

Operations & Emergency Services Department  
*Recreation, Parks & Cultural Services*



# MASTER PLAN

## Strategic Plan Report November 2002

*(Blueprint for Future Development of Recreation, Parks & Cultural Services)*

### FINAL REPORT

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## 1.0 INTRODUCTION

As a measure of its commitment to fostering a complete community ready for the 21<sup>st</sup> century, the City of Pickering has embarked on an extensive Master Plan process. The Master Plan takes stock of the current level of recreation, parks and cultural service delivery and outlines the changes needed to meet the needs of Pickering's growing and diverse community.

The City of Pickering strives to enhance the quality of life for the people who live, work, play and visit Pickering. This is achieved, in part, by encouraging the development of active healthy lifestyles through the provision of high quality recreational and cultural opportunities. To this end, the Master Plan evaluates the current level of municipal leisure services offered in Pickering, assesses the level of satisfaction for these services and makes concrete recommendations for the future development of Recreation, Parks and Cultural Services. Clearly, it is through this process of critical review that the City of Pickering can position itself as a proactive leader of service delivery in the new millennium.

The Master Plan report has been completed in two sections – the Technical Report and the Strategic Plan Report. The Technical Report reviews the current level of recreation, parks and cultural service delivery in Pickering and the Strategic Plan Report sets out strategic directions along with specific recommendations to ensure the current and future needs of this community will be met.

### 1.1 The Purpose of the Technical Report

The Technical Report is a review of the current level of recreation, parks and cultural service delivery in Pickering. The review is based on Pickering's demographic profile, service inventory and review of future leisure trends. The review is also based on input provided by the community via community telephone surveys, user group surveys and focus group sessions. This multi-dimensional approach to service assessment is critical in providing an *all-encompassing* view of the provision for recreation, parks and cultural services in the City of Pickering

The Technical Report is produced in a way that describes how recreation, parks and cultural services are currently delivered, identifies the gaps in service delivery that may exist and makes recommendations for future development that would maintain the same level of service. The Technical Report is the foundation from which all strategic directions and recommendations in the Strategic Plan Report are made.

## **1.2 The Role of the Strategic Report**

The Strategic Plan Report builds on the information provided by the Technical Report to develop a clear blueprint for future development in Pickering. The Strategic Plan Report is a stand-alone document that makes recommendations on the development of Recreation, Parks and Cultural Services for the next 5 to 10 years. In this way, this report will be utilized in capital forecasting, policy development and service delivery planning for years to come. It is important to note that the Strategic Plan does not only include recommendations so that the current level of service in Pickering is maintained. The Strategic Plan goes further to make recommendations that fill the gaps identified by the community and meet the anticipated needs of Pickering's growing community. This strategic approach serves to prepare Pickering's recreation, parks and cultural service providers with the strategic directions needed in order to optimally serve the community.

## **2.0 STRATEGIC PLAN – FACILITY**

### **2.1 Outstanding Issues**

Upon comprehensive review of the information gathered in the Technical Report, fundamental issues emerge that must be addressed in order for the City of Pickering to meet the current and future needs of its community.

They are:

- 1. Efficient and Improved Use of Existing Facilities**
- 2. Development of Additional/New Facilities**
- 3. Development of Strategic Partnership Opportunities**

#### **2.1.1 Efficient and Improved Use of Existing Facilities**

Considering Pickering's trend toward significant population growth and the City's commitment to preserving open space within the community, the optimal use of existing facilities becomes critical to the future development of recreation, parks and cultural services. Moreover, the acquisition, capital development and operation of new facility space is too exhaustive to be the only strategy for facility development. A critical review of existing facilities is fundamental in highlighting cost effective ways to fill the gaps in facility service delivery. Through public consultation, the community has identified specific gaps with the current provision of service delivery. They include lighting existing fields, expanding smaller outdoor facilities to regulation size, proper drainage and irrigation of fields, trend toward multipurpose facilities, exclusivity of fields and adequate facility amenities. These factors must be considered when reviewing the adequacy of each facility in Pickering so that the optimal use of these facilities are realized. This review will inevitably maximize satisfaction and use of these facilities and minimize the need for new facility development.

##### *Lighting of Existing Fields:*

Various user groups identified that they require additional hours to meet the needs for both current and future programs. Respondents to the community telephone survey also identified that unlit fields are one major reason outdoor facilities do not meet their needs. Clearly, the addition of lights to currently unlit fields (particularly tournament playing fields) will lengthen the duration of facility use immeasurably and thus meet the needs of the community. This approach is both cost effective and serves to preserve the open parks space so valued within the Pickering community.

##### *Expanding Facilities to Regulation Size:*

Facility size becomes an issue for older sport participants (16 years or over). As reported by the various user groups, a significant number of indoor/outdoor soccer facilities and outdoor ball diamonds are not regulation size and thus not appropriate for these age groups. A strategy that assesses these facilities and makes recommendations (where possible) for expansion to regulation size will once again result in minimal impact

to the community open space, minimal impact to the City's financial resources and maximum use of existing facilities.

*Proper Drainage and Irrigation of Fields:*

Sport user groups identified that various facilities were lacking adequate drainage and irrigation systems. Therefore a strategy to address these issues for heavily used outdoor facilities will decrease the amount of rest time required to recoup outdoor fields and thus allow various sport user groups to maximize their time using outdoor facilities.

*Trend toward Multi-purpose Facilities:*

It is without question that the literature in the field of leisure services highlight a trend toward multi-purpose facility development. The rise in single parent families, the constraints on available personal and family leisure time and the emergence of the one-stop shopping concept have all given rise to the public's popularity of the multi-purpose facility. Multi-purpose facility development serves to provide varied but simultaneous programming to meet the needs of all family members regardless of the type of program or the age of participant. In this way, the multi-purpose facility will invariably maximize facility use. From the municipalities perspective, multi-purpose facilities can also be attractive as it can impose minimal impact on the communities green space and provide more centralized and cost effective management systems with revenue generating amenities such as ATM's, licensed food services and pro-shops.

*Exclusivity of Fields:*

Certain user groups have identified that the key to meeting their facility needs is to provide not only the adequate number of fields but to also provide exclusive fields. In the case of the Pickering Soccer Club, outdoor fields require time to rest so that the field can recoup from the damaging effects of vigorous soccer activity. This rest time is vital in restoring the condition of the field so that it is once again safe for participants. Currently, outdoor fields are permitted to various user groups and the rest time imposed by one user group may not necessarily be respected by another sport user group. In the case of the Dolphins Club, dedicated football fields with the appropriate markings and dimensions would be most beneficial to their organization. By making selected outdoor facilities exclusive to individual sport activities, the needs of the various user groups can better be met.

*Adequate Facility Amenities:*

Numerous sport user groups, arts and cultural associations and respondents to the community telephone survey indicated that the amenities of various Pickering facilities are substandard thus making the overall facility undesirable for use. Sport user groups advise that facility parking, changeroom and washroom facilities need to be significantly upgraded in specific Pickering facility locations to better meet their needs. Furthermore, respondents to the community telephone survey felt that they were not participating in facilities available to them in Pickering because the amenities such as washrooms, parking, and changerooms (particularly the lack of family changerooms) were not suitable. It is important to note that several sport users groups identified inadequate facility amenities specifically for female sport participants. In some cases, female

participants are assigned to cramped changeroom quarters equipped with urinals. Clearly, the swift rise in athletics for young girls have not been matched by the development of gender appropriate facility amenities. A critical review of the facility amenities of existing facilities can identify opportunities for improvements that will result in facilities more optimally used by the community.

### **Strategic Direction**

The Strategic Directions outlined in the Master Plan Strategic Report enable the City of Pickering to address the facility issues identified above.

#### **Strategic Direction – *Develop a Plan for Facility Improvements that Maximizes the Use of Existing Facilities***

Develop a systematic approach to improve and upgrade both indoor and outdoor facilities that incorporates:

- Addition of indoor and/or outdoor facilities to be strategically located facilities that currently exist in order to achieve the multi-purpose facility concept and better meet the needs of the community.
- Installation and maintenance of adequate lighting systems at various community park outdoor facilities to maximize service opportunities.
- Assess and implement appropriate drainage and irrigation systems at select outdoor facility locations.
- Improve select washroom/changeroom facilities to include adequate stalls and changeroom space for female, male and family participants.
- Incorporate family changerooms wherever special needs and children's aquatic programs are offered.
- Where possible, assign field use to exclusive field users so that condition of field is maintained.

Action Steps to Implement this Strategy:

- Identify existing facilities that can accommodate additional facility services or expanded facility space (to regulation size) so that facility use will be maximized.
- Identify existing outdoor facilities (baseball/softball, soccer and football fields) in community parks that can be lit to extend playing time.
- Involve sport user groups in identifying existing outdoor multipurpose facilities that can be improved by the installation of drainage and irrigation systems.
- Complete the addition of the third ice pad (with adequate changeroom and washroom amenities for both male and female participants) to the Don Beer Arena.
- Complete the addition of a fully accessible family changeroom at the Pickering Recreation Complex.
- Incorporate the needs for youth programming and arts and cultural programming at various facility locations.

- Expanded fitness facilities to include cardio equipment at the Pickering Recreation Complex.
- Assess the utilization of smaller community center facilities so that opportunities to add to these facilities and to maximize their use can be explored.

### **2.1.2 Development of Additional/New Facilities**

It is clear through the Master Plan process, that the current number of facilities available to the community and the various sport user groups do not meet their current and future needs. One third of the respondents to the telephone survey indicated that there were new culture/recreation facilities needed in the City of Pickering. In fact, one third of the respondents to the survey also advised that they utilize facilities outside of Pickering in order to meet their recreation, parks and cultural service needs. In much the same way, a significant number of sport user groups identified that they require additional facility hours to accommodate their existing program. The lack of facilities becomes an even greater concern to sport user groups for future programming, as the vast majority of these groups identified that they require additional facility hours to accommodate their future programming needs.

It appears that facility use for such activities as soccer, baseball/softball, hockey/skating, football, gymnastics and gymnasium have reached a saturation point in Pickering. As a result, waiting lists (which increasingly include young girls) exist and leave Pickering residents unable to participate in these recreation programs. Currently the sport user groups are dealing with this situation by scheduling two teams on one field for practices, scheduling games and practices earlier and later than is appropriate and not allowing facilities to “rest” as long as they should for optimal playing conditions.

The arts and cultural community also identify a concern over a lack of dedicated space for the community to enjoy the arts. These groups expressed the need for the following facilities; art galleries, performing arts center, visual arts studio, meeting room space, instructional art space. Certainly, the leisure trend information regarding the rise of arts and culture particularly within affluent, educated communities would support their notion that this venue would be needed in Pickering.

