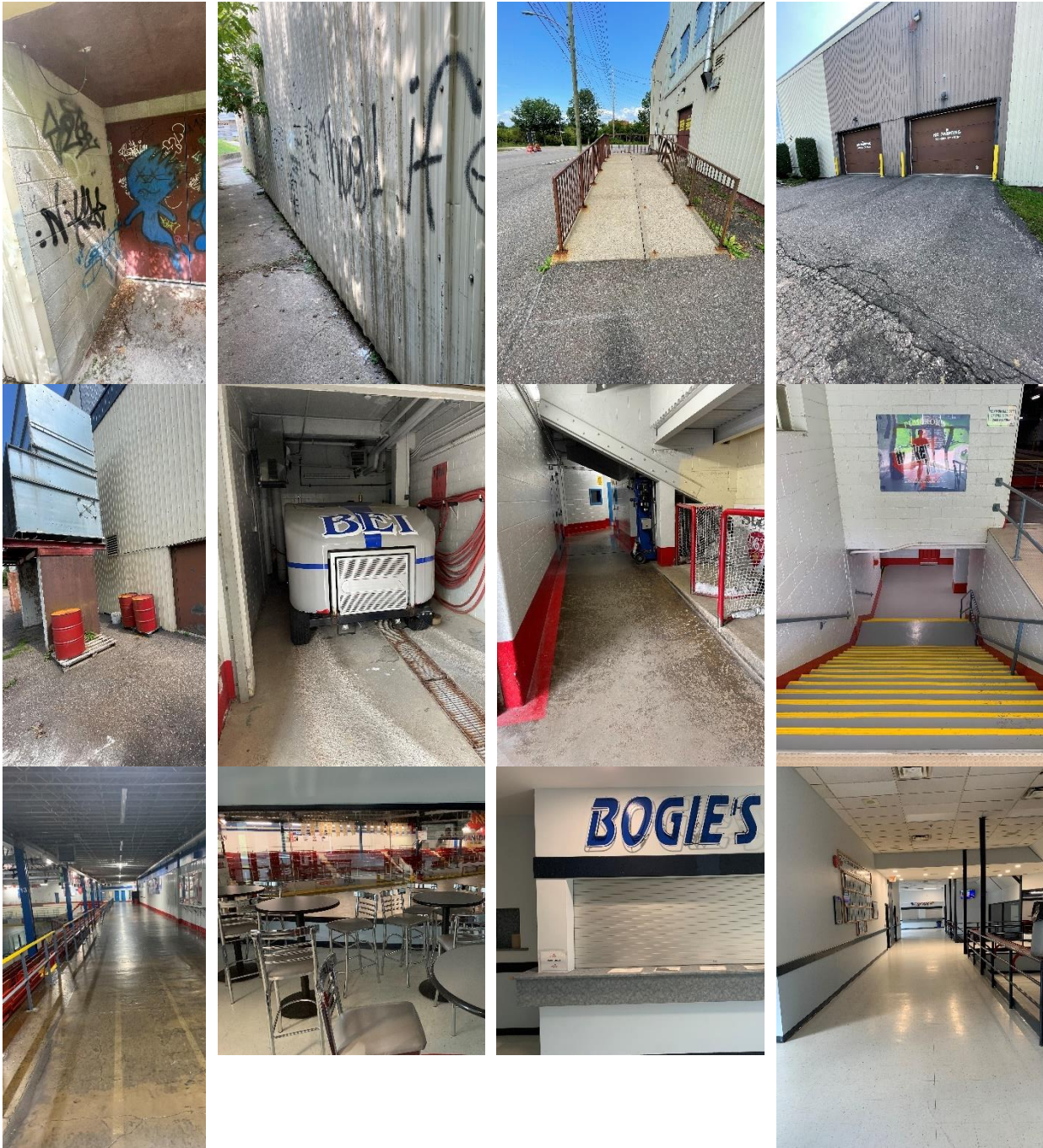
<b>Date of Assessment</b>	Aug 23, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Riverside Park
<b>Facility Category</b>	Park
<b>Facility Address</b>	961 Pembroke St. W
<b>Facility Size</b>	Massive acreage
<b>Facility Amenities</b>	½ Basketball court, 2 baseball diamonds (main 1 is lit with scoreboard), 1 lit softball field 1 dog park (former large baseball diamond), beach, boat launch, 2 gazebos with 6 picnic tables, 8 horse shoe pits, 9-hole mini putt, park benches, gravel/grass parking areas, 1 large playground with frame and engineered wood chips, 1 smaller playground with sand surfacing, and 5-6 play structure toys. There are more public washroom and laundry facilities near playground and trailer area. 9 mini soccer fields with bleachers, 4 full size soccer fields, 1 Youth field, 1 splash pad near river, 2 swing sets, tennis court, walking trails, Kiwanis Field House with washrooms, office space and community space upstairs
<b>General Assessment/ Observations</b>	Amazing asset!!! How many RV/trailer hookups?
<b>General Condition</b> (0 = poor 10 = excellent)	
<b>Park signage (Yes/No) Signage Required</b>	Yes See sign pictures for re-assessment but need to improve overall park/city signage
<b>Comments on Location</b>	Walkable to park, lots of access points, not particularly close to other parks, on the Ottawa river
<b>Usage Levels</b>	Get stats from the city
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	
<b>Notes</b>	Cycling infrastructure, reduction of fields, create an indoor turf field/facility with community centre, improved dog park and encourage participation/engagement, expand the basketball profile with new court with nets that lower for accessibility for all in the community RV and Tent camping – explore fees/processing Flow of water after heavy rains, does the water sit on the surface? Beach is quiet on hot day, is the water polluted?



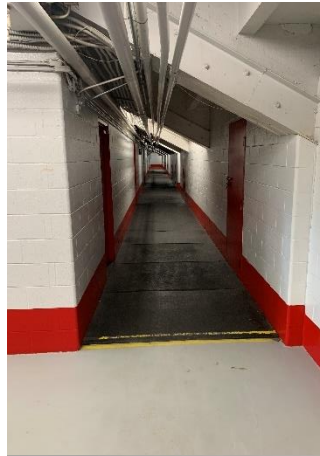
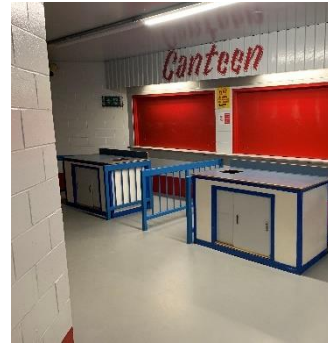
## Pembroke Memorial Centre (PMC)















<b>Date of Assessment</b>	Aug 23, 2023
<b>Assessed By</b>	Kevin Lee
<b>Facility Name</b>	Pembroke Memorial Centre (PMC)
<b>Facility Category</b>	Arena/Ice
<b>Facility Address</b>	411 Pembroke St. W
<b>Facility Size</b>	n/a
<b>Facility Amenities</b>	<p>Full size ice surface, spectator seating and capacity, walking track around perimeter, score clock</p> <p>Built in the early 1950s, the PMC hosts hockey, public skating, tradeshow, concerts, and various special events. The PMC is host to the Pembroke Lumber Kings, a storied Junior A franchise, who won the Royal Bank Cup in 2011 to claim the national championship.</p> <p>Facility</p> <ul style="list-style-type: none"> <li>• Capacity of 2443 persons</li> <li>• Concession on upper and lower level</li> <li>• Accessible building with features such as an elevator, automatic door openers, and washrooms</li> <li>• Activity room for warm spectating of the ice surface</li> </ul> <p>Bogie's Bar</p>
<b>General Assessment/ Observations</b>	Maintained very well, not easily accessible,
<b>General Condition</b> (0 = poor 10 = excellent)	8
<b>Park signage (Yes/No)</b> <b>Signage Required</b>	<p>Yes</p> <p>But needs improved signage at all entrances to the site</p>
<b>Comments on Location</b>	
<b>Usage Levels</b>	
<b>Programs/Activities/Events</b>	
<b>User Groups</b>	
<b>Notes</b>	<p>Floor replacement, accessibility issues, office space/lunchroom for staff, general maintenance and life cycle renewal stuff.</p> <p>Dream big here!!</p>
	<p><b>Building Stats (from Presentation to Council, Asset Management Planning, September, 2023)</b></p> <ul style="list-style-type: none"> <li>• A building condition assessment was conducted in 2020 by McIntosh Perry which found that the building was adequately maintained but is reaching end of useful service life.</li> </ul>

20-year Capital Requirements 1-5 years \$7.0M 6-20 years \$4.5M Total \$11.5M

Year Built: 1951 Current Age: 72 years old

Typical lifespan for a building is 75-years with major renewals every 25-30 years

Condition Facility Condition Index FAIR

**Priorities:**

2025 Recommend addition of sprinkler system, building automation and dehumidifier \$705,000

2026 Replace elevator, siding, chiller, seating, sound system, ice resurfacers \$2,177,000

2027/2028 Replace plumbing, repaving overflow parking lot \$337,000

2031 Replace heater, dasher boards and glazing \$648,000

\*Note: Pre-Covid Cost Estimates

## Appendix I: Council Update

### PARKS AND RECREATION MASTER PLAN

#### Project Update and Key Findings

January 16, 2024

K.A. Community Consulting  
& Leesure Innovations



### Overview

Project Description

Process

Phase 1: Detailed Update

Community Engagement

Key Findings

Next Steps

Questions

## Project Description

- A Parks and Recreation Master Plan (PRMP) is a strategic process and identifies a plan to improve the City of Pembroke's recreational services
- This includes parks, trails, indoor facilities, programs and events
- The PRMP will guide the City of Pembroke for the 10-year horizon
- This framework will help staff and Council as they make decisions that best represent the needs of the community, while balancing financial and staff resources



## Process



\* each phase includes an opportunity for community engagement & feedback

## Phase 1 Update

- Project Kick-off Meeting Aug 4
- Information Gathering
  - Literature review and environmental scan
  - Facility assessments
  - Fee review
  - Program and event review
  - Community engagement
- Project Communications
  - 3 media releases
  - Website content
  - Posters
  - Radio advertisements
- Analysis and Council Update
- Background Report

### One-on-One Interviews

- 15 Interviews
- September – December 2023

### Focus Group Sessions

- 6 Sessions: 50+, Youth, Sport/Community, Algonquin College
- 40 minute to 2+ hour sessions
- October – November 2023

### Community Survey

- 908 Responses
- September 25 – November 17, 2023

## Community Engagement

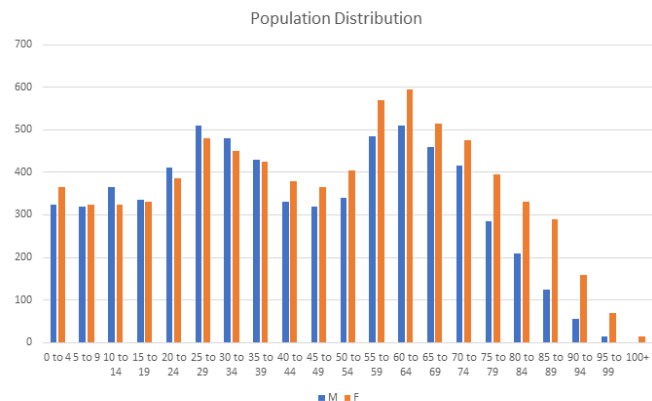
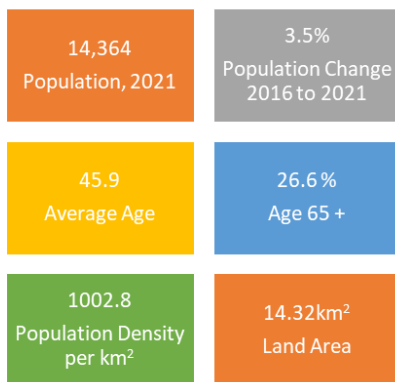




