

Parks, Recreation and Culture Plan Committee

September 15, 2006

Mayor Goulbourne and members of City Council
City of Welland
60 East Main Street
Welland, Ontario L3B 3X4

Dear Mayor Goulbourne and members of Council:

It is with great pleasure that we submit the City of Welland **Parks, Recreation and Culture Plan *Final Report***. Since last Fall, hundreds of stakeholders and individual residents have provided input into this Plan, and good of technical research and analysis has also been completed. The final input session saw over 90 people attend the Community Forum on June 5th to review the emerging directions and recommendations.

This **Final Report** contains the key elements of the Plan: the Values and Governing Principles, Vision 2025, the Strategy for Action that details the recommended actions for the first five years of the Plan, and the Supplemental Recommendations that provide details in areas not covered by the *strategic* portion of the Plan.

A **Background Report** has been prepared to support the Plan. The key findings and conclusions from this report have been summarized in the Executive Summary of this document.

A **Consultation Report** has also been prepared which documents the individual notes from each input session as well as the charts that tabulate and integrate all of the input.

This **Parks, Recreation and Culture Plan** reports on the current state of service provision and identifies current strengths, issues and gaps. The Plan also incorporates projections about population growth and change in Welland as well as trends in leisure to predict future demand and potential service gaps that will need to be addressed over the next five to twenty years. The Plan presents a reasonable strategy to begin to address current service shortfalls and to gradually respond to changing and increasing demands for parks and leisure services in the future. It will take time to gradually close the gap and at the same time, respond to future needs. It is clear that additional investment in human resources and capital will be required. It is also clear that this investment will greatly benefit the quality of life across the City, the economy, the natural environment and the health and wellbeing of the citizens of Welland.

Respectfully submitted,

Martha Barnes, Co-chair

Doug Thomson, Co-chair

Brenda Herchmer, Co-chair

Robert Lockhart, **The RETHINK GROUP**

Final Report

Parks, Recreation and Culture Plan

City of Welland

2006

Prepared by:

**The RETHINK GROUP
Leisure Services Planning and Management
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**with the assistance of:
the Parks, Recreation and Culture Plan Committee,
the Welland Parks and Recreation Department,
and
the Tourism Company**

September, 2006

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Parks, Recreation and Culture Plan Steering Committee

Special thanks goes to the significant role played by the project steering committee from the preparation of the term of reference to the review of the Final Report.

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Executive Summary

Purpose and Process

This Plan, which began in September, 2005, has incorporated the following key objectives:

- To cover all aspects of parks and recreation from arts and culture to individual and team sports, and outdoor activities such as nature appreciation, hiking and bicycling.
- To be based on the well documented personal, social, economic and environmental benefits of parks, and recreation and culture/arts services.
- To research recreation and culture/arts interests, needs, barriers, priorities and trends.
- To profile the nature of the community and anticipated changes in population and leisure interests.
- To address the issue of aging facilities and account for new and renovated facilities.
- To define the future leisure service role of the City, including arts and culture.
- To consider ways to encourage increased co-ordination, co-operation and partnering among leisure service providers.
- To examine the role and potential of volunteers and recommend ways to assist volunteers involved in leisure services.
- To examine and promote the potential for partnerships and other strategic alliances.
- To suggest ways to improve the promotion of leisure opportunities for residents and visitors.
- To prepare a long range view of what parks, facilities and leisure services should be like in the future, and identify priority actions to be taken in the first three to five years to begin to realize the Plan.
- To develop a strategy that reflects community needs and priorities, and the financial realities of the City and key providers.

To ensure that the Plan is *community-driven* and responds to the unique character and needs of Welland, it was crucial to consult and communicate with residents, and recreation and arts groups. To accomplish that, the following communication and input opportunities were provided:

- a city-wide Search Conference,
- six Mini Forums,
- a survey of community and user groups,
- ongoing input and feedback via the project web site and briefs,
- ongoing work with a resident-based project **Steering Committee**, and
- a city-wide Community Forum to hear reaction to the Plan as it took shape.

Key Findings and Conclusions

- Although the array of public, non-profit and commercial providers of parks and leisure services in Welland is typical, there is only limited co-ordination, collaboration and partnering.
- Although volunteers and non-profit groups are key providers of leisure programming and facilities, overall, their role has been declining, along with municipal support.
- Although there is an above average amount of parkland (including lands controlled by the Welland Recreational Canal Corporation), and there are a number of well located major parks, there are many areas of the City that are deficient in neighbourhood parkland, and the quality of neighbourhood parkland is generally poor.
- Indoor and outdoor public recreation and arts facilities are generally old and of poor quality, with very little clustering of facilities, although there are a number of good facilities (e.g., Rose City Seniors Activity Centre, the Sports Complex/ball stadium, the concentration of ball diamonds in Memorial Park, the Hooker Street tennis facility and the main library), and there are a few facilities not typically provided in a city the size of Welland.
- Direct programming provided by the City and the school boards is limited largely by inadequate facilities.
- Interest in arts and culture is growing rapidly in Welland, but facilities, programs and services are not keeping pace.
- The ethno-cultural ‘face’ of the City is not well reflected in programming or staffing.
- The Welland Recreational Canal is considered to be the City’s most important asset, but is perceived to be underutilized and without sufficient direction.
- Although tourism has been identified as a key element in Welland’s economic recovery, there is no strategy to optimize this sector, and there is considerable untapped potential.
- Marketing of leisure opportunities is inadequate.
- Past and current municipal investment in human and capital resources to support community parks and leisure services is inadequate.

The Parks, Recreation and Culture Plan

There are four key elements to the Plan:

1. **Values and Governing Principles,**
2. **Vision 2025,**
3. the five-year **Strategy for Action,** and
4. the **Supplemental Recommendations.**

Values and Governing Principles

Harness the Power of Parks, Recreation and the Arts ...a key to Welland's health and prosperity.

We believe that an *investment* in Welland's parks, recreation, arts and culture is an *investment* in the beauty and appeal of our city; and the growth and development of our citizens, our community, our economy and our environment.

Research indicates that the results of this investment include:

- Improved personal **health and well being for our citizens** - recreation and active living results in lower costs for health care, improved quality of life, and increased life expectancy.
- Greater **citizen participation** - involvement in community organizations results in more civic engagement and ultimately a safer and more democratic community.
- **Proud and confident leaders** - involvement in recreation, parks and arts and culture builds important social skills and produces leaders better able to serve their community.
- **Strong neighbourhoods and a vibrant downtown** - recreation, parks, and the arts can be a catalyst for building a strong and self-sufficient community and rejuvenated neighbourhoods.
- **Reduced crime and lower costs for policing and justice** - increased opportunities in recreation, sports and the arts will reduce self-destructive and anti-social behaviour, alienation and racism.
- A **cleaner, healthier environment** - parks and natural areas protect ecological integrity, improve air quality, help to purify our water and encourage stewardship ethics.
- **Economic growth** - recreation, sports, festivals, and arts and culture can help create the economic and social environment necessary for business success – stimulating employment, increasing productivity and increasing our city's attractiveness to new residents, tourists and new and existing businesses.
- **Building strong families** - families that play together – stay together. Recreation supports and strengthens families.
- **Balanced human development - *mind, body and spirit*** - involvement in recreation, play, sports, and arts and cultural activity can help children, youth and adults develop their full physical, social, creative, intellectual and spiritual capacity.
- Preservation and celebration of our **cultural heritage and diversity** - helps us to better understand ourselves, our neighbours and newcomers to our community.

Governing Principles

The City of Welland Parks, Recreation and Culture Plan has been developed around ten principles. These principles serve as the philosophical foundation for the Plan, and provide direction for planning and policy development.

1. Volunteer-driven
2. Equitable and Sustainable
3. A Community Development Approach
4. Accessibility
5. Active Community
6. Partnerships and Relationships
7. Three-Tiered Hierarchy
8. Optimal Facility Use
9. Complement Rather than Compete
10. Municipal Leadership

Vision 2025 – a ‘big picture’ look ahead at what the parks, recreation and culture/arts system could be like in 2025.
Consider Vision 2025 as a prescription, an inspiration, a challenge.

The following are key elements of Vision 2025. See Section Two for the full version.

Imagine it's the year 2025 and we are describing the parks, recreation and culture/arts system that exists in Welland at that time. Imagine a system that:

- provides a broad spectrum of recreation, sports, arts, cultural and heritage opportunities - accessible to all residents, regardless of income, ability, age, interests, ethno-cultural background, language and location in the City
- is founded on the many personal, social, economic and environmental benefits of parks, open space and leisure facilities in our community ... making a large contribution to Welland's health and prosperity
- cultivates and celebrates the City's cultural identity and historic roots
- strongly supports arts and culture groups, facilities and programming
- through new, improved and better located facilities, the Municipality and its partners are now better able to meet the varied leisure interests of the community (e.g., arenas, indoor and outdoor swimming pools, indoor and outdoor performance facilities, fine art and music studios, a public art gallery, fitness facilities, sports fields, trails and the downtown market)

- has increased the profile and quality of the City's signature parks, and invested more in neighbourhood parks to improve their quality and address local deficiencies
- boasts a much better connected network of quality parks, natural heritage lands and other open spaces that support active recreation and sport activities, as well as the increasing desire for passive and nature-oriented pursuits
- is based on strong environmental principles and ethics
- incorporates an extensive, park- and roadway-based recreational trail and bicycle network
- through the strong leadership of Municipal Council and staff, the many public, commercial, non-profit and volunteer-based entities are now working much more closely together in a co-ordinated and co-operative way to effectively and efficiently plan for and provide parks and leisure opportunities for residents and tourists
- recognizes and strongly supports the valued contribution of volunteers, resulting in a larger role in service provision, umbrella organizations/councils to support sports and the arts, and greater citizen participation in community affairs and activities
- through the latest technology and a wide variety of techniques, parks and leisure opportunities are well marketed and easy to access
- promotes and sustains civic pride through initiatives that have beautified the City and contributed to a high quality of life
- strongly supports tourism, focused largely on sports; arts; natural, built and cultural heritage; and water-based recreation
- that, through effective planning and strategic investment, has resulted in the Welland Recreational Canal becoming one of the City's top community recreation and tourism assets
- through effective management and innovative funding, has remained financially sustainable

Strategy for Action

While **Vision 2025** looks ahead twenty years and paints a general picture of what we hope parks, recreation and the arts will be like in Welland in 2025, the **Strategy for Action** targets the *next five years* and identifies specific actions to be considered to continue to move toward where we ultimately want to be. To provide some structure and order, the long list of initiatives has been organized into goals, objectives and actions. Each action is further detailed to incorporate *responsibility, timing, resources, and benefits and outcomes*.