If the City of Pickering is to provide adequate, even superior, opportunities for recreation, parks and cultural service delivery – a commitment must also be made to develop additional facilities. It is only through this provision that the City of Pickering will be able to accommodate its growing population and the popularity and needs of specific leisure activities.

**Strategic Direction** – *Create a blueprint for the Development of Additional/New Facilities*

Create a blueprint that adapts an approach to providing for the future development of additional/new indoor and outdoor facilities through a hierarchy of facilities that incorporate our needs:

- Major, one of a kind, indoor or outdoor facilities to respond to a City wide need.
- Major, multi-purpose, indoor and outdoor facilities in strategic community areas while minimizing the impact on local neighbourhoods and small parks.
- Local neighbourhood facilities within walking distance to parks and schools.
- Connection of local neighbourhoods to community focused facilities through a system of connected trails.
- Partnerships that would enhance the use of existing facilities and possibly assist with the development of new facilities.

Action Steps to Implement this Strategy:

- Identify a prime location for a multi-purpose facility that would conveniently service residents who reside in central/northern Pickering.
- Assess the sport activities that would thrive in a multi-purpose facility setting and could coexist most effectively with alternate user groups.
- Identify existing areas that would benefit from the addition of a new local facility that complements the surroundings and its activities.
- Confirm the creation of a gymnasium, gymnastics center space at a multi-purpose facility.
- Confirm the creation of an indoor soccer complex equipped with two soccer fields and various facility amenities at a multi-purpose facility location.
- Partner with local schools and community partners to provide much needed community facilities in the areas they are most needed.
- Assess opportunities for partnerships for facility development with the business, all levels of government and community not-for-profit sectors.
- Make provisions (where possible) for the development of new facilities to include features that would promote the arts & cultural community (i.e. wall hanging space, art in the foyer/grounds, meeting room space for general arts/cultural activities).
- Assess opportunities for the development of a multi-purpose Community Art's Facility that can incorporate art gallery space, performing arts space, instructional arts space, meeting room space. The facility would serve to meet the needs of the community, community organizations as well as municipal arts programs (i.e. art class, art camp).

### **2.1.3. Develop Partnership Opportunities**

Considering the demand for facilities and the limited financial resources available to municipalities, a new approach that incorporates community partnership must be pursued. By merging financial, land and personnel resources, the goals of all participating partners can be realized where they could not have been realized alone.

School Boards, Sport User Groups, Community Associations and residents as well as the Business sector can all become invaluable partners in providing enhanced facility opportunities to community residents. Assessing the opportunities for this partnership must be the goal of the municipality if they are serious about providing enhanced facility services within this climate of financial restraint.

Regional School Boards can be invaluable in providing continued access to gymnasium and general meeting space for current and existing programs. Where possible, the relationship should be expanded to provide programming options that have been currently identified as gaps in service delivery.

Sport user groups can also be invaluable partners in new facility development by contributing valuable capital dollars toward the facility development. During the Master Plan process, the sport user groups identified that they simply cannot continue to operate without the support of the municipality. In much the same way, the City cannot afford the extensive rate of facility development without the support of the sport user groups benefited. As an example of their interest in partnership, half of the sport user groups indicated that they would pay a fee for the City to provide maintenance to municipal facilities. Also, more than one-third said that they would pay a user fee surcharge or fundraise to contribute to capital improvements to existing facilities. Lastly, nearly half of the respondents indicated that they would pay a surcharge in addition to a user fee towards a new facility.

It is important to note that, through the Master Plan process, various sport users submitted Business Plans to the City of Pickering that expressed their clear interest in partnering with the City to build new/additional facilities. The Pickering Soccer Club submitted a proposal to enter into a partnership agreement with the City to build a two surface indoor soccer facility and six new full size outdoor soccer fields to combat their problem of insufficient playing surfaces. The Pickering Aerials Gymnastics Club also submitted a proposal to partner with the City of Pickering for the development of a new 18,000 – 20,000 square foot permanent/semi-permanent structure with 19' high ceilings and 20-25% of non-programmable space such as administration, vestibule, washrooms, changerooms and storage areas. In this way, the Aerials could increase their competitive and alternative gymnastics programs and thus increase their membership from over 800 to over 1300 participants. And finally, the Pickering Squash Club submitted a proposal to partner with the City of Pickering for the development of two double squash courts at the Pickering Recreation Complex. They indicate that this would be beneficial in meeting the demands of the current membership.

Respondents to the community telephone survey also identified an interest in contributing to facility development. Almost half of the community respondents indicated they would be willing to contribute to a fundraising project to support the development of new parks and recreation facilities. Furthermore, one third of community respondents said they would be willing to pay higher user fees for current services while one third said they would also be willing to pay higher user fees to support new development.

The business community could also play an instrumental role in the development of new/additional facilities. The business sector can help support community facility development by providing opportunities for long-term use of commercial space, provide reasonable sale of commercial space or contribute dollars to land acquisition or capital development.

**Strategic Direction - *Foster the Development of Strategic Partnerships***

Foster opportunities to develop strategic partnerships that will result in an enhanced level of facility services available within the City of Pickering.

Action Steps to Implement Strategy:

- Approach community-minded business organizations that can partner with the City to enhance the level of facility services in Pickering.
- Establish a City of Pickering policy outlining the requirements for a joint venture funding partnership with Community Groups for the construction, repair or expansion of Recreation Facilities.
- Establish a City of Pickering policy for user fees and rates for programs, facilities, parks and services.
- Explore the possibility of expanding partnership with school boards.
- Involve community arts and cultural organizations to maximize arts/cultural programming in municipal facilities.
- Develop partnerships with special needs service providers so that the marketing and staffing for such programs is maximized through their comprehensive network.

**2.2 FACILITY SERVICE ASSESSMENT AND RECOMMENDATIONS**

The information within this section of the Strategic Plan is based on the analysis of facility services carried out in the Technical Report and will provide recommendations for future facility development that incorporate the strategic directions that have been identified.

The Technical Report includes a comprehensive assessment of facility services. This assessment identifies, in detail, the current level of facility services available to Pickering residents. Moreover, this section indicates the rate of facility development that is required for the City of Pickering to maintain the same level of facility service in the next 5 to 10 years. The facility assessment was based on several factors which include demographic and population projections, recreation and leisure trends, community survey responses, user group survey responses, current inventory of facility services and input from focus groups. This section provides a brief overview of the findings and analysis and specific recommendations for outdoor and indoor facilities. (For a more detailed review of the facility services assessment, please refer to the Technical Report.)

## **Outdoor Leisure Facilities**

### **Outdoor Soccer Fields:**

Leisure trends indicate that soccer participation will rise in the years to come due to the inexpensive nature of the sport and the rise in female athletics (particularly team sports). Of the 34 soccer fields currently available in Pickering, 3 soccer fields are lit and 12 fields are considered mini fields. Only 4 soccer fields are reported to have available parking, only one park (Kinsmen Park) has a washroom facility with concession stand and one park (Dunmoore Park) has both washroom and changeroom facilities.

Soccer field use is at capacity during prime time hours. For this reason, the Pickering Soccer Club has identified the need for additional outdoor soccer fields (particularly lit fields). Currently, the Pickering Soccer Club accommodates the largest number of program participants (nearly 4,000) in Pickering and records the largest demand for additional facility use in order to meet their program needs (over 300 additional hours). Respondents to the community telephone survey have also identified that they want additional soccer fields available in Pickering. Clearly, the current level of facility service for soccer cannot be maintained if the City of Pickering is committed to meeting the current and future needs of this popular sport.

Some consideration can be made to phase out some soccer fields for the development of additional fields in a multi-purpose facility. These phased out fields could then be used solely for alternative activities such as rugby or football and the multi-purpose facility can provide the exclusivity of fields requested by the sport user groups. The facility assessment indicates that an additional 12 soccer fields are required by 2011 if Pickering were to maintain the current level of service. This extensive facility development does not address the more aggressive approach to facility development that is required to meet the outstanding demand for soccer facilities within Pickering today. Clearly, alternative means for improving facilities services must be explored. These means may include improving existing facilities through lighting unlit fields, improving irrigation/drainage of existing facilities and the pursuit of partnerships that would ease the expense of new facility development.

### **Recommendations:**

1. In the short term, 4 additional soccer fields should be provided in a Hydro Corridor location.
2. In the short term, existing tournament level, unlit playing fields located in community parks, should be lit to extend playing time.
3. In the short term, tournament level playing fields located in community parks should be equipped with proper irrigation systems to shorten rest times thereby extending playing time.
4. In the short term, improve changeroom and washroom facilities located in community parks to include additional space and stalls for female participants.
5. In the short term, opportunities to use vacated industrial space (with large open space and significant height) for soccer play should be discussed with commercial owners.

6. In the short term, opportunities to upgrade school fields in order to provide soccer facility space should be discussed with the Regional School Boards.
7. In the short term, support the future development of a soccer complex that includes 6 lit outdoor soccer fields and 2 indoor soccer fields to be provided in a new multi-purpose facility (to include changeroom, washroom, parking amenities).
8. By 2011, an additional 5 lit soccer fields should be provided in areas that build upon existing facilities (schools, community centers, parks) or as part of a multi-purpose outdoor facility.

### **Ball Diamonds:**

The literature in the field suggests that softball will increase in popularity in future years while baseball will remain stable. Gender accessibility and low equipment costs will contribute to sport growth. Of the 43 ball diamonds currently available in Pickering, five are baseball diamonds, thirty-seven are softball diamonds and one is a scrub diamond. A total of 14 ball diamonds in Pickering are lit, 11 ball diamonds offer parking to the public, five ball diamonds provide washroom facilities and only three provide changeroom facilities.

Sport user groups identified that the current number of ball diamonds do not meet their needs. These groups expressed an interest in the development of a multi-purpose facility. Current and future playing fields must be regulation size in order to accommodate their sport. Respondents of the community telephone survey also indicated that additional baseball facilities were required in Pickering.

The facility assessment indicates that a total of 14 additional ball diamonds need to be developed in Pickering by 2011 (if the same level of service is to be offered). Significant benefits can be realized with the addition of lights to existing fields, and expansions to make existing fields regulation size.

### **Recommendations**

1. In the short term, 4 additional lit regulation sized diamonds (with washrooms, changerooms, parking amenities) should be provided in a new park development (location to be determined).
2. In the short term, existing unlit diamonds located in community parks should be lit to extend playing time.
3. In the short term, expanding smaller diamonds to regulation size should be reviewed.
4. In the short term, improve changeroom and washroom facilities at Kinsmen Park to include additional space and stalls for female participants.
5. By 2006, an additional 4 lit softball diamonds should be provided in Pickering.
6. By 2011, 1 additional lit baseball diamond and 5 additional lit softball diamonds should be provided in existing community settings or as part of a multi-purpose facility.

### **Outdoor Ice Rinks:**

Nearly all activity on Pickering's outdoor ice rinks are unscheduled pick up play. A total of five outdoor rinks are available to the public; four with available parking, two with washroom/changeroom facilities and one with a concession stand.