## Key Findings

Community Profile | SWOT Analysis | Trends and Issues | Parks, Trails and Open Spaces | Indoor Recreation Facilities | Programs and Events

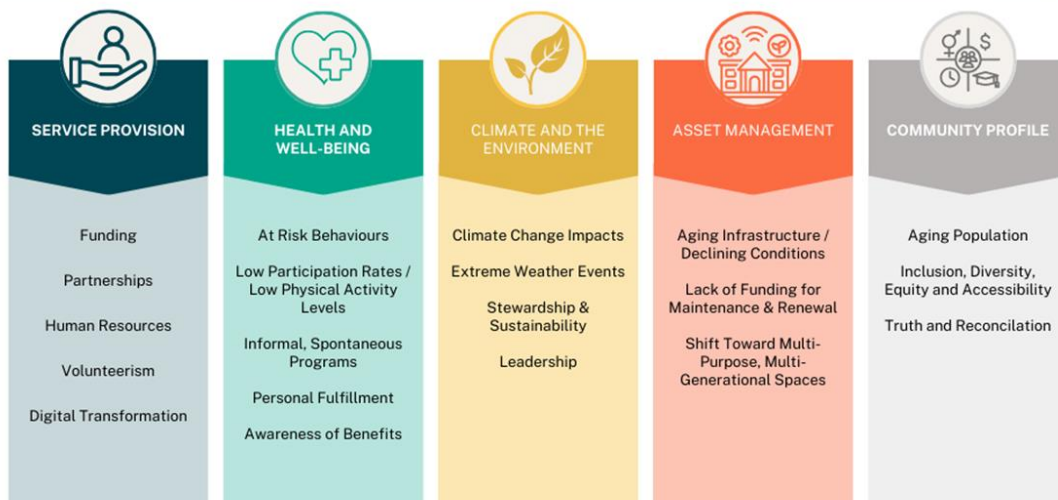
## Community Profile



## SWOT Analysis



## Trends and Issues



## Service Provision

- Funding and Cost Recovery
- Partnerships as an opportunity to expand programming and facility access
- Human Resources
  - Attraction and retention
  - Succession planning
  - Training
- Volunteerism
  - Few people volunteering
  - Shift to short-term commitments vs long-term volunteer obligations
- Digital Transformation
  - Adaptation and integration of AI
  - Technology changes more rapidly than people can adapt
- Access and Accessibility
  - Lack of facility space / challenging to access
  - Transportation / walkability



## Health and Well-being

- Heightened awareness of the benefits of active healthy lifestyles
- Increase in 'at risk' behaviours
- Low participation rates / low physical activity levels
- Participants seeking more unstructured opportunities that allow for flexibility
- Shift toward personal fulfillment and experience vs performance-based culture



## Climate and the Environment

- Impact of climate change
- Extreme weather events impacting program delivery
- Desire to protect and preserve natural spaces
- Seeking leadership from the municipality in terms of stewardship and sustainability



## Asset Management

- Recreational facilities are aging, and conditions are deteriorating
- Asset management planning requirements
- Lack of sustainable / consistent funding for maintenance and renewal
- Increase in demand for 'one-stop shop' (multi-purpose, multi-generational spaces) rather than stand-alone facilities



## Community Profile

- The portion of the population that is age 55+ is growing (26.6% age 65+)
  - Larger percent of the population vs Ontario and Canada
- Inclusivity, Diversity, Equity, and Access (IDEA)
  - Barrier free programs and facilities
  - New Canadians
- Truth and Reconciliation
  - The calls to action include at least 9 items that specifically address sport and recreation



## Parks, Trails, and Open Spaces

- 96% of survey participants visit parks, trails, and open spaces; and half are doing more once or more per week
- The most popular spaces include Pembroke Waterfront, Riverside Park, and the Algonquin Trail 53%
- Trails, playgrounds, and the marina are the three most accessed facilities
- Top priorities for investment over the next 10 years
  - Waterfront
  - Access and accessibility





## Indoor Recreation Facilities

- City facilities are older (construction dates of 1952 and later)
- 79% of survey participants use indoor recreational facilities
- Indoor facilities visited
  - PMC and Kinsmen most popular
  - Active 55+ Centre popular with older adults
- 35% are dissatisfied / 40% indicating they are satisfied with indoor facilities
- Survey participants are asking for multipurpose, multifunctional, multigenerational space



## Programs and Events

- Skating / hockey (45%) and public swimming are the most popular programs
- To improve participation rates:
  - Better quality facilities for programs
  - Better awareness and communication of opportunities
  - Variety of programs and timing
  - Affordability
  - Online registrations needed
- Just more than half of survey respondents indicate that they access recreational services in other communities
- Pembroke events are well attended!
  - High rate of participation at the Santa Claus Parade of Lights, Canada Day, the Multicultural Festival, and Pembroke Community Expo



## Other Findings

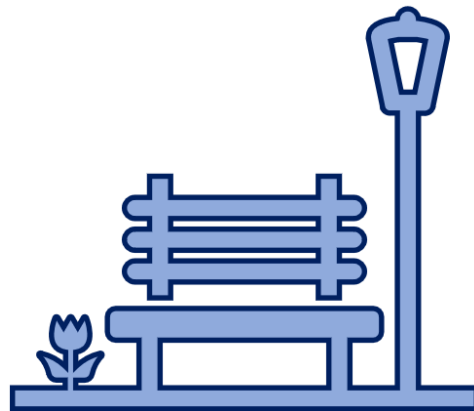
- Residents largely get their information through social media and through word of mouth
  - There remains significant need for print materials
- Need for an online system
- Non-residents fees were raised as a concern
- Survey participants indicate that parks and recreation services should be funded
  - 17% mostly user fees
  - 39% even balance of fees and taxes
  - 26% mostly tax-based funding



## Next Steps

### Winter/Spring 2024

- ✓ Analysis and Development of Opportunities
- ✓ Draft recommendations
- ✓ Community engagement portion



## Appendix J: Open House Presentation

### Service Delivery



#### Setting the Stage

The city is experiencing a wave of positive sentiment as residents are expressing their appreciation for the programs and services offered, highlighting their value. Staff are being recognized for their responsiveness and seen as a true asset to the community.

However, some challenges lie ahead. Recovering costs associated with major investments in recreation facilities and infrastructure is a growing concern. Long-term planning is essential to ensure the sustainability of these projects.

Technology presents both challenges and opportunities. Its rapid evolution requires adaptation, but it also opens doors to significant improvement. By embracing digital tools, the city can streamline services and make them more user-friendly for residents.

Collaboration is a cornerstone of effective service delivery. The city acknowledges the importance of building strong partnerships with external organizations and fostering a robust volunteer base. This collaborative spirit allows the city to achieve more and better serve its residents.

Finally, a clear message has emerged from residents: they crave accessible recreation spaces. Easy navigability within these areas is also a top priority. By addressing these needs, the city can create a more vibrant and active community where residents can connect and thrive.

#### Strategic Direction

Pembroke envisions a future where parks and recreation services flourish, enriching the lives of all residents. This vision rests on five key pillars:

##### Financial Sustainability

We are committed to responsible fiscal management, improving cost recovery rates and building strong reserves. This ensures long-term stability and the ability to invest in future generations' recreational needs.

##### Expanding Opportunities

Through partnerships, we will cultivate a vibrant network of program options and recreational spaces. By collaborating with community organizations and leveraging external resources, we can meet the diverse needs and interests of our residents, making recreation accessible to all.

##### Empowering Our People

Investing in and expanding our staff is paramount. We will provide ongoing training and professional development opportunities, fostering a team of highly skilled and passionate individuals. We will also strengthen our volunteer base, creating a collaborative environment where volunteers feel valued and contribute meaningfully.

##### Innovation and Efficiency

Technology will be a cornerstone of our strategy. We will embrace digital solutions to streamline operations, improve communication, and enhance the user experience. This allows us to allocate resources more effectively and better serve residents.

##### A Welcoming Environment

Pembroke embraces the principles of Inclusion, Diversity, Equity, and Accessibility (IDEA). We are committed to creating parks and recreation services that are welcoming and accessible to everyone, regardless of age, ability, background, or socioeconomic status. By fostering a sense of belonging and inclusivity, we can create a stronger, more vibrant community.

### Service Delivery: Funding and Cost Recovery

Recommendation	I Agree	I Disagree
Review and update rates and fees to improve cost recovery, to align with comparable municipalities, and to increase reserves		
Continue to Build Reserves		
Apply for Grant Funding as staff capacity allows and/or as volunteer grant writers are secured		
Dispose of Underutilized Parkland providing existing and available parkland meets city targets as provided in the Official Plan		
Update/Create Cost Sharing Agreements		

### Service Delivery: Human Resources and Volunteerism

Recommendation	I Agree	I Disagree
Update the departmental org chart and job descriptions to better align with service delivery		
Increase staffing levels to support operations and service delivery while reducing risk		
Continue to develop and implement processes to facilitate staff attraction and retention (e.g., salary review, training opportunities, allocated staff space)		
Build and foster the volunteer community (e.g., through policy and capacity building exercises) and continue to recognize volunteers in the community		

### Service Delivery: Digital Transformation

Recommendation	I Agree	I Disagree
Fully implement recreation software to support program registration, facility rentals, and online payments		
Use digital/online tools to improve communications		
Adopt Artificial Intelligence (A.I.) to support staff efforts (e.g., creating marketing content, analyzing data, customer service portal)		
Improve access to Wi-fi in public spaces to enhance end-user experience and to support administrative functions offsite (e.g., parks, marina, campground, arenas, and other recreation facilities)		

### Service Delivery: Inclusion, Diversity, Equity, and Accessibility (IDEA)

Recommendation	I Agree	I Disagree
Continue to advance Accessibility for Ontarians with Disabilities Act (AODA)		
Support action that celebrates diverse cultures		
Create inclusive spaces and programs (as capital budget and staff capacity allows) (e.g., gender neutral, barrier free, accessible, age-friendly)		
Foster opportunities for new Canadians recognizing challenges with language and culture that may impact participation and engagement		



## Service Delivery: Partnerships

Recommendation	I Agree	I Disagree
Explore partnership opportunities for public and private organizations to support program delivery and infrastructure investment		
Improve collaboration with partners by hosting annual meetings to review program delivery and facilitate communications		
Enter into formal agreements to increase access to indoor recreation space (e.g. schools, BGC) so that programming options can grow (based on staff capacity)		
Inventory non-municipal recreation facilities that may be accessed for program purposes		
Create / update a Community Partnership Policy that defines roles and responsibilities related to programs and events; and includes a funding mechanism to support community driven program and events		

## Climate and the Environment



### Setting the Stage

Pembroke is a town deeply woven into the fabric of the natural world. Its residents cherish their expansive parks, winding trails, and sparkling waterfront. These outdoor spaces are more than just scenery; they're the lifeblood of the community. Families picnic under towering trees, children chase butterflies along wildflower-lined paths, and joggers find solace in the rhythmic crash of waves. Pembroke's identity is intertwined with its natural beauty.