Only the goals have been included in this Executive Summary. For the full **Strategy for Action**, see Section Three.

Goal 1: Optimize the effectiveness of the city-wide leisure delivery system.

Goal 2: Strengthen and broaden the role of the Parks and Recreation Department.

Goal 3: Enhance the development of the arts in Welland.

- Goal 4: Increase the role of tourism in Welland.
- Goal 5: Optimize the opportunity of the Welland Recreational Canal
- Goal 6: Provide quality parks, public open spaces and trails.
- Goal 7: Complete the planning for and begin the first phase of development of NEW indoor and outdoor leisure facilities.
- Goal 8: Invest in the upgrade and/or expansion of EXISTING public leisure facilities.
- Goal 9: Continue to protect, enhance and celebrate the City's natural, built and cultural heritage assets.

Supplemental Recommendations

The following areas of recommendation have been prepared as *supplemental* to the Strategy of Action and the other components of the overall Plan.

1. Future municipal role in leisure services and tourism in Welland
2. Community and volunteer development
3. Open space and leisure facility planning and provision guidelines
4. The benefits of improved parks, open space and leisure facilities
5. Monitoring of implementation, review and update of the Parks, Recreation and Culture Plan
6. Cost Analysis and Financing Strategy

Section One: Values and Governing Principles

“Harness the Power of Parks, Recreation¹ and the Arts ...a key to Welland’s health and prosperity”

We believe:

An *investment* in Welland’s recreation, parks, and arts and culture is an *investment* in the beauty and appeal of our city; and the growth and development of our citizens, our community, our economy and our environment. Research indicates the results of this investment include:

- ☐ Improved personal **health and well being for our citizens** - recreation and active living results in lower costs for health care, improved quality of life, and increased life expectancy.
- ☐ Greater **citizen participation** - involvement in community organizations results in more civic engagement and ultimately a safer and more democratic community.
- ☐ **Proud and confident leaders** - involvement in recreation, parks, and arts and culture builds important social skills and produces leaders better able to serve their community.
- ☐ **Strong neighbourhoods and a vibrant downtown** - recreation, parks, and the arts can be a catalyst for building a strong and self-sufficient community and rejuvenated neighbourhoods.
- ☐ **Reduced crime and lower costs for policing and justice** - increased opportunities in recreation, sports and the arts will reduce self-destructive and anti-social behaviour alienation, and racism.
- ☐ A **cleaner, healthier environment** - parks and natural areas protect ecological integrity, improve air quality, help to purify our water and encourage stewardship ethics.

¹ Recreation in this document follows the definition used by Canada’s Ministers of Recreation and Sport since 1974. That is, “all those things that a person or group chooses to do in order to make leisure time more interesting, more enjoyable, and more personally satisfying”. The Ministers also state, “recreation is a social service in the same way that health and education are considered social services and that recreation’s purpose should be to (a) assist individual and community development; (b) to improve the quality of life; and (c) to enhance social functioning.

- ❑ **Economic growth** - recreation, sports, festivals, and arts and culture can help create the economic and social environment necessary for business success – stimulating employment, increasing productivity and increasing our city’s attractiveness to new residents, tourists and new and existing businesses.
- ❑ **Building strong families** - families that play together – stay together. Recreation supports and strengthens families.
- ❑ **Balanced human development - *mind, body and spirit*** - involvement in recreation, play, sports, and arts and cultural activity can help children, youth and adults develop their full physical, social, creative, intellectual and spiritual capacity.
- ❑ Preservation and celebration of our **cultural heritage and diversity** - helps us to better understand ourselves, our neighbours and newcomers to our community.

Governing Principles

The City of Welland Parks, Recreation and Culture Plan has been developed around ten principles. These principles serve as the philosophical foundation of the Plan, and provide direction for planning and policy development.

Volunteers

The fundamental energy and drive that creates the majority of our recreation opportunities comes from the thousands of volunteers who, as part of their own recreation choices, create and sustain recreation opportunities for the citizens of Welland. Their contribution must be both celebrated and supported.

Equitable and Sustainable

Recreation programs, facilities, and services must be sustainable and within the resources of our community. Responsible stewardship of nature’s capital, existing assets and taxpayers’ dollars are essential. An equitable, fair and affordable distribution of programs, services and facilities will be sought.

A Community Development Approach

Historically, Welland has been most successful when a community development approach to service delivery has been utilized. Processes and resources must be in place to permit and encourage community residents to be involved in determining priorities, developing plans, and implementing recreation opportunities that reflect the needs, interests and desires of the citizens of Welland. The City will ensure consistent policy and financial and human support for both formally affiliated, as well as other, community-based organizations.

Accessibility

There are groups and individuals in Welland who face barriers based on their abilities, age, culture, gender, geography, finances and health. These barriers may limit access to recreation opportunities that could enhance their health and well-being and that of their communities. Barriers to recreation opportunities will be identified and reduced as a matter of basic fairness. All parts of the City must be well served.

Active Community

For our community to be strong, healthy and vibrant, efforts and resources must be focused on engaging citizens both physically and socially. A high quality of life supported by opportunities for involvement in a balanced mix of recreation, sports and cultural pursuits needs to be in place. An emphasis will be placed on creating an awareness of both the importance and availability of recreation opportunities.

Partnerships and Relationships

Individuals, community organizations, businesses and government must work together to establish priorities and encourage co-operation and integrated planning. This will ensure a more effective delivery system as well as minimized duplication of resources and services. A key municipal role will be the strengthening of relationships between the service providers (e.g., WRCC, school boards, Niagara College) to assist in the delivery of recreation opportunities (including open space lands, facilities, programming, planning and marketing).

Three-Tiered Hierarchy

Parks, associated open space and leisure facilities should be provided on three levels:

- i) Neighbourhood,
- ii) City-wide, and
- iii) Regional.

In most cases, the scale of facilities should match the level of parks/open space (e.g., lighted and high-level outdoor facilities in City-wide and Regional parks and associated open spaces).

Optimal Facility Use

Relative to the characteristics of each type of facility, ensure that use is maximized before additional facilities are provided. Facilities at the City-wide and Regional levels of provision should always be programmed for the highest and best use in prime time. Additionally, when and where appropriate, new indoor and outdoor facilities should be clustered to optimize efficiency, appeal, and programming and marketing potential. Where appropriate, consideration should be given to including education, library and other complimentary facilities.

Complement Rather than Compete

When needs are adequately met for a particular leisure interest, the Municipality should not engage in or increase competition with other providers. However, where there is sufficient unmet demand and/or other providers are not adequately meeting the leisure needs of a particular market segment, the Municipality should consider providing or expanding service in that area. Municipal involvement could be direct or indirect.

Municipal Leadership

The Municipality, in co-operation with others, should continue to take the lead in researching and planning for leisure services - including tracking trends, identifying gaps and advancing strategies to address needs and issues. The Municipality must also increase its leadership role in the collective provision and maintenance of quality parks/open space, and leisure facilities and services for residents and visitors.

Section Two: The Big Picture Look Ahead – Vision 2025

The Future of Parks, Recreation and Culture in Welland

From the community consultation process, the technical analysis, leisure trends and best practices in other communities, a number of broadly-based images have emerged to paint a picture of what the leisure service system in Welland could be like in the year 2025 and beyond. A few liberties have been taken to offer some examples of ‘results’ that should be considered as ‘illustrations’ and as such, are not intended as recommendations per se.

So, imagine it’s the year 2025 and someone is describing the parks, recreation and culture/arts system that exists in Welland at that time. Imagine that these are the ‘working notes’ of a writer for a national magazine who is about to craft a story about the remarkable accomplishments in Welland over the past twenty years.

The provision of parks and leisure opportunities in Welland is based on a set of values and governing principles or *fundamental beliefs* that speak to:

- improved health and wellness viewed as a personal and community responsibility, and supported in part by parks and leisure opportunities;
- social cohesion as a core element of our community, with volunteerism and civic participation being essential in achieving that;
- responsible stewardship of the community’s natural and cultural assets;
- a flourishing recreation and arts sector, including open spaces, facilities and programs needed for active living;
- the contribution of parks and leisure services to high quality of life, in part through development of leadership and life skills, enhancement of communities and enabling healthy lifestyles;
- increased engagement of the community in civic affairs and social activity;
- preservation of civic culture and social cohesion through equity;
- the value of a community development approach that yields benefits through developing relationships and collaborative service development and delivery; and
- volunteerism as fundamental in the delivery of leisure services and active living programs and services, and the development of the community’s social capital.

Through wider application of the principle of ‘fair and equitable access’, and a wider range of available programs and leisure opportunities, citizens are increasingly better able to participate in leisure activities of their liking.

A cornerstone of the 2006 Parks, Recreation and Culture Plan was to promote the beatification of the City and foster increased civic pride. Over the ensuing years, the public sector, businesses and an increasing number of individual citizens have pitched in to do their part to make all areas of

the City much more beautiful. This has boosted community pride and made the City very appealing to tourists and to help attract new businesses and residents.

Maintenance of all parks and facilities has been greatly improved. For over fifteen years, parks have been pesticide-free and the City has been employing and promoting environment-friendly practices.

The community embraces diversity, and the rich culture of the community is valued and better celebrated.

- more inclusive programming (e.g., public and other programs offered in French)
- increased support from the Municipality, the business community and others
- today, municipal staff better reflect the cultural and linguistic diversity of the community

Encouraged by increasingly higher levels of interest and participation, the arts and culture sector has been greatly enhanced over the past twenty years. Notable accomplishments include:

- a community-based arts policy was developed in 2007;
- a Welland Arts Council was also created at that time;
- an outdoor performance venue was developed beside the canal has been successfully operating for some time and is supporting local musicians and regularly attracting big name acts;
- through a partnership between the City and the public school board, Centennial Auditorium was air conditioned to permit summer use;
- a smaller performance venue has also been achieved, preceded by a feasibility study to determine the best size and location, and establish a sustainable business plan;
- improved financial, and community and volunteer development assistance is provided to arts groups; and
- a public art gallery was also established in the past decade.

Almost twenty years ago, the Rose City Seniors Activity Centre was enlarged and improved to include expanded handcraft and woodworking space; a computer lab; enhanced social, dining and kitchen space, and an aerobic exercise/dance studio.