Sport user groups did not express a need for additional outdoor ice rinks. However, of respondents to the community telephone survey that felt the need for new facility development in Pickering, 16.6% identified the need for outdoor rinks. For these reasons, a moderate development approach is justified when considering outdoor ice rinks.

### **Recommendations:**

1. In the short term, one additional outdoor artificial ice rink should be provided in a local community park setting (i.e. one could be located at the Civic Complex – Esplanade Park).

### **Outdoor Tennis:**

Leisure trend information identify that outdoor tennis activity will experience stable growth in the next few years. Currently, Pickering provides 24 outdoor tennis courts – all courts are lit, three courts have washroom facilities, three courts have concession stands, two courts have changeroom facilities and 5 courts offer parking.

Both sport user groups and community respondents did not identify an interest in additional outdoor tennis courts.

### **Recommendations:**

1. By 2011, 4 additional outdoor tennis courts should be provided in Pickering at a community park or community center location.

### **Other Outdoor Facilities:**

An analysis of other outdoor facilities was undertaken in the Technical Report. They include outdoor basketball, lawn bowling, bocce, football/rugby, cricket, horseshoe. In the majority of cases, current facility use for these activities is satisfactory (with the exception of football). Anticipated development for future use is not considered to be extensive. However, the higher than average proportion of Pickering's children/youth population and the reported outstanding facility demands justify the consideration to incorporate additional football facilities (and outdoor basketball facilities to a smaller extent). Also, considering Pickering aging baby boomers, efforts should also be made to provide additional bocce ball, lawn bowling and horseshoe facilities.

### **Recommendations:**

1. In the short term, upgrade lighting at the Kinsmen Park Football Field.
2. In the short term, assess the possibility of developing a changeroom facility and storage facility at Kinsmen Park (in this case, to accommodate Dolphins Football).

3. In the short term, two additional dedicated football fields should be provided in Pickering.
4. In the short term, provide one additional outdoor basketball facility to be located at the Petticoat Creek Library and Community Centre.
5. By 2006, one additional football/rugby field should be provided at a community park setting.
6. By 2006, one additional outdoor basketball facility should be provided – ideally at a community center location that provides youth programming.
7. By 2006, assess the possibility of developing of a changeroom facility which includes running water and washroom facilities at Alex Robertson Park to better accommodate the needs of the Pickering Cricket Club (so that they can host tournaments).
8. By 2011, one additional lawn bowling green should be provided at the current lawn bowling facility site.
9. By 2011, two additional basketball facilities should be provided perhaps in partnership with the regional school board.
10. By 2011, two additional lighted bocce courts should be provided ideally at the current bocce facility site.

### **Indoor Leisure Facility**

#### **Indoor Soccer Field:**

In their Business Plan, the Pickering Soccer Club has identified the immediate need for a soccer complex that includes two indoor soccer fields and meeting room, changeroom and storage facilities. This development would serve to meet the outstanding demands for indoor soccer in Pickering. Currently, indoor soccer takes place in Pickering high school gymnasiums which have become increasingly problematic due to the inadequate size of facility, wet conditions of facility (due to continued play) and the school board enforced restriction to use only indoor balls (regulation sized outdoor soccer balls fosters maximum skill development).

#### **Recommendation:**

1. In the short term, a soccer complex that includes 2 indoor soccer fields and 6 lit outdoor soccer fields should be provided in a multi-purpose facility (to include changeroom, washroom, parking amenities).

#### **Gymnastic Facility:**

The Pickering Aerials Gymnastics Club have concerns that are somewhat unique to their sport organization because they are only the only sport user group (that responded to the Master Plan survey) that utilizes a privately owned facility in prime commercial space. As a result, the club is finding the facility very expensive to lease and operate. With over 800 members currently, the club can accommodate an additional 500 members if they just had the space to offer more current programs and new programs. The Club has unlimited potential to build their programming by increasing their competitive and alternative gymnastics programs. In order to grow however, the Club sees the need to

develop a partnership with the City of Pickering. Their ability to afford increased facility space cannot be fulfilled without the support of the municipality. The club indicates that the City can provide support in a number of ways which include the following - immediate financial assistance in the form of a grant to support the expansion of their current leased facility, identifying partners in a multi-purpose facility, building a new facility the club can pay for over time, offering municipal land for construction of a new facility, interest free loans or assistance with seeking grants/corporate support.

**Recommendations:**

1. In the short term, support the Pickering Aerials Gymnastic Club with the expansion of the existing gymnastic facility.
2. In the short term, assess the possibility to partner with the Pickering Aerials Gymnastics Club to develop a new, larger and appropriately designed gymnastic facility (in place of the commercial space they currently lease) to meet the outstanding needs of their membership.
3. By 2006, one gymnastics facility should be provided as a part of a new multi-purpose facility.

**Indoor Ice Rink:**

There are a total of four indoor ice rinks provided by the municipality in Pickering. Two pads are located at Don Beer Arena and two pads are located at the Pickering Recreation Complex. The use of these facilities are at capacity during prime time hours. Both sport user groups and community residents felt restricted from participating in hockey in Pickering. Facility development should occur to meet the existing needs of sport users however the provision for future development should be monitored.

Leisure trend information indicates that indoor hockey will undergo moderate growth in the future. The nature of the activity involves an expense in gear and increased risk of safety. These factors will limit its growth. Also, the demographic of participants for this sport is 10 – 25 years and this segment of the population is not expected to experience growth in the next few years.

**Recommendations:**

1. In the short term, complete the addition of a 3<sup>rd</sup> ice pad at Don Beer Arena.
2. In the short term, improve changeroom facilities particularly for female participants at the Recreation Complex Arenas.
3. In the short term, assess opportunities for the development of additional ice pads at a multi-purpose facility – pursue partnership opportunities for land acquisition, capital costs and operating support.
4. By 2011, two additional ice surfaces should be provided in Pickering at a multi-purpose facility site.

**Community Centre/Multipurpose Facility:**

Leisure trends indicate that the interest in community centers and multi-purpose facilities will rise in the future. The rise in working and single parent families makes it critical for one facility to meet the needs of all family members regardless of age or leisure interest.

This will result in a one-stop shopping concept that these families need in order to fill leisure into their busy schedules.

There are a total of 11 community centers offered in Pickering. These facilities are used for City programs, community group/meeting space, youth programs, senior programs, community daycare, and party/meeting room rentals. A public library is offered at Claremont Centre and Petticoat Creek Library and Community Centre. Pickering also offers two multi-purpose spaces for gym activities located at East Shore Community Centre and Claremont Community Centre.

Opportunities for expanded community center development would serve to meet the needs of Pickering senior and youth populations. For these populations, transportation is a limitation to program participation. In this way, community centers in community neighbourhoods provide optimal opportunities for seniors and youth involvement. And with the rise in Pickering's aging population, consideration must be taken to meet the growing demands for facility space.

Leisure trends indicate that the interest and subsequent need for gymnasium space will increase in future years. Gymnasiums are a commodity in the field of recreation and leisure service delivery because they can accommodate a wide range of structured and unstructured recreation programs.

The current level of service provisions for gymnasium use in Pickering are completely at capacity. The Durham District School Board and the Durham Catholic District School Board permit both primary and secondary school gymnasiums to the City of Pickering so that the City can operate various gym programs. The use of these school gymnasiums is undeniably at capacity with little opportunity for program development. Respondents to the community telephone survey felt that the gymnasiums currently offered in the City of Pickering were too small and not available enough to meet their needs. Sport user groups identified the need for adequate but specifically designed space to offer indoor soccer and recreational/competitive gymnastics. Youth that participated in the focus groups sessions identified that they would like increased gym time to participate in activities they enjoy—namely basketball for males and volleyball for females. Clearly, multi-purpose facilities and community center facilities that include gymnasium space will be an asset in future service delivery as the opportunity for such space is declining while the interest in such activities, particularly youth, is increasing.

The arts and cultural community also identify a concern over a lack of dedicated space for the community to enjoy the arts. These groups expressed the need for the following facilities; art galleries, performing arts center, visual arts studio, meeting room space, instructional art space. Certainly, the leisure trend information regarding the rise of arts and culture particularly within affluent, educated communities would support their notion that this venue would be needed in Pickering.

### **Recommendations:**

1. In the short term, assess opportunities to incorporate multi-purpose space (gymnasium space and meeting room space) at a new multi-purpose recreation complex.
2. In the short term, assess opportunities to maximize use of community centers currently operating under capacity.
3. In the short term, assess opportunities to partner with the schools to increase access to school buildings by the community on a year round basis and to offer local youth programs within the school or on school grounds.
4. In the short term, assess opportunities to partner with commercial retailers (the Pickering Town Centre) to offer youth programs at the mall.
5. In the short term, assess opportunities for the development of a multi-purpose Community Art's Facility that can incorporate art gallery space, performing arts space, instructional arts space, and meeting room space.
6. By 2006, 2 additional community centers that include gymnasium space should be provided in Pickering at locations near Pickering high schools.
7. By 2011, a multi-purpose Community Art Facility should be provided in Pickering.

### **Fitness Facility:**

Leisure trend indicate that participation in physical fitness will remain stable in future years. With the onset of an aging population and an increased interest among children and youth for participation in team sports, the rise in pure physical fitness will not be realized. Fitness Centres, however, are a major source of revenue generation for most municipalities and when offered alongside pool and other sport venues (squash, tennis) can offset costs and losses and provide a profitable multi-purpose recreation establishments.

There is one municipally owned fitness center available to its residents. This fitness center is located at the Pickering Recreation Complex. The Pickering Recreation Complex Fitness Centre provides various fitness services to the community that include a cardio annex, weight room, fitness testing office and fitness classes. Two other community centres in Pickering are used as satellite locations for scheduled fitness programs. The level of use for the Rec. Complex Fitness Centre is at capacity. The center services over 3,000 members however there are some facility features that need improvement. They include inadequate flooring in the banquet hall to accommodate fitness classes, very small cardio annex and weight training area to accommodate 3,000 members and a fitness testing office that does not provide adequate privacy.

Community respondents indicated the need for additional fitness facilities in Pickering. Adults felt restricted from participating in general fitness activities while youth felt they were restricted from weight training activities. The seniors that participated in the focus groups also expressed the need for additional indoor tennis courts. Sport user groups, namely the Pickering Squash Club, expressed an interest to partner with the City of Pickering to offer two double squash courts at the Rec. Complex.

**Recommendations:**

1. In the short term, assess the opportunities to expand the fitness centre at the Pickering Recreation Complex.
2. By 2006, incorporating two additional doubles squash courts should be provided at the Recreation Complex.
3. By 2011, one additional fitness facility (as part of a multi-purpose facility site) should be provided in Pickering.