However, climate change and extreme weather events are posing a significant threat to Pembroke's beloved outdoor havens. Once predictable weather patterns are becoming erratic, bringing intense storms, prolonged droughts, and unpredictable temperature fluctuations. These changes are taking a toll on the very resources that define Pembroke. Flooding from heavy rains can damage trails and erode park grounds. Droughts can stress trees and wildlife, leaving behind a parched landscape. Rising water levels threaten the delicate ecosystem of the waterfront, jeopardizing the recreational activities there. The very foundation of Pembroke's identity – its connection to nature – is under siege. This new reality demands a proactive response. Pembroke can no longer afford to be a passive observer. The town needs to become a steward, actively safeguarding its natural treasures. This involves implementing sustainable practices such as planting native species that are more resilient to climate change, and investing in infrastructure that can withstand extreme weather events.

The fight to protect Pembroke's outdoor spaces requires collaboration between residents, local government, and environmental organizations. By working together, Pembroke can ensure that future generations continue to experience the joy and serenity of their beloved parks, trails, and waterfront. The town's connection to nature is not just a cherished tradition; it's a vital part of its future.

### Strategic Direction

Pembroke envisions a future where parks and recreation safeguard the natural world. The city aims to foster environmental stewardship, increase access to natural spaces, and adapt to climate change. Engaging programs, especially for youth, will promote a lifelong appreciation for the outdoors, enhancing physical and mental well-being. Collaboration among residents, local government, and environmental organizations is crucial to protect these spaces. By being proactive, Pembroke can ensure its natural treasures remain vibrant and accessible, creating a healthy and sustainable future.

#### Stewards of Our Environment

Pembroke aspires to be a leader in environmental stewardship. We will actively protect our natural spaces, implementing sustainable practices and promoting environmental education. By fostering a culture of respect for nature, we ensure the continued beauty and health of our parks for future generations.

#### Bridging the Nature Gap

Recognizing the growing concern of "Nature Deficit Disorder," we will prioritize providing easy access to natural spaces. This includes creating a network of well-maintained trails, parks, and green spaces within walking distance for most residents.

#### Adapting to a Changing Climate

Climate change presents a significant challenge to our natural spaces. Pembroke will embrace progressive and innovative measures to mitigate the impact of climate change on our parks and recreational resources. This could involve implementing drought-resistant landscaping, utilizing sustainable water management practices, and exploring strategies to protect vulnerable ecosystems from changing water levels or extreme weather events.

## Climate and the Environment: Adaptation

Recommendation	I Agree	I Disagree
Use trees as a natural shade solution, and support initiatives such as 'Restore the Canopy'		
Plant local native species (considering tree planting and ornamental / decorative beds)		
Support active transportation options as a mechanism to reduce greenhouse gas (GHG) emissions		
Implement LEED standards and principles when undertaking major facilities investments		
Support the efforts of Emergency Services and the Community Emergency Management Group (CEMC) insofar as it impacts parks and recreation services		
Monitor changing weather patterns as this impacts service delivery (e.g., warmer winters make it difficult to maintain outdoor rinks; early spring results in demand for earlier installation waste cans in parks when staff are still attending to winter operations; cost to maintain ice in arenas)		

## Climate and the Environment: Leaders in Stewardship

Recommendation	I Agree	I Disagree
Begin to apply earth friendly practices in day-to-day operations (e.g., recycling, automatic lighting, turning off computer monitors at end of day)		
Install garbage/recycle combination bins at strategic locations for public use; consider supporting composting programs		
Install EV charging stations and parks and public buildings		
Work with local environmental leaders (conservation authority, local field naturalists, Algonquin College) as partners in environmental education		

## Health and Wellbeing



### Setting the Stage

Recreation can serve as a preventative measure against rising at-risk behaviors within the region. By offering positive outlets for people to connect, challenge themselves, and find enjoyment, we can create a more resilient community where healthy choices are encouraged.

The evolving landscape of recreation demands innovative approaches. By understanding the changing motivations and needs of our residents, we can develop programs and services that not only address public health concerns but also contribute to a vibrant and thriving community.

### Strategic Direction

Pembroke envisions a future where recreation is not just an activity, but a vital force that fosters a healthier, safer, and more connected community. We strive to achieve this vision through four key goals:

#### Promoting Active and Healthy Lives

We will encourage a diverse spectrum of passive and active recreation opportunities, catering to the various needs and abilities of our residents. From serene walking trails to energetic sports leagues, we aim to support healthy lifestyles by encouraging physical activity and mental well-being.

#### Building Strong Connections

We believe that strong community connections can help mitigate at-risk behaviors. We will foster these connections by creating inclusive programs and events that bring people together. By fostering a sense of belonging and positive social interaction, we empower individuals to make healthy choices and build a supportive network.

#### Embracing Our Valued Elders

Pembroke recognizes the importance of creating a welcoming and supportive environment for older adults. We will develop programs and activities specifically designed to cater to their interests and needs. Additionally, accessible park spaces and amenities will enhance their ability to participate in activities and remain connected to the community.

#### Ensuring a Safe Space for All

Safety is a paramount concern. We will address safety and risk concerns by implementing proactive measures like well-lit parks, security patrols, and educational programs. By creating a safe environment, residents feel comfortable and encouraged to participate in all that our parks and recreation services offer.

This vision goes beyond leisure. It seeks to create a community where recreation becomes a catalyst for positive change. By promoting healthy lifestyles, fostering connections, supporting our elders, and ensuring safety, we can build a thriving Pembroke where everyone feels empowered to live a happy and fulfilling life.

## Health and Wellbeing: Active Living

Recommendation	I Agree	I Disagree
Continue to promote the benefits of recreation through regular ongoing communications		
Increase staff levels to offer more direct programming options in response to community needs and interests (e.g., instructor led programs such as yoga, seniors' fitness, youth basketball)		
Engage the local medical community (e.g., Family Health Team) in promoting the benefits of an active lifestyle or through 'prescribing' recreation		
Maintain parks and trails to a high standard as they provide a mechanism for passive and spontaneous recreation		
Continue to invest in and grow the Lending Hub as a community resource		

## Health and Wellbeing: Addressing At-Risk Behaviours

Recommendation	I Agree	I Disagree
Identify and act on opportunities to increase the program supply in the community through partnerships		
Ensure communications and connectivity with the vulnerable population through accessible communications and programs		
Support efforts of the local task force addressing at risk behaviours where possible within existing capacity		
Adopt and implement the principles of Crime Prevention Through Environmental Design (CPTED) (e.g., lighting, maintaining sight lines)		
Create dedicated youth space with strong adult allies		



## Health and Wellbeing: Other

Recommendation	I Agree	I Disagree
Use evaluation/metrics to gauge effectiveness of parks and recreation services; and to provide mechanism for ongoing feedback related to service delivery		
Recognize the needs of older adults in the community as this portion of the population continues to grow		
Support the initiatives of other internal departments should they undertake Age Friendly Community Planning		
Use community gardens and food forests as a means to address food security issues in the community		
Revisit the co-location of the Active Living Centre and the Grind		

## Asset Management



### Setting the Stage

The future of recreation in our community hinges on addressing some key issues. One pressing concern is the impact of aging infrastructure on program offerings. Deteriorating facilities can limit the types of activities we can provide, both now and in the foreseeable future. This necessitates a proactive approach to maintenance and potential upgrades.

Residents' desires are also evolving. They're increasingly interested in multi-purpose facilities. These one-stop shops cater to a wider range of needs and interests, offering something for everyone under one roof. This approach can promote social interaction and create vibrant community hubs.

However, creating and maintaining such facilities requires a strong financial plan. A sustainable approach to funding is crucial to ensure long-term viability. We need to explore innovative solutions, such as public-private partnerships or user fees, to supplement traditional funding models.

The importance of parks and recreation extends beyond leisure activities. These services and their infrastructure play a vital role in local economic development. Well-maintained parks and diverse recreational opportunities attract residents and businesses, contributing to a thriving community. By investing in our recreational infrastructure, we're not just investing in fun and wellness, but also in the economic well-being of our community.

Moving forward, we must find a way to balance resident needs with long-term sustainability. By addressing aging infrastructure, embracing multi-purpose facilities, and securing sound financial planning, we can ensure that parks and recreation remain a cornerstone of our community's health and economic vitality.

### Strategic Direction

Pembroke envisions a future where parks and recreation services are not just enjoyable, but also sustainable over the long term.

#### Expanding Access to Recreation

We recognize the importance of both indoor and outdoor recreation facilities. We will explore various avenues to secure access to indoor spaces, whether through proactive maintenance of existing facilities, strategic new construction projects, or innovative partnership initiatives. By expanding access to diverse recreational options, we cater to the needs of all residents, regardless of weather or season.

#### Investing in the Future

Long-term planning is critical. We will develop a comprehensive strategy for the maintenance, operation, and renewal of major infrastructure. This ensures our parks and facilities remain functional, safe, and inviting for future generations.

#### Prioritizing High-Impact Investments

We will prioritize strategic investments in park assets, focusing on areas with the potential for high return on investment (ROI). This allows us to optimize resource allocation, ensuring the greatest impact on resident needs and overall community benefit.

### Asset Management: Trails

Recommendation	I Agree	I Disagree
Continue to improve navigability such as installing active transportation infrastructure, improving pedestrian corridors, and way-finding signage		
Be consistent in trailhead development aiming for a minimum standard (signage, seating, waste disposal, parking)		
Obtain an Ontario Trails Council membership to allow for more fulsome access to OTC resources and trails support		
Improve connectivity with trail systems between existing greenspaces, and the business core		

### Asset Management: Waterfront / Riverside

Recommendation	I Agree	I Disagree
Explore options for a major redevelopment of Riverside Park and the waterfront as a regional attraction		
Assess financial benefits and ROI on campground; consider closing and repurposing this land		
Invest in a business plan for the marina that considers usage patterns, service options, revenue streams; and that considers non-motorized boating options		
Continue to support programs and events that bring residents and visitors to parks and the business core		
Continue to enhance services and amenities that support the end-user experience (e.g., access to washrooms, seating, refreshments)		

### Asset Management: Parks

Recommendation	I Agree	I Disagree
Create outdoor recreation standards for minimum requirements for each of the three parks classifications (e.g., seating supply, signage)		
Where park use is low / insufficient, consider disposition of property with reinvestment of funds into existing for future park related infrastructure (capital projects)		
Generate standards for park maintenance and renewal (e.g., bench maintenance, lighting updates)		
Make improvements in a dedicated park to address the needs of families with neurodivergent children (e.g., enclosed space, quiet areas, communication boards)		
Reconsider the location of the dog park (allowing the space to be reallocated for better usage)		

### Asset Management: Other

Recommendation	I Agree	I Disagree
Utilize Asset Management software to support long-term planning, maintenance cycles, resource allocation, etc		
Use data (through recreation software) to inform future decisions (e.g., cost recovery levels, usage statistics, customer satisfaction)		
Create Commemorative Bench and Tree Planting policy		

## Asset Management: Indoor Facilities

Recommendation	I Agree	I Disagree
Invest in capital improvements to extend the life of existing recreation infrastructure		
Invest in new (multi-purpose) recreation infrastructure		
Support local fundraising committees to help them reach financial goals and support capital campaigns (e.g. communications and marketing, offering prizes for raffles such as free admission to public skating, or event support within available resources)		
Look to other sources of revenue to support investment in infrastructure such as naming rights and sponsorships		
Renew existing Shared Use Agreements and create new agreements where none currently exist		
Foster partnerships that allow for return on investment (e.g., Silver Stick) and that support access to indoor recreation spaces		
Create appropriate storage space to support departmental operations		