A multi-facility leisure centre has developed in phases and now includes:

- multi-purpose programmable spaces;
- studios for fine arts and hand craft programs;
- a music room;
- a youth-focused centre;
- a gymnasium;
- an indoor aquatic facility, incorporating leisure, lane and therapeutic functions;

- a fitness centre, incorporating a weight training gym, aerobic exercise studio and an indoor running/walking track;
- a relocated branch library (if the leisure centre is located in the northeast);
- a gymnastics facility, in partnership with a gymnastics club (if the municipal role as ‘landlord’ is determined); and
- an indoor tennis facility, in partnership with the indoor tennis club (if municipal role as ‘landlord’ is determined).

More and better arenas have been created. The youth arena has been replaced by a modern twin-pad ice surface with associated multi-purpose programming space. The main arena has been improved, including more and better dressing rooms.

A sports field centre was developed in phases at the new Woodlawn Road site in partnership with soccer groups, Welland Minor Football and others. The facility includes:

- a lighted, limited access stadium with an artificial turf field;
- lighted and unlighted soccer and other playing fields, providing opportunities for all levels of play by all age groups;
- an indoor soccer facility;
- multi-purpose programming space;
- dressing rooms; and
- a restaurant.

Outdoor aquatic facilities remain a centre piece of the public system and, as such, have been significantly improved over the past twenty years. New smaller outdoor leisure-style pools and water play areas and associated change room facilities have replaced the larger, dated facilities in Memorial, St. George and Maple parks. The facility at Memorial Park was the first to be replaced.

Tennis facilities have been improved. Two additional lighted courts have been provided at the Hooker Street facility, in partnership with the tennis club. Unlighted, non-club courts have been revitalized in other parts of the City. An improved indoor tennis facility has also been achieved, in partnership with the indoor tennis club.

A successful Welland Sports Council was established to:

- encourage involvement in sports;
- provide a unified voice and forum for all sports;
- better co-ordinate community-based sports;
- better understand the needs and perspectives of all sports;
- to strengthen the volunteer base of sports groups;
- to recognize excellence in sport achievement and promotion; and
- to attract and organize for major sports tournaments (based on new outdoor and indoor venues).

The Welland Recreational Canal has become one of the City's top community recreation and tourism assets. Development and operations have been driven by a long term land use master plan, programming plan, marketing strategy and business plan. The world-class flat water boating and training facility and the rowing course are both successful, providing local programming and attracting all levels of competition. Improved fishing opportunities and conditions have been achieved. Recreational boating opportunities abound, that are compatible with waterway objectives, and include solar-powered watercraft and canal cruises. Access has been greatly improved, and broader programming and successful promotion have been achieved. The canal's historical roots are celebrated through the facilities, features and programming. The canal's natural heritage value and attributes have been enhanced and are a central theme of the facilities, features and programming. Compatible adjacent land uses have been encouraged in appropriate locations and in keeping with the long term plan for the canal lands (e.g., other parkland and trails, natural heritage areas, residential, restaurants, shops, accommodation, attractions). The WRCC remains an independent, self-sustaining and viable entity; however, it is much more closely integrated with City operations, and capital and land use planning directions.

The local park system is now much stronger and these important community assets are contributing to quality neighbourhoods and urban renewal. Much more investment has been made in Neighbourhood parks to make them more noticeable and more appealing with improved facilities, entrance features and design. Fewer neighbourhoods are now deficient in Neighbourhood parkland. This has been achieved through a combination of land acquisition, partnerships, enhanced development and the celebration of existing parks and schools. Over the last twenty years, contemporary planning policy has been applied to location and land acquisition decisions, resulting in a much improved inventory of Neighbourhood parks in developing and redeveloping residential areas.

Over the past twenty years, all major parks have been redesigned and are being redeveloped to enhance their appeal and optimize their attributes and value to the community.

Most storm water management sites have been planned and developed to create attractive park-like and natural heritage settings.

The open space system is now much more linear, with more and better promoted trails and local connections throughout the City, plus major links to connect with the regional trail system. Of note are the new east-west trail components that have been created over the last twenty years.

The key remaining natural heritage resources have been protected and an increasing number have been enhanced through municipal investment and the work of the Welland Parks and Recreation Legacy Foundation.

Welland is well known for its festivals, and there are more and better festivals, year-round.

The Regional Fairgrounds has been revitalized is better utilized year-round.

The value of the remaining built heritage assets of the community is now better understood and appreciated, resulting in the protection and enhancement of key heritage resources. The facades of many historic buildings have been preserved and some rejuvenated through development into successful and vibrant new uses. One example is the old downtown Fire Hall. Another is the farmers market, which has been enhanced through facility upgrade and improved events programming. Located in the Carnegie library building on King Street, the Welland Historical Museum has become an essential heritage resource and key downtown asset. Welland is proud of its wall murals which depict important chapters in the history of the community. Welland Heritage Park has been designed to create a unique garden and sanctuary-like setting where important remnants of historic buildings and other large heritage assets have been splendidly incorporated into the park to tell and preserve part of Welland's story.

Over the past twenty years, the role, image and importance of the Municipality in the leisure service and tourism sectors has been gradually enhanced. Most notable is:

- a stronger leadership role (internal and with community stakeholders);
- a strong planning role (internal and with community stakeholders);
- an enhanced role in the system-wide promotion of 'the opportunity and benefits of parks, leisure and an active community';
- a strong role in community and volunteer development to support increased quality community-based programming;
- an enhanced direct programming role – as the facility base has been improved (servicing all ages and a broader range of leisure interests);
- increased control over public facilities;
- the 'arts' has become well integrated into the broader understanding of 'leisure';
- more emphasis on tourism and the City co-ordination role in this sector - focusing on sport tourism and festivals and events;
- the name of the department that has evolved to reflect changing roles; and
- a citizens committee was established in 2007 to support and monitor progress in implementing the 2006 Parks, Recreation and Culture Plan, and subsequent advancement and update of Vision 2025 and the five-year Strategy for Action.

There are now over a dozen volunteer-driven neighbourhood associations, each responsible for a center to support community leisure and social activity. The associations and these neighbourhood centres are strategically located throughout the City, associated with churches, schools and other public venues, and supported by the Municipality through a strong community and volunteer development initiative.

The co-ordination, planning and promotion of leisure services have all been significantly improved, resulting in reduced duplication, optimization of resources and greatly increased community awareness. The system-wide marketing and promotion strategy includes a single portal web presence and enhanced print 'vehicles' and use of other promotion mediums.

An increasing number of public and non-profit providers, and business are now involved in the provision of community leisure and tourism opportunities.

The City of Welland Accessibility Advisory Committee continues to assess barriers to persons with disabilities and recommend action. Great strides have been taken to make Welland an accessible city, permit access into all buildings and allow persons with disabilities to be able to enjoy and participate in activities and programs. The extensive trail and walkway system throughout a good deal of the City contributes to improved connectedness and accessibility for everyone. Twenty percent of public playgrounds are now accessible to children with disabilities and that proportion is increasing each year.

Section Three: Strategy for Action

While **Vision 2025** looks ahead twenty years and paints a general picture of what we hope parks, recreation and the arts will be like in Welland in 2025, the **Strategy for Action** targets the *next five years* and identifies specific actions to be considered to continue to move toward where we ultimately want to be.

To provide some structure and order, the long list of initiatives has been organized into goals, objectives and actions. Each action has been further detailed to incorporate *lead and support responsibility, timing, capital and human resources*, and the *benefits and outcomes* of each objective.

The following charts (Figures 3-1 to 3-9) contain the detailed **Strategy for Action**. The nine goals are as follows:

- Goal 1: Optimize the effectiveness of the city-wide leisure delivery system.
- Goal 2: Strengthen and broaden the role of the Parks and Recreation Department.
- Goal 3: Enhance the development of the arts in Welland.
- Goal 4: Increase the role of tourism in Welland.
- Goal 5: Optimize the opportunity of the Welland Recreational Canal
- Goal 6: Provide quality parks, public open spaces and trails.
- Goal 7: Complete the planning for and begin the first phase of development of NEW indoor and outdoor leisure facilities.
- Goal 8: Invest in the upgrade and/or expansion of EXISTING public leisure facilities.
- Goal 9: Continue to protect, enhance and celebrate the City's natural, built and cultural heritage assets.

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Figure 3-1

Goal One						
Optimize the effectiveness of the city-wide leisure delivery system.						
Objectives	Actions	Lead Responsibility	Support	Timing	Capital/Human Resources	Outcomes and Benefits of this Objective
1.1 To seek opportunities for increased co-operation and collaboration among leisure service providers.	<ul style="list-style-type: none"> Convene the principle providers to discuss this Plan and the desire to regularly share information, discuss matters of current and mutual interest, and work more closely together on a variety of levels. If there is agreement, decide how best to move this initiative forward. 	P & R Dept.	Key providers	2006	Staff resources	<ul style="list-style-type: none"> Improved communication among providers. More strategic alliances & co-operative and/or joint ventures. Improved system-wide efficiency. Improved utilization of system-wide capital & operating resources. Improved co-operative planning & decision making resulting in fewer gaps & overlaps.
		P & R Dept.	Key providers	2006/ongoing	Staff resources	
1.2 To optimize awareness about and access to parks and leisure opportunities, and promote the benefits of parks and leisure activities and opportunities.	<ul style="list-style-type: none"> Investigate with the key providers, interest in the system-wide marketing of leisure opportunities. If there is interest, develop a system-wide strategic marketing plan, including researching the feasibility of launching an on-line information and permitting/registration centre, and the exploration of other vehicles to effectively raise awareness about leisure opportunities. It may be that the 'YourNiagara.ca' web site can be used as one of the vehicles to host this Welland-specific on-line resource. Community partners should work effectively together to communicate (to decision makers and the community) the compelling and growing <i>catalogue</i> of personal, social, economic and environmental benefits of leisure activities and parks/open space – including the personal health benefits of being more physically active, and the value of increased interaction within one's community. 	P & R Dept.	Interested providers	2006	Staff resources	<ul style="list-style-type: none"> An increased percentage of residents subscribe to the culture of 'lifelong learning'. Residents are healthier & per capita health costs are lower. The crime rate is lower across all strata. The positive impact of parks & natural heritage lands on the natural environment has increased. The economic impact of participation in leisure is better understood. Leisure assets have contributed to the increased attractiveness of the City for prospective & current residents, potential & existing employers & tourists. Participation in leisure activities has continued to provide an excellent training ground for future leaders.
		P & R Dept. & Interested providers	YourNiagara.ca, marketing & web site development specialists	2006	\$ TBD	
		Proposed Implementation Committee (see Obj. 2.7) and P & R Dept.	Interested providers	2006/ongoing	Staff resources & funds to support marketing effort (could be sponsored)	