**Indoor Pool:**

Leisure trend information indicates that participation pool activities will increase in years to come. This form of activity is very popular among children and provides older adults with relief to their joints and muscles while exercising.

The City of Pickering provides two indoor pools to its residents. These pools are located at the Pickering Recreation Complex and the Dunbarton Indoor Pool. These facilities accommodate City programs and various sport user groups. The Pickering Recreation Complex is an 8 lane, 25 metre pool with a diving well and a separate training pool that operates at capacity. The Dunbarton Indoor Pool is a 6 lane, 25 meter pool that operates near capacity.

Respondents to the telephone survey indicate that residents (particularly adults and children) are restricted from participating in pool activities. The special needs swim program is also restricted from expanding their membership due to limited swim space. And in much the same way, sport user groups that offer aquatic programs report the need for additional swim time and space to operate their program.

Clearly, additional indoor pool facilities will serve to accommodate the outstanding and future needs of this community.

**Recommendations:**

1. In the short term, assess opportunities to change prime time hours for user groups to include Friday evenings and weekends.
2. In the short term, assess opportunities to increase the lanes assigned to the Special Needs Swim Program.
3. By 2006, one additional indoor swimming facility should be provided as part of a new multi-purpose recreation center.

### **3.0 STRATEGIC PLAN – PROGRAMS**

#### **3.1 Outstanding Issues**

Upon comprehensive review of the information gathered in the Technical Report, fundamental issues emerge that must be addressed in order for the City of Pickering to meet the current and future needs of its community.

They are:

- 1. Enhance the Provision for Arts and Culture in Programs, Services and Facilities**
- 2. Enhance the Provision for Accessibility in Programs, Services and Facilities**
- 3. Multi-Purpose Facility vs. Community Centre – Impact on Program Service Delivery**
- 4. Foster Strategic Partnership Opportunities to Enhance Program Development**

##### **3.1.1 Enhance the Provision for Arts and Culture in Programs, Services and Facilities**

The literature in the field coupled with the demographic make up of the Pickering community serve to suggest that the interest in Arts and Culture will rise in future years. The literature indicates that individuals who participate in activities such as arts and culture are often educated, affluent and have a higher household income. The demographic make up of Pickering includes residents that are more educated, affluent and have a higher household income than the provincial average. Clearly, the provision for arts and cultural services would appeal to Pickering's sophisticated and diverse community.

As described in the Technical Report, arts and cultural associations, community telephone respondents and focus group participants all expressed the need for Arts and Culture in Pickering. That is, 30% of respondents of the community telephone survey felt that new culture and/or recreation facilities are needed in Pickering. The facilities that were listed include the following: theatre (6.2%), museum (1.4%), orchestra (1.4%), and an art gallery (1.4%). This is consistent with the facility needs identified by arts and cultural community associations which included art gallery, performing arts center and instructional space for art and drama practices.

With time, the diminishing rate of arts programs in the school system will send students and their parents seeking arts and cultural opportunities elsewhere. This, combined with the rise in passive forms of leisure activities (particularly among older adults), places arts and culture at the forefront of leisure services for the next millennium. Therefore, the City of Pickering must prepare for the communities heightened interest in arts and culture

by offering an increased number of quality arts and cultural programs, services and facilities.

**Strategic Direction** – *Increase Opportunities for Arts and Cultural experiences within Municipal Programs, Services and Facilities.*

Respond to the needs of the arts and cultural community by increasing opportunities for arts and cultural experiences within Municipal Programs, Services and Facilities.

Action Steps to Implement this Strategy:

- Assess the utilization of existing facilities so that opportunities to add arts and cultural programs and services can be explored.
- Identify existing facilities that can incorporate arts and cultural objects that would both beautify the facility and illustrate the City's appreciation of the arts.
- Confirm the development of an Arts Centre in Pickering that could include an art gallery, performing arts center, meeting room space and instructional art space.
- Adopt a model for future facility development that incorporates arts and culture as important and essential facility features.

**3.1.2 Enhance the Provision for Accessibility in Programs, Services and Facilities**

Accommodating the needs of the special needs community is of paramount importance to the City of Pickering. Currently, the City of Pickering offers programs that are fully integrated. Special Needs participants can register for any program and participate along with other program participants. For those participants that require additional support, the City of Pickering assigns a program support person to assist the participant in the program.

The respondents of the survey (mailed to parents of special needs children and to special needs service providers) indicate that they value the option for program support because their child/client cannot also keep up in an integrated program. The respondents went on to say, however, that it was most beneficial to their child/client to be involved in specialized programs (particularly those participants restricted to wheelchairs). For this reason, the City of Pickering should offer a variety of specialized programs in addition to the wide range of integrated programs so that special needs participants can best match their abilities with the most appropriate program option.

The respondents of the survey also indicated that the City of Pickering can help their child participate in leisure by expanding the special needs swim program. Parents want to see more lanes assigned to the special needs swim program and more time to engage in this activity. Respondents to the survey also indicated that their child would like to participate in other activities such as youth dances for the special needs, keep fit classes, soccer and basketball. These program types can be considered when assessing program service delivery for the special needs community.

The City of Pickering must also review ways that existing facilities can be improved to better accommodate the special needs and seniors population. For example, the respondents to the special needs survey stressed that it was extremely important for the Pickering Recreation Complex to include a family changeroom. The respondents felt that it was absolutely critical to their child's/client's leisure participation to have a private place to dress with the support of their parent/caregiver. Similarly, seniors participating in the focus group sessions indicated the importance of facility amenities that can assist them – namely lower sinks, bathroom bars in washrooms, better lighting and accessible doors. Clearly, specialized amenities such as family changerooms, lifts to get in the pools and adaptive equipment must all be considered when assessing ways to enhance accessibility of programs, services and facilities.

**Strategic Direction** – *Develop and Implement Strategies to enhance the Accessibility of Municipal Programs, Services and Facilities.*

Respond to the needs of the special needs and seniors community by implementing strategies that will enhance the accessibility of Municipal Programs, Services and Facilities.

Action Steps to Implement this Strategy:

- Implement recommendations in City's Accessibility Report to improve accessibility in City facilities.
- Complete the addition of a fully accessible family changeroom at the Pickering Recreation Complex.
- Implement new programs (integrated and specialized) that would better meet the needs of the special needs community.
- Assess opportunities to develop partnerships with special needs service providers so that resources can be shared when addressing the needs of the special needs community.
- Assess opportunities to expand the Special Needs Swim Program.
- Adopt a model for future facility development that incorporates the needs of Pickering's growing seniors population.

**3.1.3 Multi-Purpose Facility vs. Community Centre – Impact on Program Service Delivery**

As discussed in the Technical Report and earlier in the Strategic Plan Report, multipurpose facilities will increase in popularity because the simultaneous activity structure allows families to maximize their precious leisure time. With this structure, parents can participate in recreational activities while their children are involved in other programs.

In the future, interest in community centers will also rise due to the increased rate of participation among older adults. The aging of today's baby boomers will justify the development of community centers in local neighbourhoods. These seniors will expect a level of leisure service that is convenient and accessible. And much like the youth in our community, seniors find transportation a barrier to leisure participation. Therefore, community centres in local neighbourhoods will definitely appeal to this segment of the population.

However, the rise of both the multi-purpose facility and the community center will mean a varied approach to program service delivery. And this must be considered when assessing the future provision for program service delivery.

For example, multi-purpose facilities should incorporate multiple facility features such as arenas, pools, gymnasiums, meeting rooms and revenue generating amenities like ATM's, food services, pro shops. The prevalence of single family households and latch key children will also force multi-purpose facilities to accommodate needs for day care, after school programming, family centered activities and continuing education. These are factors that must be considered when assessing the programs offered in Pickering's multi-purpose facilities.

On the other hand, local community centers appeal to the seniors and youth populations because they provide primarily unstructured programming options and are more conveniently located so that transportation is not a barrier. For these populations, participation is typically in the absence of other family members. In this way, the simultaneous activity structure so important in multi-purpose facilities is clearly not important in the community center facility setting. Youth and Seniors simply want to be with their peers and - engage in activities that appeal to them, at times that are suitable to them, in a location that is accessible to them.

Clearly, the type of facility will dictate the types of programs and services that will best meet the needs of the community. This concept, then, should be considered when assessing municipal programs both for today and the future.

**Strategic Direction** – *Consider the type of Facility when Assessing Municipal Programs & Services.*

Adopt an approach in which facility type is considered when assessing municipal programs & services and determining facility features and amenities.

Action Steps to Implement this Strategy:

- Make efforts to achieve a simultaneous program structure at multi-purpose facility sites.
- When considering the development of a new multi-purpose facility, include programs, services and facility amenities that would result in the optimal use of the facility.

- Assess current program locations and make changes where appropriate.
- Enhance youth and seniors programming at community center facilities.
- Identify existing facilities that can be improved by the addition of specific facility programs, services and amenities.
- Adopt a model for future facility development that incorporates recommendations for programs, services and facility amenities based on the type of facility development.

### **3.1.4 Foster Strategic Partnership Opportunities to Enhance Program Development**

Similar to facility development, programs cannot progress and develop without the support of strategic partners. Virtually every program area (youth, seniors, special needs, children, adult) can be improved by partnering with community organizations that specialize in or can provide support to that type of programming. Where possible, the City of Pickering should try to nurture existing partnerships and develop new partnerships for the purpose of enhancing the development of municipal programs.

A prime example of how strategic partnerships can dramatically improve program opportunities and program participation is with youth programs. Youth are subject to significant barriers to participation that include transportation, work commitments and money. Furthermore, youth do not become aware of the programs offered to them in the ways that the municipality conventionally promotes youth programs.

Partnerships can assist the City to remove these barriers and therefore should be considered when assessing the way in which youth programs in Pickering can be improved. For example, school boards and commercial retailers can partner with the City to provide alternative sites for youth structured and unstructured programs. In some cases, a school lounge area, classroom, gym setting or a mall retail space can be an ideal location for a municipally run youth program. The City can also partner with the transit department to expand bussing times or to provide shuttle bus service to and from events. Students can be the best partner to the City of Pickering. Students indicate that the best way to increase youth participation is to involve youth in the program development and by communicating directly to youth about City programs/activities. Clearly, pursuing these partnerships can serve to immeasurably improve the program delivery to youth.

The City of Pickering can nurture opportunities to develop strategic partnerships in other program areas which include special needs programs (partner – special needs service providers), children & adult programs (partner - school board/continuing education), museum programs (partner - historical associations).

#### **Strategic Direction – *Foster Strategic Partnership Opportunities to Enhance Program Development***

Nurture existing partnerships and develop new partnerships that would serve to enhance municipal program development.