## Appendix K: Open House Feedback

#1 Create a Recreation Destination	
Explore the feasibility of creating a new regional multi-purpose recreation facility with an aquatic and wellness focus, mixed-use hubs, quality indoor facilities where the community can gather and play, visitors can experience and enjoy trail systems, water access, all of which would connect recreation opportunities for the community and economic development. This new recreation site/centre would provide enhanced indoor recreation facilities and services by supporting accessible and inclusive experiences while progressively increasing the City's leadership role. Further exploration would be required to determine the preferred site, partners, costing, etc.	<p>Yes, I fully agree; the location would be central</p> <p>No; concerned this may draw from other needed investments</p>
#2 Invest in Staffing Capacities to Deliver Quality Recreation Services	
To better serve the residents of the City of Pembroke and to ensure safe and reliable delivery of recreation services, consideration to increasing staffing capacities is essential to the operation of the department for operations, programming, applying for funding, and for the implementation of partnerships in the provision of additional recreation programming for indoor use.	<p>As a previous student; these were the BEST summer/student jobs; I learned a lot and valuable life skills were gained – we need to support these job opportunities</p> <p>Realign staffing with new PRMP</p>
#3 Deliver Strong Programs and Services	
Expand the recreational programs and program options offered by the city to meet the diverse needs of the community and explore improvements to service delivery such as methods of promoting these programs to the broader community. A strong volunteer base and strategic partnerships are in place to support program delivery.	Volunteer support will be needed
#4 Manage Assets with a Long-Term Lens	
Monitor the City's assets with a strategic lens and structured manner to determine the best course of action for future investment while allowing the community a voice (e.g., through a referendum) in future indoor recreation facility investment. And, that the City has a strong financial plan to support long-term maintenance and renewal of its major recreation infrastructure.	No more closures of our facilities
#5 Become Leaders in Environmental Stewardship and Climate Adaptation	
Recognizing the value of its natural environment, Pembroke has taken strides to safeguard its parks and trails, and to ensure that residents and visitors are easily able to navigate through the vast greenspace available in the city. Further, Pembroke needs to adopt different operating strategies to mitigate the effect of extreme weather and other climate impacts as it is related to parks and recreation services.	

### Service Delivery: Funding and Cost Recovery

Recommendation	Yes	No	Comments
Review and update rates and fees to improve cost recovery, to align with comparable municipalities, and to increase reserves	94%	6%	Yes, but make sure that there are still some affordable options for people that cant afford to pay more Don't make access to recreation unaffordable; look at average income of residents
Continue to Build Reserves	100%		
Apply for Grant Funding as staff capacity allows and/or as volunteer grant writers are secured	100%		Love the idea of engaging volunteer grant writers
Dispose of Underutilized Parkland providing existing and available parkland meets city targets as provided in the Official Plan	40%	60%	Who determines what park are underutilized? Don't dispose of these; invest in them and make them more popular (used)
Update/Create Cost Sharing Agreements	100%		

### Service Delivery: Human Resources and Volunteerism

Recommendation	Yes	No	Comments
Update the departmental org chart and job descriptions to better align with service delivery	100%		
Increase staffing levels to support operations and service delivery while reducing risk	67%	33%	No – just get the right people in the right jobs Yes
Continue to develop and implement processes to facilitate staff attraction and retention (e.g., salary review, training opportunities, allocated staff space)	82%	18%	Recruit quality staff
Build and foster the volunteer community (e.g., through policy and capacity building exercises) and continue to recognize volunteers in the community	94%	6%	Look at the Laurentian Valley model yes

### Service Delivery: Digital Transformation

Recommendation	Yes	No	Comments
Fully implement recreation software to support program registration, facility rentals, and online payments	100%		Good to streamline these processes
Use digital/online tools to improve communications	100%		Social media 100%
Adopt Artificial Intelligence (A.I.) to support staff efforts (e.g., creating marketing content, analyzing data, customer service portal)	80%	20%	
Improve access to Wi-fi in public spaces to enhance end-user experience and to support administrative functions offsite (e.g., parks, marina, campground, arenas, and other recreation facilities)	93%	7%	If the kids can access wifi in parks they are more likely to visit and use parks. Good idea

### Service Delivery: Inclusion, Diversity, Equity, and Accessibility (IDEA)

Recommendation	Yes	No	Comments
Continue to advance Accessibility for Ontarians with Disabilities Act (AODA)	100%		
Support action that celebrates diverse cultures	100%		
Create inclusive spaces and programs (as capital budget and staff capacity allows) (e.g., gender neutral, barrier free, accessible, age-friendly)	94%	6%	
Foster opportunities for new Canadians recognizing challenges with language and culture that may impact participation and engagement	100%		

### Service Delivery: Partnerships

Recommendation	Yes	No	Comments
Explore partnership opportunities for public and private organizations to support program delivery and infrastructure investment	72%	28%	Yes
Improve collaboration with partners by hosting annual meetings to review program delivery and facilitate communications	100%		Excellent idea Yes
Enter into formal agreements to increase access to indoor recreation space (e.g. schools, BGC) so that programming options can grow (based on staff capacity)	100%		Yes; student pricing for youth access needed
Inventory non-municipal recreation facilities that may be accessed for program purposes	100%		
Create / update a Community Partnership Policy that defines roles and responsibilities related to programs and events; and includes a funding mechanism to support community driven program and events	100%		

Climate and the Environment: Adaptation			
Recommendation	Yes	No	Comments
Use trees as a natural shade solution, and support initiatives such as 'Restore the Canopy'	100%		We have enough trees in our parks; need more shade on streets; work with planner to decide where trees should go
Plant local native species (considering tree planting and ornamental / decorative beds)	100%		
Support active transportation options as a mechanism to reduce greenhouse gas (GHG) emissions	100%		Bike lanes on main roadways
Implement LEED standards and principles when undertaking major facilities investments	85%	15%	
Support the efforts of Emergency Services and the Community Emergency Management Group (CEMC) insofar as it impacts parks and recreation services	100%		
Monitor changing weather patterns as this impacts service delivery (e.g., warmer winters make it difficult to maintain outdoor rinks; early spring results in demand for earlier installation waste cans in parks when staff are still attending to winter operations; cost to maintain ice in arenas)	100%		



## Climate and the Environment: Leaders in Stewardship

Recommendation	Yes	No	Comments
Begin to apply earth friendly practices in day-to-day operations (e.g., recycling, automatic lighting, turning off computer monitors at end of day)	100%		
Install garbage/recycle combination bins at strategic locations for public use; consider supporting composting programs	100%		Love the composting idea
Install EV charging stations and parks and public buildings	65%	35%	At public bldgs. Maybe
Work with local environmental leaders (conservation authority, local field naturalists, Algonquin College) as partners in environmental education	100%		Would love to see a nature summer camp

## Health and Wellbeing: Active Living

Recommendation	Yes	No	Comments
Continue to promote the benefits of recreation through regular ongoing communications	100%		Online and paper promotions; promote the lending hub!
Increase staff levels to offer more direct programming options in response to community needs and interests (e.g., instructor led programs such as yoga, seniors' fitness, youth basketball)	80%	20%	Much needed ***** yes
Engage the local medical community (e.g., Family Health Team) in promoting the benefits of an active lifestyle or through 'prescribing' recreation	100%		Yes
Maintain parks and trails to a high standard as they provide a mechanism for passive and spontaneous recreation	100%		Yes I support this
Continue to invest in and grow the Lending Hub as a community resource	100%		Didn't even know we had this; it a great idea

## Health and Wellbeing: Addressing At-Risk Behaviours

Recommendation	Yes	No	Comments
Identify and act on opportunities to increase the program supply in the community through partnerships	100%		Partners need a voice
Ensure communications and connectivity with the vulnerable population through accessible communications and programs	100%		Subsidies for low income families with kids Seniors need non-tech info
Support efforts of the local task force addressing at risk behaviours where possible within existing capacity	100%		
Adopt and implement the principles of Crime Prevention Through Environmental Design (CPTED) (e.g., lighting, maintaining sight lines)	100%		More garbage disposals to keep these spaces clean
Create dedicated youth space with strong adult allies	100%		Much needed; teachers would be a good fit BUT they may already be exhausted... could be a good starting point We already have this – don't reinvent the wheel – promote the existing facilities, elevate and youth wellness hub 'continue to' not create

## Health and Wellbeing: Other

Recommendation	Yes	No	Comments
Use evaluation/metrics to gauge effectiveness of parks and recreation services; and to provide mechanism for ongoing feedback related to service delivery	100%		Use QR codes; they are easy and provide immediate feedback This is important
Recognize the needs of older adults in the community as this portion of the population continues to grow	100%		What about families Pickleball, leagues, and drop in programs would be good
Support the initiatives of other internal departments should they undertake Age Friendly Community Planning	100%		
Use community gardens and food forests as a means to address food security issues in the community	85%	15%	Not a solution to address food security

Asset Management: Trails			
Recommendation	Yes	No	Comments
Continue to improve navigability such as installing active transportation infrastructure, improving pedestrian corridors, and way-finding signage	100%		Yes, signs (include distances, eg ###km to downtown)
Be consistent in trailhead development aiming for a minimum standard (signage, seating, waste disposal, parking)	100%		
Obtain an Ontario Trails Council membership to allow for more fulsome access to OTC resources and trails support	80%	20%	Yes!!
Improve connectivity with trail systems between existing greenspaces, and the business core	95%	5%	Is a trail map available? Not in favour of ATVs on trails in City Is there any evidence that ATV trail users create an economic boom for downtown



## Asset Management: Waterfront / Riverside

Recommendation	Yes	No	Comments
Explore options for a major redevelopment of Riverside Park and the waterfront as a regional attraction	100%		Absolutely; how can I help! Yes; but requires LOTs of community input Restaurants needed SUP yoga? Outdoor pool would be neat, another mural or plaque here
Assess financial benefits and ROI on campground; consider closing and repurposing this land	70%	30%	Yes, but lots of community input needed What would happen to Fiddlefest?
Invest in a business plan for the marina that considers usage patterns, service options, revenue streams; and that considers non-motorized boating options	95%	5%	Yes, but only if you plan to execute the plan (improvements) Access to paddleboards would be awesome here
Continue to support programs and events that bring residents and visitors to parks and the business core	100%		Yes, look to other cities and communities and copy those; our current events are not good Loca the Jason blaine chanty idea, but so expensive to attend Bring back the waterfront festival
Continue to enhance services and amenities that support the end-user experience (e.g., access to washrooms, seating, refreshments)	100%		More signs (eg washrooms, hours of operation/open)

Asset Management: Parks			
Recommendation	Yes	No	Comments
Create outdoor recreation standards for minimum requirements for each of the three parks classifications (e.g., seating supply, signage)	100%		Do we not already have this?
Where park use is low / insufficient, consider disposition of property with reinvestment of funds into existing for future park related infrastructure (capital projects)	38%	62%	First investigate why use is low Is there data to support this; ask yourself why a park is underutilized
Generate standards for park maintenance and renewal (e.g., bench maintenance, lighting updates)	100%		Need a schedule for replacements
Make improvements in a dedicated park to address the needs of families with neurodivergent children (e.g., enclosed space, quiet areas, communication boards)	94%	6%	
Reconsider the location of the dog park (allowing the space to be reallocated for better usage)	50%	50%	No; I support current location Dog park needs trees