1.3 To improve system-wide planning for parks, open space and leisure services.	<ul style="list-style-type: none"> ▪ All agencies should work more closely together in planning matters and regularly share pertinent research results (e.g., needs, preferences and trends) and plans, and collaborate regarding specific initiatives, such as a new or redeveloped school site, Niagara College plans for new recreation facilities, development of WRCC land and facilities, plans for City facilities, St. Lawrence Seaway Authority plans, etc. ▪ All agencies should work more collaboratively in researching, planning, provision and marketing of leisure programming to optimize resources and minimize cost to participate, reduce duplication, meet needs that are being missed, and raise awareness about what is available. ▪ The City should update the Parks, Recreation and Culture Plan every five years and directly involve key stakeholders in the planning exercise. ▪ A community-wide forum or Search Conference similar to what was utilized to gather input into this Plan should be hosted every two years to allow the City and other service providers to stay current regarding community needs and perspectives, issues and ideas for change. ▪ City departments should work more closely together regarding the planning and provision of open space lands, and facility development and redevelopment. ▪ The detailed work plans of pertinent City departments should be aligned with the details of this Strategy for Action. ▪ Organize public parks and other open spaces into three categories to guide their planning, development and use - based largely on the geographic market they serve or are intended to serve (neighbourhood, city-wide and regional). ▪ Ensure that the parks and open space policies in the Welland Official Plan and other relevant City planning documents are consistent with this Plan. 	P & R Dept.	All providers	2006/ongoing	Staff resources	<ul style="list-style-type: none"> ▪ Timely availability of pertinent up-to-date information & analysis to aid decision making ▪ Improved agency-specific & system-wide program & facility planning ▪ Up-to-date information is available about the system – all jurisdictions ▪ Reduced redundancies & increased effective use of staff resources – increased inter-agency planning ▪ Remain abreast of changing demographics & the impact on current & projected services requirements ▪ Fewer gaps & overlaps, & a delivery system that is very responsive to changing needs ▪ Advance the long term vision, identify new goals, objectives & strategies for next five years
		P & R Dept.	All agencies	2006/ongoing	Staff resources	
		P & R Dept.	Proposed Implementation Committee	2010	Staff resources, planning specialist (\$100,000)	
		P & R Dept.	Proposed Implementation Committee	2008 & Bi-annually	Staff resources (\$1,500)	
		P & R Dept.	Planning & Development Services Dept. & others	2006/ongoing	Staff resources	
		City Manager	All departments	2006/ongoing	Staff resources	
		P & R Dept.	Planning & Development Services Dept.	2006/ongoing	Staff resources	
1.4 To consider the establishment of a Welland Sports Council.	<ul style="list-style-type: none"> ▪ Consult (via the proposed Community Development Co-ordinator and Tourism Development Co-ordinator) with representatives of all sport groups and the Welland Sports Promotion Committee to consider establishing a high profile and broadly-based sports body or council, the roles of which could include: i) to encourage involvement in sports, ii) to provide a unified voice and forum for all sports, iii) to better co-ordinate community-based sports, iv) to better understand the needs and perspectives of all sports, v) to strengthen the volunteer base of sports groups, vi) to recognize excellence in sport achievement and promotion and vii) to attract and organize for major sports tournaments. 	Planning & Development Services Dept.	P & R Dept.	2006/ongoing	Staff resources	
		P & R Dept.	Sports groups	2007	Staff & volunteer resources	<ul style="list-style-type: none"> ▪ to encourage involvement in sports ▪ to provide a unified voice & forum for all sports ▪ to better co-ordinate community-based sports ▪ to better understand the needs & perspectives of all sports ▪ to strengthen the volunteer base of sports groups ▪ to recognize excellence in

	▪ If there is sufficient support for this initiative, establish the Welland Sports Council (or a similar type of ‘umbrella’ organization).	P & R Dept.	Sports groups	2007	Staff & volunteer resources	sport achievement & promotion ▪ to attract & organize for major sports tournaments.
	▪ The next steps will be to recruit the charter board of directors and host the inaugural board meeting.	P & R Dept.	Sports groups	2007	Staff & volunteer resources	
	▪ Confirm the mandate and establish the governance structure for this organization.	Welland Sports Council	P & R Dept.	2007	Staff & volunteers resources	

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Figure 3-2

Goal Two Strengthen and broaden the role of the Parks and Recreation Department.						
Objectives	Actions	Lead Responsibility	Support	Timing	Capital/Human Resources	Outcomes and Benefits of this Objective
2.1 To increase the emphasis on and investment in community and volunteer development within the leisure service sector.	<ul style="list-style-type: none"> The Parks and Recreation Department and the proposed citizens committee (see Objective 2.7) should agree on a comprehensive philosophy of community and volunteer development for leisure services in Welland. <i>(See the Supplemental Recommendations for more on this.)</i> 	P & R Dept.	Implementation Committee	2007	Staff & volunteer resources	<ul style="list-style-type: none"> Improved relationship between the City & community groups.
	<ul style="list-style-type: none"> In the first year of this Plan, hire an experienced, formally trained and accredited Community Development Co-ordinator who will be dedicated full time to this role. <i>Although community development is the main role of this person, some of their time will have to initially be directed toward volunteer development until a Co-ordinator of Volunteer Development is also in place.</i> 	P & R Dept.		2007	\$60,000	<ul style="list-style-type: none"> A steadily increasing number of effective volunteers become available to directly & indirectly provide an increasing number of quality leisure opportunities for the community
	<ul style="list-style-type: none"> Develop a five-year Community Development Strategy to guide and measure the efforts of the Community Development Co-ordinator. The framework of the strategy should include: foundation and philosophy, policies and procedures, recruitment and retention, the role of community and volunteer development staff, where it's appropriate to utilize volunteers, partnership opportunities, etc. 	Community Development Co-ordinator (CDC)	Community/Volunteer Development Specialist to work with CDC on this & related matters	2007	\$10,000	<ul style="list-style-type: none"> An increasing number of new volunteers become involved.
	<ul style="list-style-type: none"> Develop policies and procedures for community development. 	CDC/P & R Dept.		2007	Staff resources	<ul style="list-style-type: none"> A higher percentage of volunteers are retained.
	<ul style="list-style-type: none"> Develop a partnership arrangement or type of agreement that would be used to work with new groups and adapt for use with existing groups. 	CDC		2007	Staff resources	<ul style="list-style-type: none"> There is better utilization of volunteer resources.
	<ul style="list-style-type: none"> Determine and purchase the best software for database management in the volunteer sector. 	CDC/P & R Dept.	Purchasing Dept.	2007	\$ TBD	<ul style="list-style-type: none"> Better trained (certified), & more effective staff resources.
	<ul style="list-style-type: none"> Develop and maintain a database of organizations, resources and other key information. 	CDC/P & R Dept.		2007	Staff resources	<ul style="list-style-type: none"> Improved efficiency in developing & managing volunteers.
	<ul style="list-style-type: none"> Continually research gaps in service and communities in need. 	CDC/P & R Dept.		2007/ongoing	Staff resources	<ul style="list-style-type: none"> Improved staff strategy for volunteer development & management.
	<ul style="list-style-type: none"> Share information on community and volunteer development with staff in Parks and Recreation and other departments. 	CDC		2007/ongoing	Staff resources	<ul style="list-style-type: none"> Increased co-ordination among volunteer services and volunteer service providers.
	<ul style="list-style-type: none"> Begin to build networks in the community. 	CDC/P & R Dept.	Other providers	2007/ongoing	Staff resources	<ul style="list-style-type: none"> Improved civic engagement & civic pride.
	<ul style="list-style-type: none"> Assemble and share resource material that is pertinent to community development in Welland. 	CDC/P & R Dept.		2007/ongoing	Staff resources	<ul style="list-style-type: none"> Stronger relationship between City staff & regional/provincial/national colleagues in the voluntary sector/profession.
	<ul style="list-style-type: none"> Establish a positive relationship with existing neighbourhood, sports, arts and other groups, and determine the type and level of support that is needed. 	CDC		2007/ongoing	Staff resources	<ul style="list-style-type: none"> Stronger relationship between City staff & regional/provincial/national colleagues in the voluntary sector/profession.
	<ul style="list-style-type: none"> Encourage the start-up of new groups/organizations and begin to work with them to assist in their development. 	CDC/P & R Dept.		2007/ongoing	Staff resources	<ul style="list-style-type: none"> The culture of volunteer

	<p>provide one or two training events each year. Begin with the most generic and useful topics.</p> <ul style="list-style-type: none"> ▪ Begin to promote the value and philosophy of community and volunteer development to the community. ▪ Develop a city-wide Volunteer Recognition event, supported by a Recognition Committee of volunteers. ▪ By Year Three of this Plan, hire a Co-ordinator of Volunteer Development to work closely with the Community Development Co-ordinator. The Co-ordinator of Volunteer Development should be formally trained, accredited and experienced. 	<p>CDC/P & R Dept.</p> <p>CDC/P & R Dept.</p> <p>P & R Dept.</p>	<p>Other providers</p> <p>Recognition Committee</p>	<p>2007/ongoing</p> <p>2007/ongoing</p> <p>2009</p>	<p>Staff resources</p> <p>Staff resources & event expenses. \$60,000</p>	<p>development is widespread among Municipal departments & staff.</p>
2.2 To increase the amount of leisure programming offered directly by the City.	<ul style="list-style-type: none"> ▪ Program Co-ordinator to continually evaluate current programs to determine expansion, retraction or elimination (based on criteria that includes: customer satisfaction, benefits, cost to offer, needs and the role of other providers). ▪ Program Co-ordinator to continually research program needs/trends. ▪ Program Co-ordinator to regularly consult and co-ordinate with the co-ordinator of seniors programs and services, and other agencies/providers in the community (including volunteer-based groups) about their offerings and plans – with the collective objective of reducing duplication and filling gaps on a system-wide basis. ▪ Gradually expand program offerings - based on evolving demand, programming initiatives of other providers, the defined role of the Parks and Recreation Department, and the availability of suitable and affordable facilities. ▪ From time-to-time, offer programs that are intended to ‘test the market’. ▪ Ensure that the Program Co-ordinator within the Parks and Recreation Department is a dedicated full-time position. 	<p>Program Co-ordinator (PC)</p> <p>PC</p> <p>PC</p> <p>PC & P & R Dept.</p> <p>PC</p> <p>P & R Dept.</p>	<p>Other staff</p> <p>Other staff</p> <p>Seniors Co-ordinator</p> <p>Other staff</p> <p>Other staff</p> <p>City Council support</p>	<p>2007/ongoing</p> <p>2007/ongoing</p> <p>2007/ongoing</p> <p>2007/ongoing</p> <p>2007/ongoing</p> <p>2007/ongoing</p>	<p>Staff resources</p> <p>Staff resources</p> <p>Staff resources</p> <p>Staff resources</p> <p>Staff resources</p> <p>Staff resources</p>	<ul style="list-style-type: none"> ▪ More programs offered. ▪ Greater variety of programs offered, including more for adults & the arts. ▪ Better market research conducted to define evolving interests. ▪ More co-ordination among P & R Dept. staff involved in direct & indirect programming. ▪ Stronger connection between the P & R Dept. & other leisure service providers - leading to more communication, co-operation & joint ventures; fewer service gaps; less overlap & greater efficiency.
2.3 To greatly increase the profile of and support for arts and culture within the Parks and Recreation Department. (See also Goal 3: Enhance the Development of the Arts in Welland.)	<ul style="list-style-type: none"> ▪ Once the proposed Community Development Co-ordinator is in place within the Parks and Recreation Department, one of the initial roles should be to begin to support the arts community. An initial task would be to facilitate discussion with the proposed ‘Arts Working Committee’ about the development of an arts policy for Welland, the need for a Welland Arts Council, etc. (See Objectives 3.1 – 3.4.) ▪ Before the end of the first five years of this Plan, establish a full-time Arts Co-ordinator staff position to work exclusively with the arts community in a community and program development role, with the focus on community development. ▪ Due to the large and growing interest in the arts and the expanding municipal role in this sector of community 	<p>CDC</p> <p>P & R Dept.</p> <p>P & R Dept.</p>	<p>Arts Working Committee, other staff</p> <p>City Council support</p> <p>City Council support</p>	<p>2007/ongoing</p> <p>2009</p> <p>2007/ongoing</p>	<p>Staff resources</p> <p>\$60,000/yr.</p> <p>Amount of public investment to be</p>	<ul style="list-style-type: none"> ▪ Improved & expanded arts & culture facilities. ▪ Expanded programming, including festivals & arts-specific events. ▪ Increased number of arts & culture groups. ▪ Increased co-ordination of arts & culture activities & groups. ▪ Increased economic impact in local economy from arts & culture programming &