### Action Steps to Implement this Strategy:

- Approach community-minded business organizations that can partner with the City to enhance program services in Pickering.
- Explore the possibility of expanding partnership with school boards to provide year-round access to gymnasium space and multi-purpose space.
- Involve community arts and cultural organizations to maximize arts/cultural programming in municipal facilities.
- Develop partnerships with special needs service providers so that the marketing and staffing for such programs is maximized through their comprehensive network.

## **3.2 PROGRAM SERVICE ASSESSMENT AND RECOMMENDATIONS**

The information within this section of the Strategic Plan will be based on the analysis of programs carried out in the Technical Report and will provide recommendations for future program development that incorporate the strategic directions outlined above.

The Technical Report includes a comprehensive assessment of program services. This assessment identifies, in detail, the current level of program services available to Pickering residents. The program services assessment was based on several factors which include demographic and population projections, recreation and leisure trends, community survey responses, user group survey responses, current inventory of program services and input from focus group sessions. The information of this section will draw on the information of this assessment but will go further to make recommendations that address the issues outlined in the Strategic Plan Report. (For a more detailed review of the program services assessment, please refer to the Technical Report.)

### **Existing Programs & Services**

#### **Preschool and Children's Programming**

Preschool and Children's programs offered at the City of Pickering include a wide range of recreation activities. These programs are both general interest (preschool programs, arts & crafts, dance programs, sport programs, science programs) and instructional (swim classes and camps). All programs for this age group are introductory (aquatic programs do require some previous training). These municipal programs, coupled with the more advanced programs offered by community sport groups (i.e. gymnastics, hockey, soccer), provide a good range of recreation programs to Pickering residents.

According to the assessment carried out in the Technical Report, nearly three quarters of municipal preschool and children's programs have sufficient registration to operate. Furthermore, 80% of these programs operate near capacity. The community telephone survey indicates that children most often participate in swimming, kindergym, hockey, skating, ball hockey, soccer and tennis. Clearly, the City of Pickering should continue to offer a mix of sport and general interest programs that interest the community.

Interestingly, however, over one third of all community respondents indicated that their children were restricted from participating in programs such as swimming (28.4%) and hockey/skating (21.6%). Respondents said that the lack of programs was the main reason why their children were not participating in these activities, followed by lack of facilities and lack of information. This information is consistent with the statistics describing the current level of municipal program services. Currently, aquatic programs operate at a high rate (while reaching capacity in most cases) and this leaves little opportunities for new registrants to enter into the program and/or for service providers to expand the program. Arena use is similarly restrictive to the public due to the lack of facility availability to provide additional skating/hockey programs.

Considering this and the fact that aquatic and arena activities will experience a rise in popularity, the City of Pickering must make efforts to provide increased facility space so that additional aquatic and arena programs can be offered to the community. The City of Pickering can also consider implementing new programs that are not currently offered but seem to be of interest to the community that includes kickboxing, drama and music programs.

### **Youth Programming**

The Culture and Recreation Division provides high quality youth programs to meet the diverse needs of youth (ages 13-19) in Pickering. To ensure the City of Pickering continues to respond in a proactive manner to the needs of youth in the new Millennium, youth research projects were conducted by a Summer Experience Program student hired by the City of Pickering. These projects included the creation, implementation and analysis of a youth needs assessment that clearly demonstrated that there were additional programs/events youth would like to see the City of Pickering offer.

In response to these youth research projects the Culture and Recreation Division implemented numerous “new” Winter, Summer and Fall youth programs. In addition to the “new” youth programs, the Division also implemented “new” youth special events and youth clinics. The implementation of these “new” youth programs/events has been extremely successful with youth responding very positively to the new programs and initiatives. Participation rates at these programs are high and continue to increase. It was clear from this research that the City of Pickering is a leader in providing top quality youth programs that best meet the needs of youth in Pickering. The City of Pickering is a leader in not only the number of programs offered but also the variety of programs.

The City of Pickering programs are provided to youth at no charge, on various evenings throughout the year and at various locations in the community (namely local high schools and community centers). City of Pickering youth programs are quite successful because of their facility location, free cost, loosely structured format and interesting activity type.

Youth that participated in the Youth Focus Group Sessions indicated that the most common barriers to participation were a lack of transportation and a lack of information.

To address the issue of transportation, the City of Pickering must make increased efforts to offer programs in neighbourhoods where youth reside and enhance busing service to run later in the evenings, offer more frequent stops and provide service on Sunday. With respect to the marketing of programs, the City of Pickering should make subtle changes to their promotional campaign. Since youth indicated that word of mouth is the best way to promote youth programs, the City of Pickering must use outreach as the most common means of promoting programs to youth.

### **Adult and Senior Programming**

Adult and Seniors programs include a wide range of passive and active recreation activities. All programs for these age groups are introductory. Once again, community organizations offset municipal programs by providing more recreational and competitive type sports programs.

The programs offered by the City are relatively successful with over 70% of programs reaching sufficient registration. The City of Pickering should continue to provide the range of programs that seems to be appealing with adults and seniors in this community. And with the onset of an aging population, special care must be made to enhance the provision of more passive, instructional type programs to the community.

Through public consultation, adults advised that they felt restricted from participating in programs that include swimming, soccer, skating/hockey, fitness and interest courses. Respondents to the community survey indicated that a lack of time was the main reason why they were not participating in these programs, followed by lack of programs, lack of facilities and lack of information. The City of Pickering must consider this information and develop solutions that will make programs more accessible. For example, the provision of recreational programs at a multi-purpose facility may help address the issue of lack of time. If adults are restricted by time, then a multi-purpose facility that offers a simultaneous program structure may encourage adults to participate. These facilities will maximize their leisure time by affording all family members an opportunity to participate in leisure of their choice at the same time.

Through public consultation, younger seniors (ages 55-65 years) engaged in more active forms of recreation while older seniors (65 years +) engaged in more passive, instructional type programs. Younger seniors identified that transportation, lack of availability of facilities (i.e. tennis courts) and programs where the reasons why they were restricted from participating in activities they enjoy. Older seniors highlighted transportation, wheelchair accessible programs/facilities and cost as a deterrent to program participation.

All seniors expressed their satisfaction with the level of service provided by the City of Pickering but would like to see additional programs offered to accommodate their particular leisure interests. For example, Senior Associations would like to municipality assist them in providing recreational programs at their club, more facility space to accommodate the needs of their growing membership and improved parking and facility

amenities that can better serve older participants. Clearly, these are issues that the City of Pickering should consider with assessing program services for adults and seniors.

### **Arts and Cultural Programming**

Literature in the field, the demographic make up of the community and information gathered through public consultation all serve to indicate that interest in arts and culture will rise among residents of this community. The appeal of arts and culture to affluent, educated and adult populations is well documented and certainly fits the profile of the Pickering population. Considering the anticipated rise of arts and culture, the City of Pickering must prepare by enhancing the number of programs, services and facilities that involve arts and cultural activities.

### **Special Needs Programming**

The City of Pickering offers fully integrated programs to the special needs community. Information gathered through the public consultation process indicates that the special needs community wish to see more specialized programs offered by the City of Pickering. In this way, the participant has the choice (depending on their ability and comfort level) between an integrated program or the specialized program setting.

### **Heritage**

The Heritage Focus Group identified a need for a coordinated effort to preserve and promote Pickering Heritage. Heritage efforts are fragmented through many volunteer organizations but are informally coordinated since many heritage volunteers belong to several heritage groups (Pickering Museum Advisory Committee, Pickering Museum Village Foundation, Heritage Pickering, Pickering Historical Society).

The following 10 year plan has been recommended for the Pickering Museum Village.

#### **Physical:**

1. Continue to work with Operations and Emergency Services Department to address the drainage needs of the site to prevent continuous washouts on the roadways and pathways, as well as to prevent any further wicking and wood deterioration of the heritage buildings because of the drainage problems.
2. Devise an on-going maintenance schedule to include regular inspections with staff of all buildings that addresses wear and tear maintenance, painting, roofing, window replacements and cleaning.
3. Complete work on entry to the site with new flagpoles, gardens and the regrassing of the space between the schoolhouse and the administration building.
4. Continue to create storage space which are climate controlled for collections, work space in which artifacts can be restored and protected in appropriately dry conditions and displayed as appropriate to the site.
5. Continue to execute the plan approved by the City of Pickering Council to bring in a heritage home from the airport lands to house an education centre to include

- kitchen and food preparation area, as well as washrooms, volunteer area and storage facilities as required by staff for program and also provide support and management of the Hotel restoration project.
6. Explore the possibility of creating a fire hall; with Pickering Fire Services to house the fire fighting equipment in the collection and restoring it for demonstration.
  7. Find space to accommodate the printing presses.
  8. Build a pavilion for protection of guests in the picnic area in inclement weather

Program:

1. Work with education staff to include the heritage of other city people.
2. Develop program to interpret the Brougham Central Hotel as an 1850's Temperance Hotel as social history of the period, including values related activity, which is relevant to the story, as the hotel project is completed.
3. Develop program to dovetail with the redevelopment of the Agricultural/Steam & Gas Barn collections to include basic science programs, as well as the historical relativity of this part of the collection.
4. Develop a program with the printing presses to be included in school and special events programs as hands-on-activity.
5. Develop programs to capitalize on the architectural features of various buildings, which would support drafting and/or other architectural studies courses at the high school college or university level.

Collections:

1. Continue to support with appropriate staff hours the completion of the cataloguing and photographing of all artifacts, supplemented by in-service programs and/or cooperative education programs.
2. Develop, with the assistance of City's IT staff, a back up system for the storage of records.
3. Devise appropriate space for the collection of materials, vital to Pickering's history as a Township, as a Town and now as a City.
4. Devise appropriate space and facility for accessing the records for research.
5. Find space for an increased collection of reference books.
6. Provide more space for displaying and restoring artifacts.
7. Continue to appreciate and recommend to the Pickering Museum Village Foundation appropriate projects for their work.

Public Relations:

1. Continue to publish twice annually Pickering Junction News with the assistance of the City of Pickering.
2. Develop promotional policy and standards in conjunction with City staff which promotes the inclusively of the site.
3. Have greeters and thankers from the Pickering Museum Village Advisory Committee for every event.