Asset Management: Other			
Recommendation	Yes	No	Comments
Utilize Asset Management software to support long-term planning, maintenance cycles, resource allocation, etc	100%		
Use data (through recreation software) to inform future decisions (e.g., cost recovery levels, usage statistics, customer satisfaction)	100%		
Create Commemorative Bench and Tree Planting policy	77%	23%	Celebrate volunteer week
Asset Management: Indoor Facilities			
Recommendation	Yes	No	Comments
Invest in capital improvements to extend the life of existing recreation infrastructure	100%		Where it makes sense with a long term plan in place
Invest in new (multi-purpose) recreation infrastructure	100%		Yes and keep pool as part of it Most definitely Yes; need indoor space for pickleball, basketball and similar
Support local fundraising committees to help them reach financial goals and support capital campaigns (e.g. communications and marketing, offering prizes for raffles such as free admission to public skating, or event support within available resources)	100%		Yes Yes, but if we had managed them properly to begin with we would never be in this situation; we already pay lots of taxes yes
Look to other sources of revenue to support investment in infrastructure such as naming rights and sponsorships	84%	16%	Look for local support; it would be great
Renew existing Shared Use Agreements and create new agreements where none currently exist	100%		Need to be more proactive here; and revisit these often

Foster partnerships that allow for return on investment (e.g., Silver Stick) and that support access to indoor recreation spaces	100%		Yes! Rink with a better bar/restaurant for parents watching; adults before/after programs (think beer league type of events)
Create appropriate storage space to support departmental operations	92%	8%	

### Other Feedback

- More diverse options requested for Lending Hub
  - o Badminton, cricket
- Increase supply of recycle bins
- Wish public transportation was available to get people to recreation spaces (x2)
- Ensure communications not only speak to the benefits of recreation, but that it also promotes FUN
- More youth recreation opportunities / space
- Better promotion is needed
- Improvements needed at the Bark Park
  - o Consider sperate spaces for smaller breeds vs larger breeds (possible injury to smaller dogs)
  - o Shade options (tree planting)
  - o Holes in fence need to be repaired
- Well done; its important not to lose any of the services we already have
- In support of many of the items here; just concerns that supporting gone idea may result in something else getting bumped (there is only so much money to spend)
- Disappointed no one from the city was here during my one hour visit
- Strongly support the installation of water fountains / bottle refilling stations in parks
- Need potable water at parks and along trails
- As a returning resident, I am fully supportive of active living and have my full support
- Need to be cost effective; put money into QUALITY services
- Very against the P3; there are other options – what happened to the possible YMCA partnership. This requires much more research and I feel that this is being forced forward. Look at other options and have we talked to our neighbouring communities or others about their experiences with P3s (good and bad)

## Appendix L: Implementation Framework

**Short-term Goals (0-2 years):** Focus on quick-win projects and initiatives that can be implemented within the first two years, such as trail maintenance, minor park improvements, and community events.

**Medium-term Goals (2-5 years):** Implement larger-scale projects and infrastructure developments, such as the construction of new recreational facilities or the expansion of existing ones.

**Long-term Goals (5+ years):** Continue to monitor and adapt the plan as needed while pursuing long-term initiatives, such as land acquisition for conservation and recreation purposes or the establishment of regional partnerships.

## Appendix K: Pembroke Parks and Recreation Master Plan: Implementation Framework

### Asset Management

Item	Recommendation	Actions	Details/Information	Short Term	Medium Term	Long Term
<b>Expanding Access to Recreation:</b> We recognize the importance of both indoor and outdoor recreation facilities. We will explore various avenues to secure access to indoor spaces, whether through proactive maintenance of existing facilities, strategic new construction projects, or innovative partnership initiatives. By expanding access to diverse recreational options, we cater to the needs of all residents, regardless of weather or season						
AM1	Continue to improve navigability such as installing Active Transportation (AT) infrastructure, improving pedestrian corridors, and way-finding signage	Install AT infrastructure such as cycle stations, bike repair stations, water bottle filling stations, benches at key locations	Possible partnership with PBIA  Grant fundable			
		Improve sidewalks, trails, pathways so that they are well maintained, accessible, safe	Seek grant funding to support these efforts  Prioritize high traffic area			
AM2	Obtain an Ontario Trails Council membership to allow for more fulsome access to OTC resources and trails support	Ontario Trails Council offers a range of tools, resources, educational materials, best practices (policy development, regulatory considerations, construction), assists in seeking funding for and promotion of trails	Annual membership fee \$308 (see <a href="http://www.ontariotrails.on.ca">www.ontariotrails.on.ca</a> for more information)			
AM3	Improve connectivity with trail systems between existing greenspaces, and the business core	Wayfinding signs help people be easily oriented to new spaces, find their destination with minimum stress and without getting lost, locate points of interest such as restrooms, and discover	This recommendation also supports local economic development, and tourism. Partnerships should be considered (e.g., PBIA)			



		<p>information in an easy to digest way.</p> <p>Seek opportunities to install signage, connect trail users and the downtown core (businesses) and to invest strategically in trailhead development</p>				
AM4	Continue to support programs and events that bring residents and visitors to parks and the business core	Consider strategic partnerships with BIA, Public Library and other event hosts				
		Contemplate creating an Events Policy to better outline roles, and responsibilities	Allows City to define expectations and set levels of support (based on available resources)			
AM5	Generate standards for park maintenance and renewal (e.g., bench maintenance, lighting updates)	Address the general maintenance items as noted through the facility inspections	Refer to facility reports in Appendix H			
		Create Standard Operating Procedures (SOPs) to outline and identify service levels and corresponding actions to create consistency and contribute to long term asset planning				
		Ensure standardized training for staff related to park inspections (following the Canadian Playground Safety Institute)				

AM6	Reconsider the location of the dog park (allowing the space to be reallocated for better usage)	Consider relocation to other park within the City that already has <i>some</i> infrastructure in place (e.g., fencing) and that may be underutilized	If warranted, identify appropriate location and install basic infrastructure (e.g., fencing, doggy waste station)			
		Follow CSA standards for ongoing maintenance and safety	Follow best practices and consult insurance agent as it relates to risk mitigation			
Investing in the Future: Long-term planning is critical. We will develop a comprehensive strategy for the maintenance, operation, and renewal of major infrastructure. This ensures our parks and facilities remain functional, safe, and inviting for future generations.						
AM7	Be consistent in trailhead development aiming for a minimum standard (signage, seating, waste disposal, parking)	Be consistent, create SOP for trailhead development standards that reflect best practices as identified by the Ontario Trails council, active transportation plans / networks, regional trails strategy documents, etc. and that considers appropriate levels of investment within the City's available resources	Employ signage / branding (you KNOW you are in a Pembroke park/trail)			
AM8	Assess financial benefits and ROI on campground	Gather performance data (rentals, revenue, maintenance requirements); measure against economic benefit to the City				

		In referencing AM19 and considering long-term opportunities, and investment in the parkland to ensure that this the campground and corresponding resource requirements align with Pembroke's overall vision				
AM9	Invest in a business plan for the marina that considers usage patterns, service options, revenue streams; and that considers non-motorized boating options	This creates an opportunity to create a clear strategy for sustainable growth, financial viability, and improved services.	Consider: market analysis, financial projections, operation and management plans, marketing strategies			
AM10	Create outdoor recreation standards for minimum requirements for each of the three parks classifications (e.g., seating supply, signage)	Address the general maintenance items as noted through the facility inspections				
		Ensure standardized training for staff related to park inspections (following the Canadian Playground Safety Institute)				
		Follow CSA standards for ongoing maintenance and safety				
AM11	Explore underutilized parkland (consider repurposing parkland, development or disposition (providing existing and available parkland meets city targets as provided in the Official Plan))		One example of this is the consideration for relocation of the dog park from PRIME parkland to an alternative location that is underutilized			
AM12	Make improvements in a dedicated park to address the needs of families with neurodivergent children (e.g., enclosed space, quiet areas, communication boards)	As park equipment and play structures are updated/replaced plan to:	Where possible, seek grant funding to support this development			

		<p>Sprinkle accessible features across all parks in a manner that best suits the specific park (e.g., a swing might work in one location; where an accessible picnic table or climber might be a better fit in another location); and consider designating one park to be fully accessible over the longer term as more significant investment may be required</p> <p>In at least one park, include options for neurodivergent children with a fenced in area, communications boards, and a quiet area</p>	<p>Visit: <a href="http://accessibleplaygroundsontario.ca">accessibleplaygroundsontario.ca</a> for examples, see also parks in other communities including Arnprior and Tweed</p>			
AM13	Renew existing Shared Use Agreements and create new agreements where none currently exist insofar as it increases access to recreation facilities for residents	Refer to SD 5				
AM14	Foster partnerships that allow for return on investment such Silver Stick	These events/organizations generate revenue that is reinvested into City (e.g., improvements are made in City infrastructure in partnership with these events/orgs)				
AM15	Create a safe and enhanced storage space to support recreation departmental operations	Determine needs and assess risk (to person and property)				

		<p>Create plan for investment considering facility maintenance / renewal</p> <p>Repurpose existing space where possible</p>				
AM16	Utilize Asset Management software to support long-term planning, maintenance cycles, resource allocation, etc	Continue to work with Operations and Treasury in implementation / priorities				
AM17	Use data (through recreation software) to inform future decisions (e.g., cost recovery levels, usage statistics, customer satisfaction)	Refer to SD15				
AM18	Create Commemorative Bench and Tree Planting policy	Establishment of this policy will help standardize and manage commemorative contributions while effectively preserving public spaces	<p>Considerations and possible contents:</p> <ul style="list-style-type: none"> <li>• Application Process: Guidelines on how individuals or groups can apply to sponsor a bench or tree, including eligibility, application forms, and fees.</li> <li>• Location Selection: Criteria for choosing suitable locations within parks, public spaces, or trails, considering existing plans and environmental impact.</li> <li>• Bench and Tree Standards: Specifications on the types, materials, and design of benches and trees to ensure</li> </ul>			

			<p>uniformity, durability, and sustainability.</p> <ul style="list-style-type: none"><li>• Plaque and Dedication: Policies on plaque size, wording, and placement for commemorative messages.</li><li>• Maintenance and Lifespan: Terms for upkeep, replacement, and the expected lifespan of benches and trees, including responsibility for ongoing maintenance.</li><li>• Approval Process: Steps for review and approval by city staff or a committee, considering site suitability and commemorative purpose.</li><li>• Donation and Recognition: Guidelines for donation amounts, recognition for donors, and any associated ceremonies or acknowledgments.</li><li>• Environmental Considerations: Ensuring selected trees are native or appropriate for the area and consideration of ecological impact.</li></ul>		
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<b>Prioritizing High-Impact Investments:</b> We will prioritize strategic investments in park assets, focusing on areas with the potential for high return on investment (ROI). This allows us to optimize resource allocation, ensuring the greatest impact on resident needs and overall community benefit.						
AM19	Explore options for Riverside Park and the waterfront as a regional attraction to support economic development (tourism, hosting sport tournaments) as well as allow for the provision of additional active and passive outdoor recreation and leisure activity (e.g. pickleball, cricket)	Trends and data show that recreation contributes to tourism and economic development; building on this, the City should create a recreation destination as a long-term goal/investment strategy. This also supports the shift toward multipurpose, multi-generational recreation spaces	Align with possible outcome from Campground and Marina studies (AM8 & AM9) to get the most out of possible future investment			
AM20	Continue to enhance services and amenities that support the end-user experience (e.g., access to washrooms, seating, refreshments) in both indoor and outdoor recreation facilities	Make modest investments in indoor facilities to improve accessibility and create consistency in facility amenities	Where possible, continue to work toward meeting AODA requirements with lighting, barrier free and gender-neutral washroom, door width, parking and walkways			
			Ensure that all municipal facilities offer consistent features for renters (e.g., seating, AV equipment)			
AM21	Invest in capital improvements to extend the life of existing recreation infrastructure	Follow service levels and guidance as outlined in AMP  Address in a timely manner where possible within financial means				
AM22	Invest in new (multi-purpose) recreation infrastructure	A fulsome Feasibility Plan including needs assessment should be completed that also	From community engagement, residents are asking for: indoor recreation space, access to			

		reviews design, preliminary pricing, timelines  Obtain funding (grants, reserves, partnerships, community fundraising)	'gym' like facilities, multi-purpose & multi-general space, indoor pool, meeting space/party rooms (programming space)			
AM23	Support local fundraising committees to help them reach financial goals and support capital campaigns (e.g. communications and marketing, offering prizes for raffles such as free admission to public skating, or event support within available resources)	Consistent updates and communication (internal and external)				
AM24	Look to other sources of revenue to support investment in infrastructure such as naming rights and sponsorships	Create policy around naming rights, sponsorships where none currently exist	A naming rights and sponsorship policy for Pembroke could include: <ul style="list-style-type: none"> <li>• Application and Proposal Process: Guidelines on how organizations or individuals can apply for naming rights or sponsorship opportunities, including submission requirements and evaluation criteria.</li> <li>• Eligibility and Criteria: Criteria outlining who qualifies for sponsorship or naming rights, including ethical standards, alignment with city values, and potential community impact.</li> <li>• Asset Identification: A list of public assets (e.g., parks,</li> </ul>			