	recreation and tourism, additional financial support will be required for direct programming, community development, capital projects and marketing.				determined	events.
2.4 To effectively incorporate the new tourism role into the Parks and Recreation Department. (Also see Goal 4: Increase the Role of Tourism in Welland.)	<ul style="list-style-type: none"> Define the tourism role of the City in destination marketing and industry development, events/programming and marketing. Define the role, position objective, and duties and responsibilities of the new Tourism Development Co-ordinator staff position. Hire the tourism staff. Provide sufficient resources to support the position and role. 	P & R Dept.	City Council	2006	Staff resources	<ul style="list-style-type: none"> Provide clear direction re: City role/mandate.
		P & R Dept.	City Council	2006	Staff resources	<ul style="list-style-type: none"> Provide clear definition of expectations of staff.
		P & R Dept. City Council support	City Council support	2006 2006/ongoing	\$40,000 in 2006 (\$80,000/yr. beginning in 2007)	<ul style="list-style-type: none"> Begin to implement the City mandate & improve service delivery.
2.5 To increase the leadership role of the City in the leisure service sector.	<ul style="list-style-type: none"> Objective 1.1 recommended that the major leisure service providers be convened to discuss the desire for increased co-operation and collaboration. The role of bringing this group together and leading at least the first meeting should be the responsibility of the General Manager of Parks and Recreation, possibly assisted by the chair of the proposed citizens committee to assist with implementation of this Plan (see Objective 2.7). The group may decide that this City leadership role should continue for some time. Objective 1.2 recommended optimizing awareness about and access to parks and leisure opportunities and to promote the benefits of parks and leisure activities and opportunities. These initiatives should be led by the Parks and Recreation Department, hopefully with the support and assistance of the proposed leisure service providers group discussed in Objective 1.1, and the proposed citizens committee recommended in Objective 2.7. A key role of the new municipal Tourism Development Co-ordinator under the Parks and Recreation Department will be encouragement, facilitation and support of communication and co-operation among industry stakeholders. Another area of City leadership should be in community and volunteer development, given the recommendation to significantly increase the emphasis on this approach to service delivery (see Objective 2.1). The print and other information/education resources that will be developed and collected to assist with community and volunteer development will be applicable to all service sectors and should be made available to the entire community. 	P & R Dept.	Implementation Committee	2007	Staff resources	<ul style="list-style-type: none"> Improved communication, co-ordination & co-operation among leisure service providers.
		P & R Dept.	Other leisure service providers	2007/ongoing	Staff resources & undetermined amount to support marketing activities	<ul style="list-style-type: none"> Improved awareness of & access to leisure opportunities.
		Tourism Development Co-ordinator (TDC)	Other tourism stakeholders	2006/ongoing	Staff resources	<ul style="list-style-type: none"> Improved communication, co-ordination & co-operation among tourism industry stakeholders.
2.6 To increase City involvement with public facilities.	<ul style="list-style-type: none"> With existing facilities and as new and renovated/expanded municipally funded recreation and arts facilities become available, the City, through the Parks and Recreation 	CDC/P & R Dept	Others involved in volunteer development	2007/ongoing	Staff resources	<ul style="list-style-type: none"> Improved communication, co-ordination & co-operation among staff & volunteers involved in volunteer development. Improved dissemination of information & educational resources.
		P & R Dept.	City Council support	2007/ongoing	Staff resources	<ul style="list-style-type: none"> Adequate municipal control over maintenance, pricing, programming, scheduling, &

	<p>playgrounds, support of programs and special events, murals, naming rights for whole buildings and components of buildings, etc.</p> <ul style="list-style-type: none"> ▪ If there is agreement to proceed with this sponsorship initiative, determine with what sponsorship should be associated, establish the value of each sponsorship opportunity and actively promote the initiative. 	P & R Dept.	Implementation Committee	2008	Staff & volunteer resources	
2.9 To establish 'service standards' for municipal assistance to special events.	<ul style="list-style-type: none"> ▪ Determine what type of financial, human resource and equipment assistance should be provided to groups and events, and establish consistency regarding the level/scope of assistance and associated costs/rates. The proposed citizen committee (see Objective 2.7) could be utilized to assist with this initiative. ▪ Seek approval from City Council and begin implementation of the policy. 	P & R Dept.	Implementation Committee	2007	Staff & volunteer resources	<ul style="list-style-type: none"> ▪ Establish consistency among groups & initiatives. ▪ Provide policy to define municipal role & level of investment of resources.
2.10 To establish a 'facility allocation' policy.	<ul style="list-style-type: none"> ▪ Establish policy to ensure fair and equitable distribution of time at City leisure facilities, based on a 'standard of play' or similar formula. ▪ Where demand exceeds supply, establish a consistent percentage of total needs per type of facility across all groups. For example, if arena under-supply is 20%, every customer group would be allocated 80% of their ice time requirements. The percentage would be adjusted from time to time, based on changes in supply and demand. ▪ Utilize the proposed citizens committee (see Objective 2.7) to assist with setting service guidelines. ▪ Seek approval from City Council and begin implementation of the policy. 	P & R Dept.	Implementation Committee	2007	Staff & volunteer resources	<ul style="list-style-type: none"> ▪ Establish consistency among customer groups & facility types. ▪ Provide a mechanism to equitably adjust provision based on demand & facility availability.
		P & R Dept.	Implementation Committee	2007	Staff & volunteer resources	
		P & R Dept.	Implementation Committee	2007	Staff & volunteer resources	
		P & R Dept.	Implementation Committee	2007	Staff & volunteer resources	
		P & R Dept.	City Council support	2007/2008	Staff & volunteer resources	
2.11 To establish a 'cost recovery' policy.	<ul style="list-style-type: none"> ▪ Determine the true cost of operation of each leisure facility, including an allocation of indirect costs. ▪ Establish a target/percentage for the recovery of cost for each type of facility. ▪ Calculate a rental rate structure for each type of facility to achieve the cost recovery target. ▪ Utilize the proposed citizens committee (see Objective 2.7) to assist with setting the cost recovery targets and rental rate structure. ▪ Seek approval from City Council and begin implementation of the policy. 	P & R Dept.	Implementation Committee	2007	Staff resources	<ul style="list-style-type: none"> ▪ Establish consistency among facility types. ▪ Provide a policy-based mechanism to establish & adjust rental rates.
		P & R Dept.	Implementation Committee	2007	Staff & volunteer resources	
		P & R Dept.	Implementation Committee	2007	Staff & volunteer resources	
		P & R Dept.	Implementation Committee	2007	Staff & volunteer resources	
		P & R Dept.	City Council approval	2007/2008	Staff & volunteer resources	
2.12 To review City policy regarding concession, restaurant and vending operations and leases.	<ul style="list-style-type: none"> ▪ Review current policy regarding concession, restaurant and vending operations and leases to ensure that customer service is being optimized and the City is recovering a fair share of revenue. Examine other approaches (e.g., percentage of gross sales). 	P & R Dept.	Implementation Committee	2007	Staff resources	<ul style="list-style-type: none"> ▪ Increase revenue from concession, restaurant & vending operations in City facilities. ▪ Create consistency in setting

	<p>from citizens, corporations, service clubs and other entities, as well as bequeaths from individuals and families.</p> <ul style="list-style-type: none">▪ Heavily promote the foundation initially and on an ongoing basis.▪ Recruit membership to the foundation board.▪ Establish criteria for the allocation of funds.▪ As funds accumulate, the Board would select worthy land acquisition, park and facility development, and leisure event projects for funding support.	<p>P & R Dept.</p> <p>P & R Dept.</p> <p>Foundation</p> <p>Foundation</p>	<p>Implementation Committee</p> <p>Implementation Committee</p> <p>P & R Dept.</p> <p>P & R Dept.</p>	<p>2008</p> <p>2008</p> <p>2008</p> <p>2008/ongoing</p>	<p>establish the Foundation</p> <p>Staff resources</p> <p>Staff & volunteer resources</p> <p>Staff & volunteer resources</p> <p>Staff & volunteer resources</p>	<p>recreation & the arts.</p> <ul style="list-style-type: none">▪ Additional financial & possibly land & building resources will become available to help support the municipal parks, recreation & culture/arts system in Welland.
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Figure 3-3