### **Programs Recommendations:**

1. Culture & Recreation Division should assess current municipal programs, services and facilities and incorporate arts and cultural activities where appropriate.
2. The City of Pickering should confirm the development of a multi-purpose Arts Centre that could accommodate the community, community organizations and municipal arts/cultural programs (i.e. art camps, art class, culinary class, dance class).
3. The City of Pickering should adopt an approach where arts and cultural features are considered with the design of Pickering facilities.
4. The City of Pickering should confirm the development of a new multi-purpose facility that can incorporate aquatic, arena and educational type programming.
5. Culture & Recreation Division should assess opportunities to expand the swim and hockey/skating programs for both children and adults.
6. Culture & Recreation Division should identify partnership opportunities that would assist in the development and provision for specialized programs.
7. Culture & Recreation Division should assess the current level of program services and uncover strategies to expand successful programs while reduce (or eliminate) unsuccessful programs. One such strategy is to consider facility type when reviewing existing programs or implementing new programs.
8. Culture & Recreation Division should assess the manner in which youth programs are marketed. An approach that involves youth and relies heavily on outreach should be adopted.
9. Culture & Recreation Division providers should assess opportunities to expand youth drop-in programs at community center locations.
10. Culture & Recreation Division should assess opportunities to partner with school boards, Pickering students and commercial retailers to enhance youth programs at alternative program locations.
11. Culture & Recreation Division should nurture partnership with community seniors associations so that support can be provided to enhance the provision of seniors programming.
12. Culture & Recreation Division should assess opportunities to partner with the community in the enhancement of the provision of heritage education and services through the Pickering Museum Village.
13. Culture & Recreation Division should work with the Pickering Museum Village Advisory Committee to complete the 10 year plan for the Pickering Museum Village.
14. Culture & Recreation Division should bring all heritage groups together and facilitate a heritage strategic planning and visioning process.

## **4.0 STRATEGIC PLAN – PARKS AND OPEN SPACE**

### **4.1 Outstanding Issues**

Upon comprehensive review of the information gathered in the Technical Report, fundamental issues emerge that must be addressed in order for the City of Pickering to meet the current and future needs of its community.

They are:

- 1. Continue Providing Parks and Open Space at the Current Rate of Supply;**
- 2. Enhance the Provision of Appropriate Parks and Open Space Facilities;**
- 3. Enhance the Provision of Quality Parks and Open Space Facilities;**
- 4. Continue Providing Quality Waterfront Parks and Open Space Facilities;**
- 5. Continue Providing Safe and Appropriate Playgrounds;**
- 6. Enhance the Provision of Trail and Pathway Systems**

#### **4.1.2 Continue Providing Parks and Open Space at the Current Rate of Supply**

The Technical Report provided a detailed inventory of park and open space property within the City of Pickering. The report further detailed the rate of municipal parkland supply and the rate of additional open space opportunities that currently exist in each of the 15 Planning Districts (Neighbourhoods) of the City's urban area.

Currently, the City of Pickering provides, on average, approximately 7.66 acres of parkland per 1000 persons – a rate of supply that is slightly above the parkland supply rates established by many municipalities. The City of Pickering is also very fortunate to have an abundance of additional open space properties (publicly or privately owned) that contribute to the provision of outdoor recreation opportunities. The best example of this is the approximately 855 acres of open space owned by Ontario Power Generation and Hydro One in the form of transmission line corridors which provide excellent off-street neighbourhood and community connections through the provision of informal and formal trails and pathways. Collectively, these properties add, on average, approximately 24.61 acres per 1000 persons of additional open space to the municipal rate of parkland supply.

**Strategic Direction** – *Maintain the existing level of parkland supply for future developments with consideration for the amount of additional open space opportunities available within the local community*

Action Steps to Implement this Strategy:

- Review current parks and open space planning procedures.
- Identify minimum parkland area requirements for future developments according to the planned population projections for the proposed neighbourhoods and communities.

- Develop a standard procedure and method for working in cooperation with developers to ensure consistency.
- Actively maintain a consistent approach to parks planning to ensure the minimum parkland requirements are achieved.

#### **4.1.3 Enhance the Provision of Appropriate Parks and Open Space Facilities**

Parks and Open Space facilities provided by the City are currently planned according to a classification hierarchy that is based upon the relative size and function of the parkland within the community. The current standard was established through the work of the 1980's Master Plan, which recommended that parks and open spaces be categorized into a hierarchy of five types that include Neighbourhood Parks, Community Parks, District Parks, Waterfront Parks and Urban Forest Areas. Although this hierarchy continues to be in place today, the descriptions tend to not adequately reflect all of the types of parks and open space in existence today.

The following classifications are currently in place:

##### **Neighbourhood Parks**

Neighbourhood Parks shall be developed to serve a population of 3,000 to 4,000. They shall be a minimum size of 6 to 7 acres, with 7 acres being the minimum size with a school site. Neighbourhood Parks shall be equipped with a variety of local serving recreation facilities. Specific facilities are to be identified by the municipality in consultation with local residents. Development of each park is to be guided by a site plan prepared by a qualified Landscape Architect.

##### **Community Parks**

Community Parks shall be developed to serve a population of 12,000 to 15,000. They shall be a minimum size of 20 acres of usable tableland. Community Parks shall be equipped with a variety of senior level recreation facilities suitable for use by organized groups and individuals. Passive recreation areas shall also be provided. Specific facilities to be developed will be determined by the municipality according to community needs. Where possible, community parks shall be linked to trail systems and off-street parking shall be provided. Development of each park is to be guided by a site plan prepared by a qualified Landscape Architect.

##### **District Parks**

District Parks shall be developed to serve a population of approximately 40,000 to 50,000. They shall be a minimum size of 50 acres. District Parks shall be designed for specialized facilities such as stadiums, places of assembly and a variety of active and passive recreational and cultural pursuits. They shall serve the entire municipality.

Because of the cost of development a Design Master Plan and a phasing plan shall be prepared to guide implementation of District Parks.

### **Waterfront Parks**

In response to the unique natural environment of the Lake Ontario shoreline and the leisure opportunities, which are presented, a waterfront parks and trail system shall be developed by the municipality. The Waterfront Park system shall be developed to provide a variety of passive and active recreation opportunities meeting the needs of the entire community. Existing guidelines established in the Community Plan and the Development Plan, (Frenchman's Bay and Shoreline Area) shall be further developed and site-specific design plans shall be prepared to guide phase implementation.

### **Urban Forest Areas**

The municipality shall endeavor to preserve and manage Urban Forest Areas. Future areas shall be acquired by the municipality on the basis of the quality of the urban forest, potential to be used for appropriate recreation activities, relationship to residential development and other components of the open space system. Urban forests owned by the municipality will be managed using appropriate forestry techniques in order to enhance and preserve woodlot quality.

**Strategic Direction** – *Revise the City of Pickering Parks and Open Space classification system to ensure the planning of appropriate facilities to meet future development needs*

Action Steps to Implement this Strategy:

- Categorize existing parks and open spaces according to common facility attributes.
- Review the current classification standards and identify current hierarchical constraints.
- Review other municipal classification and planning standards to assess additional opportunities for clarification.
- Prepare a new Park and Open Space classification system that includes an additional hierarchical level for the supply of tot lot sized parks.
- Revise the standards of the Parks and Open Space classification system to clearly identify appropriate facility size, service area, rate of supply, and specific design criteria.

#### **4.1.4 Enhance the Provision of Quality Parks and Open Space Facilities**

Even though the City of Pickering is a municipal leader in the provision of parks and open spaces, it is the quality and design standard of park facilities that has a significant impact on public perception of the level of service being provided by the City. Currently

there are standards in place to guide the quality of park development, however, these standards need to be reviewed and updated in order to achieve consistency. As well, specific guidelines concerning the minimum and optimum levels of standard for each park classification should be established, as identified in Section 5.1.3. For example, specific guidelines dictating minimum and optimum pathway types and sizes should be identified since the standard will vary when developing a small tot lot versus developing a large community or district park because the anticipated peak use rates and the level of maintenance vary for each classification. Other examples include the need to have a consistent approach to the type of lighting standards, benches, waste receptacles, signage, horticulture, etc. for each park classification level. In doing so, the City of Pickering can effectively and consistently control the quality of park and open space facilities.

**Strategic Direction** - *Update current park development standards to ensure a consistent, quality-oriented approach to park and open space development*

Action Steps to Implementing this Strategy:

- Review current park development standards and construction details and update as required for consistency.
- Prepare new park development standards and construction details as required.
- Prepare a list of park development standards specific to each park classification category.
- Establish a standard for park naming and identification signage.
- Establish standards for the design and installation of additional park signage, including City By-Law signs, directional signage, information signage, etc.
- Establish standards for park benches and waste receptacles to achieve a consistent look for each level of park classification.
- Establish standards for park lighting, both decorative and functional (for safety/sporting situations).
- Establish standards for the level of horticultural service and maintenance appropriate for each park classification category.

#### **4.1.5 Continue Providing Quality Waterfront Parks and Open Space Facilities**

In recent years, the City of Pickering has taken a lead role in promoting and enhancing the quality of the waterfront. The Technical Report provided a summary of the detailed planning and the level of community involvement that was required to formulate a plan to regenerate the waterfront and to heighten it's profile in the community. The numerous committees and planning/design studies that resulted from this involvement are currently being used to guide continuing redevelopment projects.

The development of a continuous waterfront parks and open space system through Pickering continues to be a priority and several key infrastructure projects are currently at various stages of planning and design to meet this demand. Several of these key infrastructure projects include the development of Progress Bayfront Park, the design for Pickering's Western Gateway of the Waterfront Trail, and the creation of a Master Plan

to guide the ongoing and future development of Rotary Frenchman's Bay West Park. Other important waterfront projects include the installation of trailhead information signage and interpretive signage, the installation of benches and waste receptacles, and the on-going development of off-street waterfront trail connections. The implementation of a bench and tree dedication program is also currently being developed.

With all of these projects at various stages of completion, it has been identified that the development of a detailed Waterfront Parks and Open Space Master Plan be initiated as a priority. The Master Plan would consist of a detailed map showing proposed locations for signage, seating areas, lighting, memorial donations, etc. and an associated guiding document to detail development guidelines and standards. It would be the intention to have this Master Plan approved by Council so that on-going development and improvement projects along the waterfront can continue in a consistent and timely fashion, providing a quality and unique sense of place for the Pickering waterfront.

**Strategic Direction** - *Develop a detailed Waterfront Parks and Open Space Master Plan to guide on-going waterfront development and improvement projects and to heighten community awareness of existing and proposed waterfront amenities*

Action Steps to Implement this Strategy:

- Review existing documentation and concepts prepared as part of the Waterfront Vision 2001 to ensure consistency with previous planning efforts
- Retain a consulting landscape architectural firm to assist with the preparation of detailed design, the guiding document, and graphic presentations and mapping
- Develop a strategy for the appropriate provision of community involvement in the Master Planning process
- Formally establish a memorial bench and tree dedication program
- Develop a new Waterfront Parks and Open Space component to the City of Pickering Website

#### **4.1.6 Enhance the Provision of Trail and Pathway Systems**

The provision of trails and pathways within the City of Pickering has typically been a priority due to an increased awareness of the importance of personal physical fitness and the desire to establish Pickering as a pedestrian and bicycle friendly community. It has also been publicly regarded that the provision of appropriate off-street trails and pathways, that are well developed and that appropriately link neighbourhoods and community amenities, will increase the overall public impression of Pickering Parks and Open Spaces in general.