			<p>buildings, facilities) available for naming rights or sponsorship, including priority locations and potential sponsorship packages.</p> <ul style="list-style-type: none"><li>• Term and Duration: Specifications on the duration of naming rights or sponsorship agreements, including renewal terms and conditions.</li><li>• Approval Process: The steps for reviewing and approving sponsorship proposals by city staff or committees, with consideration of public feedback and alignment with city goals.</li><li>• Financial Terms: Guidelines for sponsorship fees, payment structures, and the financial benefits to the city, ensuring transparency in how funds will be utilized.</li><li>• Recognition and Branding: Rules on how sponsors are recognized, including signage, promotional materials, and integration of corporate logos or names</li></ul>			
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			<p>while maintaining city aesthetics and values.</p> <ul style="list-style-type: none"><li>• Maintenance and Revocation: Terms for maintenance of the naming rights or sponsorship (e.g., signage upkeep) and conditions under which agreements can be revoked or altered.</li><li>• Public Involvement: Provisions for engaging the community, including opportunities for public input on significant naming or sponsorship decisions.</li></ul>			
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Service Delivery

Item	Recommendation	Actions	Details/Information	Short Term	Medium Term	Long Term
<b>Financial Sustainability:</b> We are committed to responsible fiscal management, improving cost recovery rates and building strong reserves. This ensures long-term stability and the ability to invest in future generations' recreational needs.						
SD1	While recognizing that there are instances where community benefit supersedes recouping expenses; the City can work toward better cost recovery. For example, review and update rates and fees to improve cost recovery, to align with comparable municipalities, and to increase reserves	Recognizing/assessing full program costs	<ul style="list-style-type: none"><li>• Identify Direct Costs: Calculate expenses directly tied to the program, such as staff salaries, materials, equipment, facility rental, and program-specific supplies.</li><li>• Account for Indirect Costs: Include overhead costs like utilities, administrative support, insurance, marketing, and general maintenance that are not directly attributable to a single program but support its operation.</li><li>• Consider Fixed and Variable Costs: Identify fixed costs (e.g., facility costs, long-term equipment) that remain constant regardless of participation levels, and variable costs (e.g., participant materials, additional staff) that change with enrollment.</li><li>• Estimate Participant Costs: Calculate per-participant costs by dividing the total program costs by the expected number</li></ul>			

			<p>of participants, ensuring that fees align with cost recovery or desired subsidy levels.</p> <ul style="list-style-type: none"><li>• Include Depreciation and Capital Expenses: Factor in the depreciation of long-term assets (e.g., facilities, vehicles, equipment) and capital investments necessary for ongoing program delivery.</li><li>• Analyze Contingency and Risk Factors: Build in contingency funds for unexpected expenses (e.g., last-minute supplies, staff shortages) or risks, such as low enrollment or facility issues.</li><li>• Review External Funding or Revenue Streams: Account for grants, sponsorships, donations, or partnerships that might offset costs and impact the program's financial needs.</li><li>• Evaluate Cost Recovery Goals: Assess the balance between costs and revenue to determine if the program is designed for full cost recovery, partial recovery, or to operate at a subsidy, based on community goals and access considerations.</li></ul>			
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		Using arrangements such as cost-sharing agreements to facilitate access to external recreation facilities where they do not exist within the city	See SD5			
		Establish user fees recreation facilities where none currently exist	Consider resident and non resident fees, non-profit use			
		Reviewing and updating rates and fee structure annually as part of the budget process; fees should be increased regularly to reflect the 'cost of doing business' and to align with similar municipalities (and services)				
		Seek sponsorship opportunities (e.g., to build capital reserves, to support Affordable Access to Recreation policy)				
		Following feedback from the community through the survey process	Balance taxes and user fees			
			Apply a modest tax increase to support parks and recreation services			
		Events have a community benefit and should be supported in the community. Nonetheless, steps can be taken to help manage resource allocation and possible cost recovery	Create an Events Policy that outlines the role of the municipality in community events levels of financial and in-kind support; and where a fee may be imposed to recover costs (e.g. if staff are scheduled on the weekend to collect waste, or to set up picnic table or seating)			

SD2	In alignment with treasury and AMP continue to build reserves		Considering transparency, clearly communicate with residents how the money is 'generated', how it is allocated (per policy), and how the City expects to use the funds in the short-mid term			
SD3	Apply for Grant Funding as staff capacity allows and/or as volunteer grant writers are secured	Create a high-level funding strategy that outlines the City's approach to raising financial support (including grant writing) for priority recreation investments	<p>Benefits:</p> <ol style="list-style-type: none"> <li>1. Sustained Financial Support: Provides a reliable revenue stream for program growth or maintenance.</li> <li>2. Community Engagement: Strengthens connections with the local community, fostering a sense of ownership and support.</li> <li>3. Enhanced Program Reach: Allows expansion of services, making programs accessible to a broader audience.</li> </ol> <p>Items to Include:</p> <ol style="list-style-type: none"> <li>1. Clear Objectives: Specific, measurable goals for the amount to be raised and its intended use.</li> <li>2. Target Audience: Identification of key donors, sponsors, or grant sources.</li> <li>3. Action Plan: Detailed methods and timelines for</li> </ol>			

			executing the fundraising efforts, including marketing and outreach strategies.			
		The City may want to engage dedicated persons to facilitate implementation of the fundraising strategy	Options include: part time or casual staffing, or contract services  Includes: being aware of grant opportunities, building relationship with granting agencies, preparing and submitting grant applications, assisting with grant reporting requirements			
		Should a community fundraising committee be established, volunteers may take on the role of drafting and submitting funding applications				
		Council should consider providing Letters of Support to external agencies and organizations that prepare and submit applications on their own behalf, where the outcome and outputs support community recreation and leisure opportunities				
SD4	Explore underutilized parkland (consider repurposing parkland, development or disposition (providing existing and available parkland meets city targets as provided in the Official Plan))	See AM11				
SD5	Update/Create Cost Sharing Agreements	Review and update cost sharing agreement with Laurentian Valley	Agreements should clearly address / include the following:			

		<p>to ensure consistency, accountability, and transparency.</p> <p>Create new agreements where none current exist.</p>	<ul style="list-style-type: none"> <li>○ Scope (clear definition of facilities or programs included in the agreement)</li> <li>○ Include a clear cost breakdown (personnel, operations, maintenance, and capital)</li> <li>○ Establish a fair and transparent formula for cost allocation based on: <ul style="list-style-type: none"> <li>○ Population served</li> <li>○ Usage rates</li> <li>○ Proximity</li> </ul> </li> <li>○ Identify the planning and decision-making process</li> <li>○ Establish a regular reporting schedule</li> <li>○ Outline a clear process for dispute resolution</li> <li>○ Include provisions for periodic review and adjustment (annual review recommended)</li> <li>○ Define performance measures to evaluate effectiveness (again consider usage statistics)</li> <li>○ Include an exit strategy for anyone wishing to withdraw</li> </ul>			
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			Be aware of the consequences (e.g. implementation of non-resident fees)			
SD6	Plan for a review of this Parks and Recreation Master Plan in five years	Evaluate implementation progression, and ensure that it still aligns with corporate and community priorities, reflects any emerging trends or opportunities, and addresses any changes (e.g. financial and staff resources)	A review and update can ensure the plan remains viable and aligns with corporate financial goals			
<b>Expanding Opportunities:</b> Through partnerships, we will cultivate a vibrant network of program options and recreational spaces. By collaborating with community organizations and leveraging external resources, we can meet the diverse needs and interests of our residents, making recreation accessible to all.						
SD7	Explore partnership opportunities for public and private organizations to support program delivery and infrastructure investment	On a case-by-case basis, be sure to understand the pros and cons of entering into an agreement (further consider a cost-benefit analysis of this approach)				
		Develop formal agreements that clearly outline roles, responsibilities, etc for the duration of the partnership	<p>A formal partnership agreement between a municipality and a public or private organization, often referred to as a Public-Private Partnership (P3) agreement, typically includes the following elements:</p> <ul style="list-style-type: none"> <li>• Partnership Purpose and Objectives: <ul style="list-style-type: none"> <li>○ A clear statement of the purpose of the partnership, outlining the</li> </ul> </li> </ul>			

			<p>goals, intended outcomes, and mutual benefits for both parties.</p> <ul style="list-style-type: none"><li>• Roles and Responsibilities:<ul style="list-style-type: none"><li>○ Specific roles, duties, and obligations of both the municipality and the partnering organization, detailing who is responsible for various aspects of the project (e.g., funding, management, operations).</li></ul></li><li>• Financial Arrangements:<ul style="list-style-type: none"><li>○ Terms related to financial contributions, revenue sharing, funding sources, cost allocation, and risk-sharing, including details on payment schedules, capital investments, and long-term financial commitments.</li></ul></li><li>• Duration and Termination:<ul style="list-style-type: none"><li>○ The length of the agreement and conditions under which it may be renewed, modified, or terminated, including processes for dispute resolution and</li></ul></li></ul>			
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			<p>handling of unforeseen circumstances.</p> <ul style="list-style-type: none"><li>• Performance Standards and Metrics:<ul style="list-style-type: none"><li>○ Agreed-upon performance benchmarks and measures for success, outlining how progress will be monitored and reported throughout the partnership.</li></ul></li><li>• Ownership and Maintenance:<ul style="list-style-type: none"><li>○ Clarification of asset ownership (e.g., facilities, equipment) during and after the partnership, as well as responsibilities for ongoing maintenance and operational oversight.</li></ul></li><li>• Risk Management and Liability:<ul style="list-style-type: none"><li>○ Provisions for managing risks, insurance requirements, indemnification clauses, and assignment of liability for incidents, damages, or financial losses.</li></ul></li><li>• Governance and Decision-Making:</li></ul>			
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			<ul style="list-style-type: none"><li>○ Structure of the governance framework, including a steering committee or oversight board, decision-making processes, communication protocols, and accountability measures.</li><li>• Legal and Regulatory Compliance:<ul style="list-style-type: none"><li>○ Assurance that both parties comply with all relevant laws, regulations, and policies, including permitting, environmental requirements, and labor standards.</li></ul></li><li>• Public and Stakeholder Engagement:<ul style="list-style-type: none"><li>○ Guidelines for engaging the public, community stakeholders, and other interested parties in the planning, development, or operation of the project, ensuring transparency and inclusivity.</li></ul></li></ul>			
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			This type of agreement helps formalize the collaboration, aligning both parties' interests while managing expectations and risks.			
SD8	Improve collaboration with partners by hosting annual meetings to review program delivery and facilitate communications	Establish semi-annual meetings among all recreation service providers				
		Coordinate and streamline communications efforts, identify gaps and corresponding actions, respond to emerging trends and issues				
SD9	Enter into formal agreements to increase access to indoor recreation space (e.g. schools, BGC) so that programming options can grow (based on staff capacity)		At a minimum include: facility description, purpose of use, date and time of use, fee and payment terms, responsibilities, liability and insurance requirements, and a cancellation policy.			
SD10	Inventory non-municipal recreation facilities that may be accessed for program purposes	Employ the principles of Asset Based Community Development	Look at assets (people and places) that exist in the community and seek ways in which the city can best access and use these resources for the benefit of its residents			
		Where required enter into formal agreements as outlined in SD6, SD8 & SD10)				
SD11	Create / update a Community Partnership Policy	Rely on policy to create consistency as it relates roles and responsibilities related to programs, events, and access to city owned facilities				