Goal Three Enhance the development of the arts in Welland.						
Objectives	Actions	Lead Responsibility	Support	Timing	Capital/Human Resources	Outcomes and Benefits of this Objective
3.1 To establish a temporary 'arts working committee/task force' representing all aspects of the arts in Welland to take on important tasks to continue to advance the arts.	<ul style="list-style-type: none"> The Parks and Recreation Department should assemble and invite representatives of all sectors of the arts community to an <i>Arts Forum</i> to discuss the recommendations of this Plan, and the perceived value and purpose of forming a working committee or task force to take on important tasks to continue to advance the arts in Welland. If there is a desire to form such a committee/task force, a workable and representative group should be recruited. The intent is that the committee/task force would be in place for a year or two and until a more formal council or other type of 'umbrella' group can be established. Possible tasks for the committee/task force to complete include the following: <ul style="list-style-type: none"> Develop an 'arts and culture policy' for Welland (see Objective 3.2). Deal with any other arts and culture issues and initiatives that are current or arise during the tenure of this temporary committee/task force. Consider the establishment of a Welland Arts Council. Lend support to proposed feasibility studies and business plans for priority arts facilities (see Objectives 3.5-3.7). 	P & R Dept. & CDC	P & R Dept. & CDC	2007	Staff resources	<ul style="list-style-type: none"> Provide the opportunity to bring all sectors of/interests within the arts community in Welland together with the common goal of enhancement & development of the arts. Development of a Welland-specific 'arts & culture policy'. Decide about the type of unifying 'umbrella' group to best represent & help to advance the arts in Welland. The development & enhancement of this sector can best be accomplished by the arts community, with some initial facilitation by municipal staff. Support & provide input into research & planning for arts facilities.
		P & R Dept. & CDC		2007	Staff resources	
		Arts Working Committee/Task Force (TF)		2007-2008	Staff resources	
3.2 To develop an arts and culture policy for Welland.	<ul style="list-style-type: none"> As introduced in Objective 3.1, it is recommended that an arts and culture policy be developed for the City of Welland by the arts community. The policy could cover at least the following: i) scope of the arts and culture policy; ii) definitions; iii) long term vision and goals for arts and culture in Welland; iv) benefits; v) principles; and vi) municipal strategy (e.g., goals, roles and responsibilities, policies, support to groups, co-ordination, marketing, staff support, facility provision and operation, need for an arts council or advisory committee, etc.) It may be necessary to utilize a facilitator to work with the committee/task force to help advance and draft the policy document. Complete the draft Arts and Culture Policy. 	Arts Working Committee/TF	CDC	2007-2008	Staff resources	<ul style="list-style-type: none"> Clearly & comprehensively define the long & short term strategy for arts development, the role of the City in this sector, & the way in which arts & culture will be developed & enhanced in Welland. Have in place an approved arts & culture policy. Encourage unity & focus for the arts & culture community.
		Arts Working Committee/TF	Facilitator & CDC	2007-2008	Staff resources & \$10,000	
		Arts Working Committee/TF	Facilitator	2007-2008	(included above)	

	<ul style="list-style-type: none"> Present and discuss the draft policy with the proposed citizens implementation committee (see Objective 2.7) and City Council. Finalize the Arts and Culture Policy. Initiate implementation of the policy. 	Arts Working Committee/TF Arts Working Committee/TF Arts Working Committee/TF	Implementation Committee & City Council support Facilitator P & R Dept./CDC	2008 2008 2008/ongoing	Staff resources (included above) Staff resources	
3.3 To consider a Welland Arts Council.	<ul style="list-style-type: none"> If it is recommended by the temporary committee/task force that a Welland Arts Council or some other form of ‘umbrella’ group be established to help co-ordinate, promote and advance the arts, the development of the mandate and governance structure will be necessary first tasks to complete. Recruit the charter board of directors and host the inaugural board meeting. Confirm the mandate and establish the governance structure for this organization. 	Arts Working Committee/TF Arts Working Committee/TF Welland Arts Council	Arts Co-ordinator Arts Co-ordinator Arts Co-ordinator	2009 2009 2009	Staff resources Staff resources Staff resources	<ul style="list-style-type: none"> Establishment of an official co-ordinating & leadership body for arts & culture in Welland. Unified voice to speak for arts & culture in Welland. Community-based leadership to encourage & support facility & program/event development.
3.4 To establish an ad-hoc ‘Public Art Advisory Committee’.	<ul style="list-style-type: none"> Establish an ad-hoc advisory committee to set policy about what public art to acquire, where to display it, and to jury the quality of art being considered for indoor and outdoor display in public places. Recruit the inaugural committee, including representation initially from the temporary ‘arts’ working committee/task force and ultimately from the proposed Welland Arts Council. Confirm the mandate and establish the governance structure for this advisory committee. 	P & R Dept./CDC Public Art Advisory Committee Public Art Advisory Committee	Arts Working Committee/TF P & R Dept./CDC P & R Dept./CDC	2007 2007 2007	Arts Co-ordinator Arts Co-ordinator Arts Co-ordinator	<ul style="list-style-type: none"> Have in place an official committee of City Council to provide advice about art in public places.
3.5 To investigate the market for and feasibility of an outdoor performance venue.	<ul style="list-style-type: none"> Since interest in this initiative is high, it is recommended that the City not wait for the formation of the proposed Welland Arts Council to begin to advance this potential project. Develop terms of reference for an analysis that will examine and make recommendations regarding: market/demand, size/scope, location, and financial feasibility, and prepare a business plan. Determine how to complete the analysis (in-house or external expertise) and proceed to complete the study. 	P & R Dept. P & R Dept. P & R Dept.	Arts Working Committee/TF Arts Working Committee/TF Arts Working Committee/TF	2007 2007 2007-2008	Staff resources Staff resources \$15,000	<ul style="list-style-type: none"> Understand the market & ideal scale & location for an outdoor performance venue. Know the approximate capital, & operating cost & management model to implement the initiative.
3.6 To investigate the market for and feasibility of a small to medium size indoor performance venue.	<ul style="list-style-type: none"> Since interest in this initiative is also high, it is recommended that the City not wait for the formation of the proposed Welland Arts Council to begin to advance this potential project. Develop terms of reference for an analysis that will examine and make recommendations regarding: market/demand, size/scope, location, and financial feasibility, and prepare a business plan. 	P & R Dept. P & R Dept.	Arts Working Committee/TF Arts Working Committee/TF	2009 2009	Staff resources Staff resources	<ul style="list-style-type: none"> Understand the market for, scale of, feasibility of & ideal location for an indoor performance venue. Know the approximate capital, & operating cost & management model to implement the initiative.

	<ul style="list-style-type: none"> Select a specialist qualified in performance facilities to complete the feasibility study and business plan. 	P & R Dept.	Arts Working Committee/TF	2009	\$75,000	
3.7 To investigate the desire for and feasibility of adding air conditioning to Centennial Auditorium.	<ul style="list-style-type: none"> Determine the approximate cost to add air conditioning to Centennial Auditorium. If there is agreement from City Council to pursue this investigation, meet with the District School Board of Niagara to explore interest on their part. If agreement can be reached and a financial partnership is achieved, proceed with the upgrade as soon as possible. 	P & R Dept.	District School Bd. of Niagara	2007	Staff resources	<ul style="list-style-type: none"> The ability to optimize this quality, large performance venue by being able to utilize it in comfort throughout the entire year. Cost-effective way to greatly increase performance capacity.
		P & R Dept./City Council	District School Bd. of Niagara	2007	Staff resources	
		P & R Dept./City Council	District School Bd. of Niagara	2007-2008	Staff resources/capital investment & operating cost to be determined	
3.8 To restore the outdoor wall murals and investigate adding more murals.	<ul style="list-style-type: none"> Restore existing murals as close to original quality as possible. Consider adding more wall murals in strategic locations throughout Welland. Seek sponsorship to support this initiative. 	Arts Working Committee/TF	Tourism Development Co-ordinator	2007/ongoing	\$ TBD	<ul style="list-style-type: none"> Restore & possibly expand an important community & tourism asset. Secure marketing partners to assist with the initiative.
		Arts Working Committee/TF	Tourism Development Co-ordinator	2007/ongoing	\$ TBD	
		Arts Working Committee/TF	Tourism Development Co-ordinator	2007/ongoing	Staff & volunteer resources	
3.9 To increase support and financial assistance (municipal and other sources) to establish, maintain and promote arts organizations and events.	<ul style="list-style-type: none"> As the municipal role in this sector continues to grow and evolve, more investment will be required. To a great extent, this will be defined within the proposed arts and culture policy. Some of the increased support will be in the form of increased municipal staff resources (Arts Co-ordinator). Other increased support could be in the form direct financial assistance to groups and initiatives. Some of the increased support to the arts sector will fall under ‘tourism’, since ‘arts and culture’ is likely to be one of cornerstones of the proposed tourism strategy, and since many arts and culture events draw part of their audience from outside the City. 	P & R Dept./Arts Co-ordinator	Arts Working Committee/TF (& eventually the Arts Council)	2007/ongoing	Staff & volunteer resources, plus undermined capital & other financial investment	<ul style="list-style-type: none"> Incremental, annual improvement in arts & culture programming & facilities. Municipal & other investment in this sector leading to significant positive economic impact through increased spending by residents & visitors, & increased quality of life & appeal of the City.
		P & R Dept./Tourism Development Co-ordinator	Arts Working Committee/TF (& eventually the Arts Council)	2007/ongoing	Staff & volunteer resources, plus undermined capital & other financial investment	