The 1996 Trails and Bikeway Master Plan identified the physical opportunity and the public support to develop trails and pathways within the existing framework of parks and open spaces, identifying a significant opportunity to establish a City-wide pathway

system through the hydro corridors. The 1996 Master Plan also identified the importance of providing a continuous waterfront trail and the need to upgrade the existing Seaton Hiking Trail to improve the quality of the trail and associated infrastructure and to heighten its identity and profile in the community.

Over the past several years the City has focused on the continued development of the waterfront trail through projects such as the Millennium Square and boardwalk, and the Petticoat Creek pedestrian bridge. The implementation of these recent waterfront trail projects has resulted in the creation of a new waterfront with a unique identity and a publicly appreciated sense of place. Current waterfront trail improvement and related park development projects will continue with the themes and design quality already established.

However, the City needs to actively pursue the development of a City-wide pathway and trail system through the hydro corridors as well as pursue the improvement of the existing Seaton Hiking Trail. The 1996 Master Plan has set the ground work for the overall conceptual planning of a series of trails and pathway systems, and it is recommended that this Master Plan be reviewed and that a detailed phasing plan be established for the development of a well connected, City-wide pathway.

**Strategic Direction** - *Continue developing quality Waterfront Trail infrastructure to the standards established by recent projects, with the goal of providing as much off-street pathway opportunities as possible*

Action Steps to Implement this Strategy:

- Review and refine the proposed Waterfront Trail layout as required.
- Identify future development projects and rank by priority.
- Prepare a detailed development plan for each proposed trail component project in conjunction with the preparation of a Waterfront Parks and Open Space Master Plan.
- Establish a phasing approach to trail component construction, to be budgeted over several years or on an on-going basis.
- Prepare a detailed Waterfront Trail signage strategy in conjunction with the preparation of a Waterfront Parks and Open Space Master Plan.

**Strategic Direction** - *Enhance the existing trail and pathway system with the development of a formal City-wide pathway system through the hydro corridors to link Pickering neighbourhoods and communities*

Action Steps to Implement this Strategy:

- Review the 1996 Trails and Bikeway Master Plan to assess priorities and to evaluate identified opportunities and constraints to pathway development.

- Actively pursue agreements with Ontario Power Generation and Hydro One for use of their property for pathway purposes.
- Develop a detailed development plan for the proposed trail to identify key access points, proposed trail layout locations, construction detailing, and engineering details as required.
- Establish a phasing approach to pathway construction to be budgeted over several years or on an on-going basis.
- Prepare a detailed signage strategy to identify pathway entrances/connections and to provide an overview of pathway layout and user orientation.

#### **4.1.7 Continue Providing Safe and Appropriate Playgrounds**

Over the past few years the City of Pickering has established a routine playground maintenance program and playground equipment replacement program for all municipally owned equipment to conform to the specified standard CAN/CSA-Z614-98, the generally accepted municipal benchmark for playground safety. Since playground replacements are being completed on a priority basis, based upon the relative safety and play value of existing equipment, it is important that the City continue to commit funding for the replacement program to ensure that all deficient equipment is replaced as soon as possible. The current schedule identifies the need to replace 18 playgrounds after this year, and given a replacement schedule of 6 structures per year, all basic replacements should be completed by 2005.

When all priority replacements have been completed it is recommended that the City shift its playground focus to providing additional age appropriate structures and swing sets to complement the replacement playgrounds that have been installed over the past few years, which primarily focused on meeting the basic needs of the community. It is further recommended that the City review supply standards for providing universally accessible playgrounds to ensure that the needs of the entire community are being addressed. The standards for accessible playgrounds should be included as part of the development of standards and guidelines during the park classification process. The Ontario Parks Association is currently working on establishing guidelines for the provision of universally accessible playgrounds, and offers training seminars for playground practitioners and municipal staff in effort to highlight the important considerations for planning, design and maintenance of accessible playgrounds. It is recommended that the City review this program to become acquainted with the factors involved in providing these types of facilities.

**Strategic Direction** - *Maintain replacing playgrounds on a priority basis to ensure the provision of safe playgrounds that provide a basic level of service to the community*

Action Steps to Implement this Strategy:

- Review and assess playground safety on an on-going basis and update the priority replacement listing as required.
- Commit the appropriate finances to fund the priority replacements until they are completed.

**Strategic Direction** - *Enhance the basic infrastructure of playgrounds with additional age appropriate and accessible equipment as required, when the priority playground replacements have been completed*

Action Steps to Implement this Strategy:

- Establish an inventory of areas that require additional playground servicing.
- Develop a Playground Action Plan to guide the appropriate planning, design and implementation of additional playground components and accessible playgrounds.
- Review the Ontario Parks Association “Playability” program for universally accessible playgrounds and provide recommendations as part of the Playground Action Plan process.
- Establish an installation program and project cost estimate to be phased over a number of years or on an on-going basis.

## 4.2 Summary of Recommendations for Park and Open Spaces

The fulfillment of all Strategic Directions recommended in this section cannot happen overnight. Careful planning must be incorporated to establish a realistic time schedule for these initiatives. The following list is a series of recommendations that generally identifies both short term (0-5 years) and long term (5-10 years) goals.

### 4.2.1 Short Term Goals (0-5 years)

The following *administrative* initiatives are recommended for short-term implementation:

1. Review and update the current procedures for parks and open space planning and assess future parkland needs.
2. Prepare a standard procedure and method for working in cooperation with developers for projects involving parks and open space planning.
3. Revise the Parks and Open Space classification system to reflect current and future standards.
4. Update park development and construction standards to establish consistency in quality and service delivery.
5. Establish standards for park signage, benches, waste receptacles and other park amenities.

6. Establish standards for the level of horticultural service provided for the various types of park classifications.
7. Update the City website to identify parks and open space facilities and to profile proposed park improvement projects.

The following *project-based* initiatives are recommended for short-term implementation:

1. Initiate the installation of standard park and open space identification signage, to be phased over several years.
2. Develop a detailed Waterfront Parks and Open Space Master Plan including detailed mapping, graphics and related guidelines.
3. Complete construction of current Waterfront Trail infrastructure projects, including the Western Gateway, Rotary Frenchman's Bay West Park, and various pathway redevelopment projects.
4. Initiate the design and implementation of a City-wide pathway and trail system through the hydro corridors.
5. Continue the replacement of basic playground infrastructure on a priority basis.

#### **4.2.2 Long Term Goals (5-10 years)**

The following *administrative* initiatives are recommended for long-term implementation:

1. Review and inventory park and open space lighting and establish standards for decorative and functional lighting.
2. Review and assess the quality of the Seaton Hiking Trail establish guidelines to assist with improvement projects.
3. Identify potential pathway and trail connections throughout the rural communities and establish a program for their implementation.

The following *project-based* initiatives are recommended for long-term implementation:

1. Complete the design and construction of waterfront projects identified through the Waterfront Parks and Open Space Master Plan process.
2. Complete the construction of a City-wide pathway trail system through the hydro corridors.
3. Continue to replace playground equipment on an as needed basis, and initiate the design and installation of additional playground equipment to complement existing infrastructure.

## **5.0 FINANCIAL IMPLICATIONS**

This section of the Report identifies the financial impact of the facility, parks and program recommendations. Tables 5.1 A-C outlines each of the Strategic Plan's recommendations, timing and costs, where applicable.

**TABLE 5.1A - IMPLEMENTATION OF RECOMMENDATIONS (FACILITIES)**

**Outdoor Soccer Fields**

\*All recommendations for facility development and improvements are made on the basis of entering into a joint venture funding partnership with the respective community user groups

	<b>Recommendations</b>	<b>Timing</b>	<b>*Cost</b>
1.	In the short term, 4 additional soccer fields should be provided in a Hydro Corridor location.	Immediate	\$400,000 Joint venture with the Pickering Soccer Club.
2.	In the short term, a program of lighting senior soccer fields in community parks should be undertaken.	Immediate	Cost to be determined. Joint venture with the Pickering Soccer Club.
3.	In the short term, a program of equipping senior soccer fields with irrigation systems in community parks should be undertaken.	2002-2006	Costs to be based on the number of soccer fields.
4.	In the short term, improve changeroom and washroom facilities at Kinsmen Park (Football; Female Players, etc).	2002-2006	\$300,000
5.	In the short term, support the development of a soccer complex that includes 2 indoor soccer fields and 6 lit outdoor soccer fields to be provided in a new multi-purpose facility.	2002-2006	2M Joint venture with the Pickering Soccer Club.
6.	In the short term, opportunities to use vacated industrial space should be discussed with commercial owners.	2002-2006	N/A
7.	In the short term, opportunities to upgrade school fields in order to provide soccer facility space should be discussed with School Boards.	2002-2006	N/A
8.	In the medium term, provide an additional 5 lit soccer fields.	2006-2011	\$875,000 Joint venture with the Pickering Soccer Club, and other user groups.

**Ball Diamonds**

\*All recommendations for facility development and improvements are made on the basis of entering into a joint venture funding partnership with the respective community user groups

<b>Recommendations</b>	<b>Timing</b>	<b>*Cost</b>
1. In the short term, 4 additional lit regulation sized diamonds (with washrooms, changerooms, parking amenities) should be provided in a new park development (location to be determined).	2002-2006	\$1.2M Joint Venture with the Pickering Men’s Slo Pitch and other user groups
2. In the short term, existing unlit diamonds located in community parks should be lit to extend playing time.	2002-2006	Costs to be based on the number of ball diamonds to be lit.
3. In the short term, expanding smaller diamonds to regulation size should be reviewed.	2002-2006	N/A
4. In the short term, improve changeroom and washroom facilities at Kinsmen Park to include additional space and stalls for female participants.	2002-2006	Cost included in outdoor soccer recommendations section.
5. In the short term, an additional 4 lit softball diamonds should be provided in Pickering.	2002-2006	\$1.2M
6. In the medium term, 1 additional lit baseball diamond and 5 additional lit softball diamonds should be provided in existing community settings or as part of a multi-purpose facility.	2006-2011	\$1.8 M Joint Venture with the Pickering Baseball Association and other user groups

**Outdoor Ice Rink**

\*All recommendations for facility development and improvements are made on the basis of entering into a joint venture funding partnership with the respective community user groups

<b>Recommendations</b>	<b>Timing</b>	<b>*Cost</b>
1. In the short term, one additional outdoor artificial ice rink should be provided in a local community park setting (i.e. Civic Complex – Esplanade Park).	2002-2006	\$1.5M

**Outdoor Tennis Courts**

\*All recommendations for facility development and improvements are made on the basis of entering into a joint venture funding partnership with the respective community user groups

<b>Recommendations</b>	<b>Timing</b>	<b>*Cost</b>
1. In the medium term, 4 additional outdoor tennis courts should be provided in Pickering at community parks or community center locations.	2006-2011	\$80,000

**Other Outdoor Facilities**

\*All recommendations for facility development and improvements are made on the basis of entering into a joint venture funding partnership with the respective community user groups

<b>Recommendations</b>	<b>Timing</b>	<b>*Cost</b>
1. In the short term, update lighting facility at Kinsmen Park Football Field.	Immediate	Cost to be determined. Joint venture with the Dolphins Football Club.
2. In the short term, assess the possibility of developing a changeroom facility and storage facility at Kinsmen Park to accommodate Dolphins Football.	2002-2006	Cost included in outdoor soccer recommendations section.
3. In the short term, two additional dedicated football fields should be provided in Pickering.	2002-2006	\$300,000 Joint venture with the Dolphins Football Club.
4. In the short term, provide one additional outdoor basketball facility to be located at the Petticoat Creek Library and Community Centre.	Immediate	\$15,000
5. In the short term, one additional football/rugby field should be provided at a community park setting.	2002-2006	\$150,000 Joint venture with the Dolphins Football Club.
6. In the short term, one additional outdoor basketball facility should be provided – ideally at a community center location that provides youth programming.	2002-2006	\$30,000
7. In the short term, assess the possibility of developing a changeroom facility which includes running water and washroom facilities at Alex Robertson Park to better accommodate the needs of the Pickering Cricket Club (so that they can host tournaments).	2002-2006	Cost to be determined.