		Include a funding mechanism to support community driven program and events; and clearly outline criteria	Similar to a community grant where the city provides financial support to an external organization where they are offering a recreation or leisure service			
<b>Empowering Our People:</b> Investing in and expanding our staff is paramount. We will provide ongoing training and professional development opportunities, fostering a team of highly skilled and passionate individuals. We will also strengthen our volunteer base, creating a collaborative environment where volunteers feel valued and contribute meaningfully.						
SD12	Update the departmental organizational chart and job descriptions to better align with service delivery	Opportunity to address succession planning, (pending) retirements, and service delivery	Consider where additional resourcing is required in the department (e.g., direct programming, shoulder season operations)			
SD13	Increase staffing levels to support operations and service delivery while reducing risk	Consider increasing staff levels to support quality program delivery	To offer more direct programming options (see section on Health and Wellbeing) such as mobile parks programming through the summer or camps on PA days			
			Recognizing that some programs are led by volunteers that may not be sustainable over the long term (e.g., declining volunteers) and that staff may be required to step in to fill gaps			
		Providing adequate staffing levels to manage recreation assets and mitigate risk	To complete regular facility and playground inspections; and, address corresponding maintenance related items			

			To address staff/volunteer shortages (e.g., if a volunteer fitness instructor gets sick, or shortage of volunteers for an event, challenges in finding trained and qualified program leaders)			
			Align staffing levels with asset management plan and approved service levels contained therein			
SD14	Continue to develop and implement processes to facilitate staff attraction and retention (e.g., salary review, training opportunities, allocated staff space)	Support staff in creating a positive culture and work environment through regular communications, flex time and training and development opportunities				
SD15	Build and foster the volunteer community (e.g., through policy and capacity building exercises) and continue to recognize volunteers in the community	Build capacity within the voluntary sector	Create a Volunteer Policy that clearly outlines roles, responsibilities, expectations, etc as a tool to support volunteer recruitment, retention and recognition practices			
			Support volunteer recruitment efforts through existing events where possible			
			Recognize volunteers in the community with through awards, recognition events, or similar			
			Use website to support volunteerism (info, FAQ's)			

<b>Innovation and Efficiency:</b> Technology will be a cornerstone of our strategy. We will embrace digital solutions to streamline operations, improve communication, and enhance the user experience. This allows us to allocate resources more effectively and better serve residents.						
SD16	Fully implement recreation software to support program registration, facility rentals, and online payments	Fully implement program registration and facility booking software by end of 2024	Use the data and reporting functions to monitor and evaluate usage levels, participation rates, and support customer relationship management			
SD17	Use digital/online tools to improve communications	Continue to use social media platforms to support corporate communications	Be aware that different platforms can have very different audiences			
		Employ digital content creation as an effective tool in communicating with and engaging the public	Email lists, blogs, storytelling, etc			
SD18	Adopt Artificial Intelligence (A.I.) to support staff efforts (e.g., creating marketing content, analyzing data, customer service portal)	Use integrated AI where possible (e.g., Canva, Adobe)				
		Use AI to support marketing (e.g. create marketing strategy, create social media posts and other promotional materials)				
		Implement tools such as chatbots to assist with customer service	This is being explored in larger urban areas; expect that corresponding best practices and policy will soon be available			
		Monitor environmental conditions for outdoor activities such as hiking or boating; it can provide real-time updates on weather conditions, trail accessibility, and safety alerts				



SD19	Improve access to WiFi in public spaces to enhance end-user experience and to support administrative functions offsite (e.g., parks, marina, campground, arenas, and other recreation facilities)	Pilot in key locations and expand over several years	Investigate local providers  Seek sponsorship to offset cost			
<b>A Welcoming Environment:</b> Pembroke embraces the principles of Inclusion, Diversity, Equity, and Accessibility (IDEA). We are committed to creating parks and recreation services that are welcoming and accessible to everyone, regardless of age, ability, background, or socioeconomic status. By fostering a sense of belonging and inclusivity, we can create a stronger, more vibrant community.						
SD20	Continue to advance Accessibility for Ontarians with Disabilities Act (AODA)	Promote accessibility and barrier free options	See also AM12			
		Conduct regular accessibility audits of parks and recreation services	Develop checklist & process (consider including public polls or other feedback mechanism to address any public concerns related to accessibility)			
SD21	Support action that celebrates diverse cultures	Review options to recognize, acknowledge and celebrate various backgrounds and cultures that might include: signage, flags, identifying residents on the Wall of Fame, social media posts, continued support for the Multi-Cultural Festival	Consider creating policy that identifies notable dates and observances that will be recognized, how this will be accomplished, and how it will be communicated  See also Moccasin trails (SD21)			
		Provide staff training on cultural sensitivity				
SD22	Create inclusive spaces and programs (as capital budget and staff capacity allows) (e.g., gender neutral, barrier free, accessible, age-friendly)	Support improvements that benefit older adults such as enhanced programs and facilities, barrier-free and accessible services including locations and costs/fees	Support Age-Friendly initiatives that address each of the eight community dimensions as identified by the World Health Organization			
			Continue to apply for grants to secure transportation for art, culture, and heritage-based			

			excursions inside and outside the community			
			Continue to offer seniors programs such as fitness, yoga, etc			
			Support opportunities for social engagement among seniors through program offerings			
			Improve walkability for seniors to access recreation programs and facilities			
			Include popular seniors activity in parks such as horseshoes, cornhole or pickleball			
		Staff development	Create an internal policy that outlines the IDEA process; and how it will be incorporated into Pembroke parks and recreation services			
			Staff take “Safe Spaces” training / education awareness			
		Support Girls in Sport	Pilot programs that are designed for women and girls as participation tends to be more limited by this audience			
		Champion inclusivity	Install LGBTQ+ crosswalks			
			Establish gender-neutral washrooms in public facilities where they do not currently exist			
			Take action toward Truth and Reconciliation such as installing heritage signs along trail systems recognizing historic pathways,			

			hosting cultural events, etc (refer to the 99 Calls to Action, Section 9)			
			One example is the creation of a <a href="#">Moccasin Trail</a>			
		Recognize the socio-economic diversity in the community consider the creation of an Affordable Recreation Policy to provide a mechanism to reduce costs for economically disadvantaged youth, and seniors on a fixed income	Define intent and scope Establish funding levels and mechanisms (such as offering reduced program registration fees, facility rental fees, or through small contributions to offset external registration fees (e.g., paid to a minor hockey association)) Budget should be established as part of annual budget exercises			
			Define applicant criteria and funding levels			
			Create application and approval processes			
		Promote external funding programs (such as Champions for Kids and JumpStart) as a means to offset financial barriers for children and youth in the community				
SD23	Foster opportunities for new Canadians recognizing challenges with language and culture that may impact participation and engagement	See SD20 & SD21 above				

## Climate and the Environment

Item	Recommendation	Actions	Details/Information	Short Term	Medium Term	Long Term
<b>Stewards of Our Environment:</b> Pembroke aspires to be a leader in environmental stewardship. We will actively protect our natural spaces, implementing sustainable practices and promoting environmental education. By fostering a culture of respect for nature, we ensure the continued beauty and health of our parks for future generations.						
CE1	Begin to apply earth friendly practices in day-to-day operations (e.g., recycling, automatic lighting, turning off computer monitors at end of day)	Lead by example in terms of Climate Adaptation and Stewardship in municipal recreation facilities	Install LED lighting at parks and in public buildings where not already in place			
			Use low-flow faucets and dual-flush toilets in public buildings			
			Minimize impervious surfaces such as pavement in parking lots (while maintaining accessible parking stalls and paths of travel)			
CE2	Install garbage/recycle combination bins at strategic locations for public use; consider supporting composting programs	Review locations, build consistency, plan for ongoing maintenance and renewal				
CE3	Install electric vehicle (EV) charging stations and parks and public buildings	Identify key locations and explore partnership opportunities with PBIA and others	There is growing evidence that the presence of EV charging station can contribute to increased business			
CE4	Work with local environmental leaders (conservation authority, local field naturalists, Algonquin College) as partners in environmental education	Support community driven climate mitigation efforts such as tree planting, water conservation initiatives, and use of green infrastructure				
		Host and support programs – ideally located in green spaces - that include an environmental education component such as				

		learning about local wildlife or sustainable practices				
<b>Bridging the Nature Gap:</b> Recognizing the growing concern of "Nature Deficit Disorder," we will prioritize providing easy access to natural spaces. This includes creating a network of well-maintained trails, parks, and green spaces within walking distance for most residents.						
CE5	Create opportunities for residents to recreation in an outdoor environment through strong trails systems, storywalks, well maintained parks, pedestrian corridors, etc	Develop required accessibility upgrades to parks and trails (including playground safety, routes and wayfinding, seating, shade structures and trees, and bicycle parking) as part of ongoing maintenance and upgrades to trails / trailheads to support access to the natural environment	Purchase annual membership to Ontario Trails Council (OTC) as a valuable resource to support trail development, promotion, and risk management			
			Consistent trail signage (in partnership with trail owners/operators)			
			Create trailheads that include, at a minimum, city-branded directional signs, parking, accessible seating, signage for risk mitigation, waste receptacles, active transportation infrastructure, etc.			
		Use improvements at existing waterfront access points, and future development to provide amenities for non-motorized, small craft water sports as self-directed activities	This allows opportunity to increase revenues AND to provide opportunity to combat low physical activity levels			
CE6	Host or co-host programs that take place in an outdoor setting such as day camps	Explore partnerships with local environmental or nature-based organizations; and, as staffing levels permit develop direct programming options	See Frontenac Arch Biosphere and Township of Rideau Lakes as an example for outdoor program offered in a municipal park  Where Pembroke provides direct programming options it needs to consider: cost recovery levels,			

			participation rates, and response to resident needs and interests			
<b>Adapting to a Changing Climate:</b> Climate change presents a significant challenge to our natural spaces. Pembroke will embrace progressive and innovative measures to mitigate the impact of climate change on our parks and recreational resources. This could involve implementing drought-resistant landscaping, utilizing sustainable water management practices, and exploring strategies to protect vulnerable ecosystems from changing water levels or extreme weather events.						
CE7	Use trees as a natural shade solution, and support initiatives such as 'Restore the Canopy'	Identify the City's goals and objectives when it comes to tree planting, particularly where it includes or relies on the Parks and Recreation Department. Consider a detailed plan for tree planting including locations, species, maintenance, community involvement, revenue and expenses, monitoring and sustainability				
CE8	Plant local native species (considering tree planting and ornamental / decorative beds)	Tree planting should consider species that will flourish as temperature changes				
		Use of local native species in ornamental gardens (e.g., outside municipal facilities or in beds that are located by village entrance signs)				
		Preserve waterfront habitats				
		Employ natural processes where possible to address items such as shoreline erosion, stormwater run-off, etc.				
CE9		Enhance active transportation options that consider loops and	Continue to advance the recommendations in the City's			