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Figure 3-4

Goal Four Increase the role of tourism in Welland.						
Objectives	Actions	Lead Responsibility	Support	Timing	Capital/Human Resources	Outcomes and Benefits of this Objective
4.1 To establish a strong municipal staff presence as a facilitator and co-ordinator working with and supporting the tourism industry.	<ul style="list-style-type: none"> Develop the role of the City in destination marketing and industry development, focusing on coalescing industry resources to achieve results in seven functional areas: i) research and planning, ii) product development and delivery; iii) marketing communications, iv) sales promotion, v) access to funding and/or financing, vi) advocacy, vii) and professional/industry development. 	P & R Dept.		2006	Staff resources	<ul style="list-style-type: none"> Improvement in the city's 'enabler' role.
	<ul style="list-style-type: none"> The role of the new Tourism Development Co-ordinator should be to encourage, facilitate and support communication and co-operation of effort among Welland tourism industry stakeholders to enhance and expand Welland's tourism industry, particularly in its chosen markets of sports events and festivals. 	P & R Dept.		2006	Staff resources	<ul style="list-style-type: none"> Improvement in communication, co-ordination & co-operation among industry stakeholders.
	<ul style="list-style-type: none"> Define the position objectives, and duties and responsibilities of the Tourism Development Co-ordinator. 	P & R Dept.	Human Resources Dept.	2006	Staff resources	<ul style="list-style-type: none"> Improvement in product development & delivery.
	<ul style="list-style-type: none"> Fill the Tourism Development Co-ordinator position. 	P & R Dept.	Human Resources Dept.	2006	Staff resources	<ul style="list-style-type: none"> Increase in supportive funding.
	<ul style="list-style-type: none"> Provide sufficient resources to support the position and role. 	P & R Dept.	City Council support	2006/ongoing	\$40,000 (2006) (\$80,000/yr. beginning in 2007)	<ul style="list-style-type: none"> Increase in the emphasis on sport tourism.
	<ul style="list-style-type: none"> Establish a Tourism Industry Advisory Board with qualified representation from each segment of Welland's tourism industry. 	P & R Dept.	Tourism industry stakeholders/City Council support	2007	Staff resources	<ul style="list-style-type: none"> Increase in the role & positive impact of festivals & special events.
4.2 To prepare a Tourism Destination, Development and Marketing Strategy that keys on sport tourism, and festivals and events as primary visitor markets.	<ul style="list-style-type: none"> Develop terms of reference for the Strategy. 	P & R Dept./ Tourism Development Co-ordinator	Tourism Industry Advisory Board	2007	Staff & volunteer resources	<ul style="list-style-type: none"> Identify strengths & opportunities for tourism development in Welland.
	<ul style="list-style-type: none"> Hire planning specialists to assist with the Strategy. 	P & R Dept.	Tourism Industry Advisory Board	2007	Staff & volunteer resources	<ul style="list-style-type: none"> Identify tourist markets.
	<ul style="list-style-type: none"> Complete the Strategy. 	Consultants	P & R Dept./ Tourism Development Co-ordinator/ Tourism Industry Advisory Board	2007	\$60,000/Staff & volunteer resources	<ul style="list-style-type: none"> Identify issues, threats & other constraints.
	<ul style="list-style-type: none"> Begin to implement priority recommendations. 	P & R Dept./ Tourism Development Co-ordinator	Tourism Industry Advisory Board	2008	Staff & volunteer resources / \$ TBD	<ul style="list-style-type: none"> Completion of a destination, development & marketing strategy for Welland to guide public & commercial investment & other related initiatives.
4.3 To improve co-operation and communication among tourism industry stakeholders.	<ul style="list-style-type: none"> Identify strategies within the proposed Tourism Destination, Development and Marketing Strategy to address this deficiency. 	P & R Dept./ Tourism Development Co-ordinator	Tourism Industry Advisory Board	2006/ongoing	Staff resources	<ul style="list-style-type: none"> Fewer conflicts & overlaps. Fewer gaps in service. Increased efficiencies &

	<ul style="list-style-type: none"> ▪ Addressing this issue is identified as a key role of the proposed Tourism Development Co-ordinator. ▪ Establish a Tourism Industry Advisory Board (note recommendation in Objective 4.1 above). 	Tourism Development Co-ordinator P & R Dept.		2006/ongoing 2007	Staff resources Staff resources	improved utilization of resources.
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Figure 3-5

Goal Five Optimize the opportunity of the Welland Recreational Canal.						
Objectives	Actions	Lead Responsibility	Support	Timing	Capital/Human Resources	Outcomes and Benefits of this Objective
5.1 To complete a Stage One Archeological Assessment of the canal lands to identify the native and more recent history, settlement and uses of the area.	<ul style="list-style-type: none"> Complete the Stage One Assessment. 	Archeologist	WRCC	2006	\$5,000	<ul style="list-style-type: none"> Identify specific history of canal lands & likelihood of artifacts. Determine need to proceed with Stage Two assessment.
5.2 To complete a comprehensive, long range plan for the canal lands and water that includes: vision, governing/guiding principles, land use and development directions, recommendations for adjacent land uses and the Welland Official Plan, a marketing strategy, and a management plan, including a funding strategy.	<ul style="list-style-type: none"> WRCC Board to develop terms of reference for the study and plan. Hire a qualified planning, management and design team to conduct the study and plan. Complete the Plan, incorporating comprehensive community and stakeholder consultation. 	WRCC WRCC Consultants	Tourism Development Co-ordinator Tourism Development Co-ordinator WRCC/ Tourism Development Co-ordinator	2006 2006 2006-2007	Staff/volunteer resources Staff/volunteer resources \$100,000-\$150,000	<ul style="list-style-type: none"> Confirm foundation philosophy & guiding principles for the development & use of the canal lands & water. Build on the emerging long term vision for the resource. Identify the optimum land use master plan. Develop a marketing strategy. Determine the optimum management plan & funding strategy.
5.3 To continue to host festivals and other events that are consistent with the objectives of the waterway and canal lands.	<ul style="list-style-type: none"> Continue to support current annual festivals and events that utilize canal lands and water. Based on the proposed long range plan for the Recreational Canal and the proposed Tourism Destination, Development and Marketing Strategy (see Objective 4.2), other festivals and large events may be identified that are consistent with the objectives of the waterway and canal lands. 	WRCC WRCC	Tourism Development Co-ordinator Tourism Development Co-ordinator	2007/ongoing 2007/ongoing	Staff/volunteer resources Staff/volunteer resources	<ul style="list-style-type: none"> Host complementary community & higher level events.
5.4 To continue with current and ongoing initiatives.	<ul style="list-style-type: none"> Continue to enhance fish habitat and fishing opportunities. Continue erosion repair projects. Install distance markers along the trails. Continue to extend trails. Install plaques. Relocate the paddle boat program to the Canal (Lincoln Street docks). Proceed with developing a scuba diving park. Explore the opportunity to create a beach volleyball facility. Maintain and improve basic infrastructure (e.g., access points, internal roads, parking areas, pathways, buildings). Continue ongoing maintenance (e.g., grass cutting, garbage collection). 	WRCC WRCC WRCC WRCC WRCC WRCC WRCC WRCC WRCC WRCC		2006-2007 2006/ongoing 2006 2006/ongoing 2006 2006 2006-2007 2006-2007 2006/ongoing 2006/ongoing	\$50,000 \$500,000 \$10,000 \$TBD via WRCC plan \$1,000 Staff resources \$20,000 Staff resources \$50,000 \$1,250,000	<ul style="list-style-type: none"> Continue to develop & maintain the resource in keeping with already agreed upon priorities & initiatives. Establish an effective working relationship with the City's new Tourism Development Co-ordinator. Seek suitable partners to assist with the development & use of the canal lands & water.

<ul style="list-style-type: none"> Continue to develop and promote flat water sports, and develop associated infrastructure. Continue to strive for a mix of membership on the board of directors that represents the range of skills that are required to manage this multimillion dollar resource. Utilize the new municipal Tourism Development Co-ordinator as a resource to the Board. Explore with Welland Minor Hockey if there is a viable opportunity to utilize 'Hockey House' as a facility that can <i>also</i> support some canal-related activities and programs (due to the close proximity of the building to the canal and the current limited use of the facility in the summer off-season). Explore with Row Ontario the opportunity to relocate to Welland and possibly create a physical presence for offices and boat storage on or near the recreational canal. 	WRCC	Tourism Development Co-ordinator Welland Minor Hockey	2006/ongoing	\$ TBD	
	WRCC		2006/ongoing	Staff & volunteer resources	
	WRCC		2006/ongoing	Staff resources	
	WRCC		2007	Staff & volunteer resources	
	WRCC	Row Ontario	2007-2008	Staff & volunteer resources	

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Figure 3-6

Goal Six Provide Quality Parks, Public Open Spaces and Trails.						
Objectives	Actions	Lead Responsibility	Support	Timing	Capital/Human Resources	Outcomes and Benefits of this Objective
6.1 To expand the recreational trail system within the City and into the hinterland, with increased emphasis on neighbourhood trails and pedestrian/cycling connections.	<ul style="list-style-type: none"> Complete a Recreational Trail and On-road Cycling Plan for Welland, with connections to existing and planned trails on the periphery of the City, and including design criteria. Incorporate existing recommendations re: cycling routes that have been adapted for Welland from Region of Niagara plans. 	P & R Dept.	Planning & Development Services Dept.; consultant	2008	Staff & volunteer resources; \$40,000	<ul style="list-style-type: none"> Add east-west off-road trail routes to complement the north-south canal-based routes. Increase the number of 'local' trail & walking routes. Improve on-road cycling opportunities & linkage to the off-road trail system. Improve the health of Welland residents by providing increased opportunities for exercise via trail use. Provide an improved recreational asset for visitors to the City. Provide increased options for alternative transportation. Improve the quality of life of Welland to help attract new employers & residents, as well as to retain existing employers.
	<ul style="list-style-type: none"> As part of the proposed Recreational Trail and On-road Cycling Plan, explore the feasibility of an east-west route utilizing the former CPR rail line that enters the City from the west (just south of the Welland River) and arches to the east, crossing the Welland Recreational Canal and then swings northeast at Southworth Street and Memorial Park to the Welland Canal where the abandoned line continues northeast on the other side of the shipping canal to the City limit and beyond. Some of the route is owned by the City of Welland, easements could be negotiated for other segments, and some segments could be acquired when development occurs. 	P & R Dept.	Planning & Development Services Dept.; consultant	2008	Staff & volunteer resources; (study cost included above)	
	<ul style="list-style-type: none"> As part of the proposed Recreational Trail and On-road Cycling Plan, explore the feasibility of an east-west route across the northern part of the City, utilizing existing and future engineered drainage courses, and other open space lands that could be designed into an evolving plan for development of the area that is north and south of Quaker Road between the southerly extension of the Steve Bauer Trail and Niagara Street. 	P & R Dept.	Planning & Development Services Dept.; consultant	2008	Staff & volunteer resources; (study cost included above)	
	<ul style="list-style-type: none"> As part of the proposed Recreational Trail and On-road Cycling Plan, explore the feasibility of a north-south trail route (or series of routes) and linked open space network through lands to be developed west of South Pelham Road, between the northern border of the City and Webber Road. 	P & R Dept.	Planning & Development Services Dept.; consultant	2008	Staff & volunteer resources; (study cost included above)	
	<ul style="list-style-type: none"> As part of the proposed Recreational Trail and On-road Cycling Plan, identify existing and potential local walking and cycling routes that utilize parks, connecting walkways, sidewalks and future open space linkages in developing/redeveloping areas. 	P & R Dept.	Planning & Development Services Dept.; consultant	2008	Staff & volunteer resources; (study cost included above)	
	<ul style="list-style-type: none"> As part of the proposed Recreational Trail and On-road Cycling Plan, identify on-road cycling routes, including mitigating measures to improve safety and appeal. Consider extending the name of the Steve Bauer Trail to the southerly extension of that trail that traverses the City of 	P & R Dept.	Planning & Development Services Dept.; consultant Welland Trail Committee (see	2008 2007	Staff & volunteer resources; (study cost included above) Staff & volunteer resources	