8.	In the medium term, one additional lawn bowling green should be provided at the current lawn bowling facility site.	2006-2011	\$150,000 Joint venture with the Pickering Lawn Bowling Club.
9.	In the medium term, one additional outdoor basketball facility should be provided perhaps in partnership with the regional school board.	2006-2011	\$30,000
10.	In the medium term, two additional lighted bocce courts should be provided at the current bocce facility site.	2006-2011	\$60,000

**Indoor Soccer Facility**

\*All recommendations for facility development and improvements are made on the basis of entering into a joint venture funding partnership with the respective community user groups

	<b>Recommendations</b>	<b>Timing</b>	<b>*Cost</b>
1.	In the short term, a soccer complex that includes 2 indoor soccer fields and 6 lit outdoor soccer fields should be provided in a multi-purpose facility (to include changeroom, washroom, parking amenities).	2002-2006	Costs identified in outdoor soccer recommendation section.

**Gymnastic Facility**

\*All recommendations for facility development and improvements are made on the basis of entering into a joint venture funding partnership with the respective community user groups

	<b>Recommendations</b>	<b>Timing</b>	<b>*Cost</b>
1.	In the short term, support the Pickering Aerials Gymnastics Club with the expansion of the existing gymnastic facility.	Immediate	Cost to be determined.
2.	In the short term, one gymnastics facility should be provided as a part of a new multi-purpose facility.	2002-2006	Joint venture with the Pickering Aerials Gymnastics Club.

**Indoor Ice Rinks**

\*All recommendations for facility development and improvements are made on the basis of entering into a joint venture funding partnership with the respective community user groups

<b>Recommendations</b>	<b>Timing</b>	<b>*Cost</b>
1. In the short term, complete the addition of a 3 <sup>rd</sup> ice pad at Don Beer Arena.	Immediate	\$3.8M Joint Venture with the PHA and DWGHA
2. In the short term, improve changeroom facilities particularly for female participants at the Recreation Complex Arenas.	2002-2006	\$12,000
3. In the short term, assess opportunities for the development of additional ice pads at a multi-purpose facility – pursue partnership opportunities for land acquisition, capital costs and operating support.	2002-2006	N/A
4. In the medium term, two additional ice surfaces should be provided in Pickering at a multi-purpose facility site.	2006-2011	\$7M Joint Venture with the PHA and DWGHA, and other user groups

**Multi-Purpose Facility**

\*All recommendations for facility development and improvements are made on the basis of entering into a joint venture funding partnership with the respective community user groups

<b>Recommendation</b>	<b>Timing</b>	<b>*Cost</b>
1. In the short term, assess opportunities to incorporate multi-purpose space (gymnasium space and meeting room space) at a new multi-purpose recreation complex.	2002-2006	N/A
2. In the short term, assess opportunities to maximize use of community centers currently operating under capacity.	2002-2006	N/A
3. In the short term, assess opportunities to partner with the schools to increase access to school buildings by the community on a year round basis.	2002-2006	N/A
4. In the short term, assess opportunities to partner with commercial retailers (the Pickering Town Centre) to offer youth programs at the mall.	2002-2006	N/A

5.	In the short term, assess opportunities for the development of a multi-purpose Community Art's Facility that can incorporate art gallery space, performing arts space, instructional arts space, and meeting room space.	2002-2006	N/A
6.	In the short term, 2 additional community centers that include gymnasium space should be provided in Pickering.	2002-2006	\$2.5M each
7.	In the medium term, a multi-purpose Community Arts Facility should be provided in Pickering.	2006-2011	\$5.6M

**Fitness Facility**

\*All recommendations for facility development and improvements are made on the basis of entering into a joint venture funding partnership with the respective community user groups

	<b>Recommendations</b>	<b>Timing</b>	<b>*Cost</b>
1.	In the short term, assess the opportunities to expand the fitness center at the Pickering Recreation Complex.	2002-2006	\$200,000
2.	In the short term, incorporating two additional doubles squash courts should be provided at the Recreation Complex.	2002-2006	Joint venture with the Pickering Squash Club.
3.	In the medium term, one additional fitness facility (as part of a multi-purpose facility site) should be provided in Pickering.	2006-2011	\$3.5M

**Indoor Pool**

\*All recommendations for facility development and improvements are made on the basis of entering into a joint venture funding partnership with the respective community user groups

	<b>Recommendations</b>	<b>Timing</b>	<b>*Cost</b>
1.	In the short term, assess opportunities to change prime time hours for user groups to include Friday evenings and weekends.	2002-2006	N/A
2.	In the short term, assess opportunities to increase the lanes assigned to the Special Needs Swim Program.	2002-2006	N/A

3. In the short term, one additional indoor swimming facility should be provided as part of a new multi-purpose recreation center.	2002-2006	\$5.5M
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**Pickering Museum Village**

\*All recommendations for facility development and improvements are made on the basis of entering into a joint venture funding partnership with the respective community user groups

<b>Recommendations</b>	<b>Timing</b>	<b>Cost</b>
1. In the short term, complete the Brougham Central Hotel Restoration Project	2002-2006	\$600,000 Joint Venture with the Pickering Museum Village Foundation

**TABLE 5.1B - IMPLEMENTATION OF RECOMMENDATIONS (PROGRAMS)**

**Programs**

<b>Recommendations</b>	<b>Timing</b>	<b>Cost</b>
1. Culture & Recreation Division should assess current municipal programs, services and facilities and incorporate arts and cultural activities where appropriate.	Ongoing	N/A
2. The City of Pickering should confirm the development of a multi-purpose Arts Centre that could accommodate the community, community organizations and municipal arts/cultural programs (i.e. art camps, art class, culinary class, dance class).	Short Term	Costs included in facilities recommendations.
3. The City of Pickering should adopt an approach where arts and cultural features are considered with the design of Pickering facilities.	Short Term	N/A
4. The City of Pickering should confirm the development of a new multi-purpose facility that can incorporate aquatic, arena and educational type programming.	Short Term	Costs included in facilities recommendations.
5. Culture & Recreation Division should assess opportunities to expand the swim and hockey/skating programs for both children and adults.	Short Term	Costs included in facilities recommendations.
6. Culture & Recreation Division should identify partnership opportunities that would assist in the development and provision for specialized programs.	Short Term	N/A
7. Culture & Recreation Division should assess the current level of program services and uncover strategies to expand successful programs while reduce (or eliminate) unsuccessful programs. One such strategy is to consider facility type when reviewing existing programs or implementing new programs.	Short Term	N/A

8. Culture & Recreation Division should assess the manner in which youth programs are marketed. An approach that involves youth and relies heavily on outreach should be adopted.	Ongoing	N/A
9. Culture & Recreation Division providers should assess opportunities to expand youth drop-in programs at community center locations.	Ongoing	N/A
10. Culture & Recreation Division should assess opportunities to partner with school boards, Pickering students and commercial retailers to enhance youth programs at alternative program locations.	Ongoing	N/A
11. Culture & Recreation Division should nurture partnership with community seniors associations so that support can be provided to enhance the provision of seniors programming	Short Term	N/A
12. Bring all heritage groups together and facilitate a heritage strategic planning and visioning process.	Short Term	N/A
13. Culture & Recreation Division should work with the Pickering Museum Village Advisory Committee to implement the 10 year plan for the Pickering Museum Village.	Ongoing	N/A

**TABLE 5.1C - IMPLEMENTATION OF RECOMMENDATIONS (PARKS)**

**Parks**

<b>Recommendations</b>	<b>Timing</b>	<b>Cost</b>
1. Review and update the current procedures for parks and open space planning and assess future parkland needs.	Short Term	N/A
2. Prepare a standard procedure and method for working in cooperation with developers for projects involving parks and open space planning.	Short Term	N/A
3. Revise the Parks and Open Space classification system to reflect current and future standards.	Short Term	N/A
4. Update park development and construction standards to establish consistency in quality and service delivery.	Short Term	N/A
5. Establish standards for park signage, benches, waste receptacles and other park amenities.	Short Term	N/A
6. Establish standards for the level of horticultural service provided for the various types of park classifications.	Short Term	N/A
7. Update the City website to identify parks and open space facilities and to profile proposed park improvement projects.	Short Term	N/A
8. Initiate the installation of standard park and open space identification signage, to be phased over several years.	Short Term	N/A
9. Develop a detailed Waterfront Parks and Open Space Master Plan including detailed mapping, graphics and related guidelines.	Short Term	N/A
10. Complete construction of current Waterfront Trail infrastructure projects, including the Western Gateway, Rotary Frenchman's Bay West Park, and various pathway redevelopment projects.	Short Term	N/A
11. Initiate the design and implementation of a City-wide pathway and trail system through the hydro corridors.	Short Term	N/A
12. Continue the replacement of basic playground infrastructure on a priority basis.	Short Term	\$900,000

13.	In the medium term, review and inventory park and open space lighting and establish standards for decorative and functional lighting.	2006-2011	N/A
14.	In the medium term, review and assess the quality of the Seaton Hiking Trail establish guidelines to assist with improvement projects.	2006-2011	N/A
15.	In the medium term, identify potential pathway and trail connections throughout the rural communities and establish a program for their implementation.	2006-2011	N/A
16.	In the medium term, complete the design and construction of waterfront projects identified through the Waterfront Parks and Open Space Master Plan process.	2006-2011	N/A
17.	In the medium term, complete the construction of a City-wide pathway trail system through the hydro corridors.	2006-2011	N/A
18.	In the medium term, continue to replace playground equipment on an as needed basis, and initiate the design and installation of additional playground equipment to complement existing infrastructure.	2006-2011	\$1.5M