	Support active transportation options as a mechanism to reduce greenhouse gas (GHG) emissions	accessible pathways that connect facilities and amenities throughout the community (this might include paved sidewalks or shoulders, gravel or aggregate paths in natural areas) (type, design and specs to be determined based on site)	Official Plan and County Trails Strategy as it relates to active transportation and active transportation corridors			
			Install cycle infrastructure at key locations on main trails, paths, and roads that could include amenities such as bicycle racks, seating, water bottle refilling stations, cycle repair station, signage, access to Wi-Fi			
CE10	Implement LEED standards and principles when undertaking major facilities investments	Recognize that LEED certification can be costly, make incremental steps toward best practices				
CE11	Support the efforts of Emergency Services and the Community Emergency Management Group (CEMC) insofar as it impacts parks and recreation services		Consider repurposing of recreation facilities in case of emergency (e.g., COVID clinics in community spaces)			
CE12	Monitor changing weather patterns as this impacts service delivery	Warmer winters make it difficult to maintain outdoor rinks; early spring results in demand for earlier installation waste cans in parks when staff are still attending to winter operations; cost to maintain ice in arenas	Track climate related incidents, issues, closures, etc. to better understand scope and scale of impact related to humidity, ice rain, wind, air quality. Use this data to inform decision making			

Health and Wellbeing

Item	Recommendation	Actions	Details/Information	Short Term	Medium Term	Long Term
<b>Promoting Active and Healthy Lives:</b> We will encourage a diverse spectrum of passive and active recreation opportunities, catering to the various needs and abilities of our residents. From serene walking trails to energetic sports leagues, we aim to support healthy lifestyles by encouraging physical activity and mental well-being.						
HWB1	Continue to promote the benefits of recreation through regular ongoing communications	Create or enhance communications strategy related to parks and recreation and incorporate performance measures to determine the best methods/techniques	Official and consistency in messaging that contribute to 'brand' recognition			
			Metrics that allow the City to measure effectiveness of communications and pivot as necessary to ensure broad distribution of information			
		Collaborate with community organizations for online/print news, local stories, and promotion of recreation related programs and services				
		Utilize technology to improve communication and service delivery of municipal parks and recreation opportunities. (e.g., consider publishing a monthly e-newsletter (or similar) recreation and parks programming/ events information on a monthly basis and continue to use (and promote) the online calendar available on the City's website and social platforms)				
		Create a marketing plan for the recreation services that engages community partners in the conversation, and continue to use various tools such as				

		digital story telling, print and social media. Review this strategy annually to ensure efficiency and effectiveness in marketing efforts				
		Continue to implement policy to ensure consistent branding across entire City; consider way-finding signage and opportunity to reduce or mitigate risk by employing sector specific best practices				
		Showcase the City's success and communicate upcoming projects and initiatives that benefit the community (e.g., install a sign of the concept drawings at the infrastructure projects). This is also a great opportunity to recognize project sponsors				
		Include Framework for Recreation in Canada as part of Council orientation				
		Communicate benefits of recreation as part of regular and ongoing recreation based communications				
HWB2	Increase staff levels to offer more direct programming options in response to community needs and interests (e.g., instructor led programs such as yoga, seniors' fitness, youth basketball)	Offer more direct programming to fill gaps (e.g. drop-in program in parks through summer, fitness programs)				
		Ensure equal opportunity for active and passive recreation (these options should be complementary, not competitive)				
		Support opportunities for unstructured youth programming to help mitigate or reduce at-risk behaviours stemming from leisure boredom	Rely on the Framework for Recreation to support your messaging			

			Include local recreation opportunities and			
HWB3	Engage the local medical community (e.g., Family Health Team) in promoting the benefits of an active lifestyle or through 'prescribing' recreation	Develop simple, easy-to-follow guidelines for doctors to "prescribe" recreational activities, such as walking, swimming, group fitness classes, or outdoor sports. Be sure to highlight Pembroke's programs and spaces.	These guidelines should allow physicians and other to consider their patients' health conditions and fitness levels			
HWB4	Maintain parks and trails to a high standard as the provide a mechanism for passive and spontaneous recreation	Conduct regular accessibility audits of parks and recreation services	Develop checklist & process (consider including public polls or other feedback mechanism to address any public concerns related to accessibility)			
		Provide a mix of junior and senior play opportunities with playgrounds	Use wood fibre to an appropriate depth for the fall-height of equipment			
			Ensure appropriate site lines to play areas			
		Consider activities such as pickleball for the growing older adult population that increase day-time use of parks				
		Provide unstructured or open spaces in parks that allow for a range of passive recreation opportunities				
		Include shade shelters or trees in central areas within parks to protect users from the elements and sun				
		Provide seating	Include in shaded areas; along walkways, and within site lines of park amenities			
		Maintained pathways	Smooth surfaces; at least 3m wide to accommodate both mobility			

			devices but also maintenance vehicles			
			Connect waste receptacles, seating, bike racks, etc			
		Waste and recycle containers (close to park entrances)				
		Invest in equipment (play structures and furniture) that is not easily vandalized				
		Be consistent with signage	Should include: City logo, civic address, rules, hours of operation, emergency contact information, etc			
		Further consider in some areas	Public art installations			
			Using natural species for planting			
			Follow Crime Prevention through Environmental Design (CPTED) principles			
			Include buffer space between parkland and residential / commercial areas			
HWB5	Continue to invest in and grow the Lending Hub as a community resource	Continue to expand the 'lending hub' to allow residents to access equipment at no fee to support their recreation pursuits (e.g. snowshoes, trekking poles, racquet sports, water sports, gardening tools/equipment, knitting/crochet hooks)	Obtain a grant or sponsorship to enhance inventory (maintain, replenish, renew, respond to new recreation trends)			
			Create partnerships to support distribution and management of recreation lending materials and resources			
HWB6	Use evaluation/metrics to gauge effectiveness of parks and recreation services; and to provide mechanism for	Use evaluations beginning in this calendar year to measure and track participate rates and quality of programming; use this data to establish	Integrate program and event evaluation (paper and digital) into all services			

	ongoing feedback related to service delivery	future goals and objectives for recreation program development, to increase participation levels, and look identify opportunities for program and service delivery improvements				
<b>Building Strong Connections:</b> We believe that strong community connections can help mitigate at-risk behaviors. We will foster these connections by creating inclusive programs and events that bring people together. By fostering a sense of belonging and positive social interaction, we empower individuals to make healthy choices and build a supportive network.						
HWB7	Identify and act on opportunities to increase the program supply in the community through partnerships	Work with community partners to facilitate the development of visual arts, environmental, low intensity, 'gentle' wellness programming, and mental health-mindfulness specific programming in response to community requests as part of survey process	Create and offer programs as a 'pilot' measuring participation rates and revising line-up to reflect emerging trends and interests, sustainability and include metrics to determine if pilot programs are worthy of being continued (e.g., through the provision of financial support)			
			Consider including programs that offer drop-in rates to allow for flexibility			
		Develop strategies to address emerging trends in sport and leisure to facilitate / clarify the level of municipal support, access to space, cost recovery, etc	Explore membership opportunities with recreation associations such as Rural Recreation Association, Ontario Recreation Facilities Association and Parks and Recreation Ontario to gain access to their expertise, support, and resources.			
HBW8	Ensure communications and connectivity with the vulnerable population through accessible communications and programs	Provide messaging in various formats and locations to ensure broad distribution				



HWB9	Support efforts of the local task force addressing at risk behaviours where possible within existing capacity		Positive recreation outlets have the potential to change the narrative  Homeless world cup soccer example			
<b>Embracing Our Valued Elders:</b> Pembroke recognizes the importance of creating a welcoming and supportive environment for older adults. We will develop programs and activities specifically designed to cater to their interests and needs. Additionally, accessible park spaces and amenities will enhance their ability to participate in activities and remain connected to the community.						
HWB10	Recognize the needs of older adults in the community as this portion of the population continues to grow	Provide opportunities for social engagement through recreation and leisure	Seek opportunity for intergenerational programs and connections such as pairing youth with seniors for activities such as gardening, crafting, or technology workshops			
			Invite seniors to share local history and other stories with children through storytelling sessions			
			Foster partnerships and enhance communications to ensure both supply and awareness of programs and events that include a social component			
HWB11	Support the initiatives of other internal departments should they undertake Age Friendly Community Planning	Recognize the unique needs and interested of older adults in the community as it relates to parks and recreation services				

**Ensuring a Safe Space for All:** Safety is a paramount concern. We will address safety and risk concerns by implementing proactive measures like well-lit parks, security patrols, and educational programs. By creating a safe environment, residents feel comfortable and encouraged to participate in all that our parks and recreation services offer.

HWB12	Adopt and implement the principles of Crime Prevention Through Environmental Design (CPTED) (e.g., lighting, maintaining sight lines)	Identify mechanisms and opportunities to include CPTED in both regular maintenance and operations but also in long term plans and investments	<p>Crime Prevention Through Environmental Design (CPTED) is a proactive strategy that aims to reduce crime and enhance public safety by designing the physical environment in ways that deter criminal behavior and promote positive social interactions. The core principles of CPTED focus on how the built environment can influence human behavior and reduce opportunities for crime. Key components of CPTED include:</p> <ul style="list-style-type: none"><li>○ Natural Surveillance: Designing spaces to maximize visibility, allowing people to observe their surroundings easily. This includes using windows, lighting, and strategic placement of pathways and entrances to increase "eyes on the street," making potential offenders feel observed and less likely to commit crimes.</li><li>○ Natural Access Control: Controlling access to</li></ul>			
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			<p>spaces through design features like fences, gates, or strategically placed barriers, guiding people to designated entry points and discouraging unauthorized access. This helps reduce opportunities for crime by making it more difficult for offenders to move unnoticed.</p> <ul style="list-style-type: none"><li>○ Territorial Reinforcement: Creating clear distinctions between public, semi-public, and private spaces, using design elements like landscaping, signage, and pavement markings to define ownership and encourage responsible behavior. This helps foster a sense of belonging and community ownership, discouraging criminal activity.</li><li>○ Maintenance and Management: Keeping spaces well-maintained signals that the area is cared for and monitored, reducing the likelihood of vandalism, graffiti, or other</li></ul>		
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			criminal behavior. Regular upkeep conveys that there is active management, deterring potential offenders.			
HWB13	Create dedicated youth space with strong adult allies	Create relevant programs that achieve positive results and have direct impact on physical activity levels, social inclusion, etc.	<ul style="list-style-type: none"> <li>Offer free beginner clinics for students.</li> <li>Provide equipment grants or donations to schools groups.</li> </ul>			
		As new indoor recreation space is created in the city (whether through construction or renovation) include or create designated space for youth and for seniors	These opportunities should also be further explored in existing spaces such as library, church halls, etc			
		Engage adult allies to support Youth Space and create a positive (and safe) environment				
		Ensure balance of structured and unstructured programs whether offered directly through the City (relying on existing or new staff), by volunteers, or other community organizations	Ensure proper training and resourcing is provided as necessary (first aid, working with at-risk youth)			
HWB14	Use community gardens and food forests as a means to address food security issues in the community	Consider the integration of food trees along trails and community gardens within selected parks and municipally owned recreation properties to support food security in the community	Inventory possible locations for tree planting			
			Enter into agreements if/as necessary for access to property or for funding supports			