	<p>Welland from north of Quaker Road to the Welland River at Prince Charles Park.</p> <ul style="list-style-type: none"> Create a trail along the east side of the canal within the Dain City community. Explore the possibility of utilizing the former rail line right-of-way in the Dain City community to create a linked open space network and trail extending south from the new residential development area to connect with Glenwood Park and possibly extend south and west (utilizing drainage right-of-ways) to link up with the parkland and proposed trail along the east side of the canal. As part of a master plan for the new natural heritage park in the vicinity of Webber Road and Colbeck Drive (see Obj. 6.4), include walking/hiking trails that are well connected to the surrounding neighbourhood and that tie into the proposed north-south trail system. Continue to implement a forestry management plan to manage the risk of deadwood and forest growth to ensure public safety. 	<p>P & R Dept.</p> <p>P & R Dept.</p> <p>P & R Dept.</p> <p>P & R Dept.</p> <p>P & R Dept.</p>	<p>Objective 6.2)</p> <p>Planning & Development Services Dept.; consultant</p> <p>Planning & Development Services Dept.</p>	<p>2009-2010</p> <p>2008</p> <p>2010</p> <p>2007-2009</p>	<p>\$150,000</p> <p>Staff & volunteer resources; (study cost included above)</p> <p>Staff & volunteer resources; \$75,000</p> <p>Staff resources</p>	
6.2 To promote the trail system, its use and the health and other benefits of trail-related activities.	<ul style="list-style-type: none"> Establish a Welland Trail Committee to assist with trail planning, development and promotion. The Welland Trail Committee should link with the ‘Niagara on the Move’ initiative which is producing a region-wide map of walking trails to ensure that a Welland-specific map can be produced and that on-road cycling routes are included. If the mandate of the ‘Niagara on the Move’ initiative is not to produce a map for each municipality, the Welland Trails Committee should find a way to utilize available data bases to produce a Welland map. The Welland and regional maps should be on the City and Region of Niagara web sites, and in poster and fold-up format. Part of the message on the map/poster should highlight the health, social, environment, economic and other benefits of trail activities and cycling for the individual, the family and the community. Create local, detailed walking and cycling maps, in co-operation with neighbourhood associations and other local groups. The same ‘benefits’ messages should be incorporated into these maps. 	<p>P & R Dept.; CDC</p> <p>Welland Trail Committee</p> <p>Welland Trail Committee</p>	<p>P & R Dept.</p> <p>P & R Dept.; marketing partners</p>	<p>2007</p> <p>2008</p> <p>2008-2009</p>	<p>Staff & volunteer resources</p> <p>Staff & volunteer resources</p> <p>Staff & volunteer resources; undetermined development & printing costs – off-set as much as possible by sponsorship</p>	<ul style="list-style-type: none"> Improve awareness of trails for residents & visitors. Improve the health of Welland residents by promoting trails & the health benefits of trail use. Improve social interaction through trail use & the common interests of trail users (i.e., the ‘community’ of trail users).
6.3 To improve the quantity and quality of neighbourhood parks.	<ul style="list-style-type: none"> Apply contemporary location and planning guidelines to decision-making about park location, size, shape, frontage, features, etc. in areas of new development and redevelopment 	<p>Planning & Development Services Dept.</p>	<p>P & R Dept.</p>	<p>2007/ongoing</p>	<p>Staff resources</p>	<ul style="list-style-type: none"> Gradual improvement to the quality & usefulness of neighbourhood parks

	(see detailed recommendations in the supplemental report to this Plan.)					
	<ul style="list-style-type: none"> Apply contemporary design philosophy to site planning of new parks. 	Planning & Development Services Dept.	P & R Dept.	2007/ongoing	Staff resources	<ul style="list-style-type: none"> Gradual improvement to quality of life at the neighbourhood level. Gradual reduction in the number of neighbourhoods that are deficient in local parkland. Contribution to city-wide beautification. Increased pride in neighbourhoods. Increased civic engagement & social interaction via involvement in neighbourhood associations & their civic & social activities. Improved relationship & interaction between the City & the development industry as both entities work together for the betterment of developing neighbourhoods. Increased civic engagement resulting from naming/renaming neighbourhood parks.
	<ul style="list-style-type: none"> Continue the process of completing a design plan for all existing neighbourhood parks – at least two plans per year, with priority to Aqueduct, Winstonville, Glen, Summerlea, Dunkirk, Broadway, Elmwood (joint venture with the Optimist Club), the old museum site, Trelawn, Deere Street, Bridlewood and Westbrook parks. 	P & R Dept.; landscape architect		2007/ongoing	\$50,000 over 5 years	
	<ul style="list-style-type: none"> Continue the process of redeveloping/rejuvenating all neighbourhood parks – at least two parks per year, with priority to those identified above. 	P & R Dept.		2007/ongoing	\$1,000,000 over 5 yrs.	
	<ul style="list-style-type: none"> In partnership with the development industry, construct new neighbourhood parks soon after they are acquired and designed, and in advance of the new residents. 	P & R Dept.	Development industry	2007/ongoing	Staff resources	
	<ul style="list-style-type: none"> Continue the annual program of replacing and upgrading playgrounds in neighbourhood parks and elementary schools to meet CSA safety standards (in co-operation with school boards for school sites). 	P & R Dept.	Boards of education	2007/ongoing	\$1,000,000 over 5 yrs.	
	<ul style="list-style-type: none"> As more neighbourhood associations are formed, utilize them to help monitor and report on activities in ‘their’ park(s), provide ongoing feedback about facility/park improvement requirements, organize local events in their park(s), and fundraise to help support park improvements. 	P & R Dept.; CDC	Neighbourhood associations	2007/ongoing	Staff resources	
	<ul style="list-style-type: none"> To support the underlying theme of increased city beatification, neighbourhood associations should be encouraged and assisted to help develop floral displays in their local park(s), particularly entrance features (see Objective 6.5). 	Neighbourhood associations	P & R Dept.; CDC	2007/ongoing	Staff resources	
	<ul style="list-style-type: none"> Since many parts of Welland are deficient in neighbourhood parkland, a strategy is required to address this problem. The strategy should involve a combination of: i) parkland acquisition (where possible), ii) purchase of redundant school lands (where suitable), iii) development of an appropriate portion of a higher level City-wide park to provide neighbourhood park functions (where location is suitable), and iv) development (by the City and the associated school board) of school sites in a way that they can double as neighbourhood parks. 	P & R Dept.; planning consultant advisor	Planning & Development Services Dept.; boards of education	2007/ongoing	Staff resources; \$5,000 for advisory services	
	<ul style="list-style-type: none"> Attempt to widen the southern entrance to Lancaster Park through acquisition of about one third to one half an acre of 	P & R Dept.	Planning & Development Services	2007-2011	\$TBD	

	<ul style="list-style-type: none"> land to the west of the entrance (off Lancaster Drive). ▪ Seek an opportunity to widen the southern entrance to Glen Park through acquisition of an undeveloped building lot (associated with an adjacent residence) to the east of the entrance, off Jennifer Court. ▪ Consider selling undeveloped Windsor Park, which, due to its very small 0.02 acre size, very poor access and location directly behind a residence, has no real potential for development as a public park. ▪ Enlarge Aqueduct Park to protect the vernal pool, provide more land to accommodate desired and suitable local park functions, and link to the 0.51 acre undeveloped city-owned site to the south. ▪ Design and develop into a neighbourhood park, all or most of the old museum site (Hooker and Denistoun Streets), including the unopened 0.43 acre road allowance and undeveloped parkland to the south of this site. This proposal will require removal of the former museum building. A portion of the site may be required to allow room for the proposed expansion of the adjacent tennis court facility and associated parking area(s). ▪ Rename some neighbourhood parks where the name is not very appealing or creative (e.g., Rail Lands, John Deere Playground, Winstonville Playground, Gram Avenue, Almond Street, Deere Street). ▪ Name all un-named neighbourhood parkland sites. 	P & R Dept.	Dept. Planning & Development Services Dept.	2007-2011	\$ TBD	
		P & R Dept.	Planning & Development Services Dept.	2007-2011	Undetermined value of asset	
		P & R Dept.	Planning & Development Services Dept.	2007	\$ TBD	
		P & R Dept.	Planning & Development Services Dept.; landscape architect	2007-2008	Cost included in earlier recommendation about park preparing plans	
		P & R Dept.	Implementation Committee; City Council	2007/ongoing	Staff resources	
		P & R Dept.	Implementation Committee; City Council	2007/ongoing	Staff resources	
6.4 To improve the quality of City-wide and Regional level parks.	<ul style="list-style-type: none"> ▪ Apply contemporary location and planning guidelines to decision-making about park location, size, shape, frontage, features, etc. in areas of new development and redevelopment (see detailed recommendations in the supplemental report to this Plan.) ▪ Apply contemporary design philosophy to site planning of new parks. ▪ Continue the process of completing a design master plan for each city-wide and regional-level park, with priority to Memorial, Chippawa and St. George parks. ▪ Continue the program of implementing the design plan for these parks, with priority to completion of the redevelopment of Maple Park and the other three noted above. ▪ To support the underlying theme of increased city beatification, more and larger floral displays should be 	Planning & Development Services Dept.	P & R Dept.	2007/ongoing	Staff resources	<ul style="list-style-type: none"> ▪ Gradual improvement to the quality & usefulness of existing & new city-wide & regional parks. ▪ Contribution to city-wide beautification. ▪ Increased civic engagement resulting from the naming/renaming of parks. ▪ Improved public access to & along the Welland River. ▪ Improved protection of natural heritage assets, through good management.
		Planning & Development Services Dept.	P & R Dept.	2007/ongoing	Staff resources	
		P & R Dept.; landscape architect		2007/ongoing	\$150,000	
		P & R Dept.		2007/ongoing	\$500,000	
		P & R Dept.	Marketing partners	2007/ongoing	\$100,000; in association with	

	<p>developed and maintained in the City’s signature parks and in other smaller parks that have direct exposure to main roads and intersections. The ‘Rose City’ theme should be part of that initiative.</p> <ul style="list-style-type: none"> Locate a City-wide park in the order of 15 acres in size within the northern development area (north and south of Quaker Road). Acquire lands with recreation, trail linkage and/or natural heritage value along the Welland River and the Recreational Canal (within the City) that become available through the development or redevelopment process, or consider the purchase of such lands from the Cash-in-Lieu Account, the proposed Parkland Acquisition Reserve Account (see Objective 6.8), or the proposed Welland Parks and Recreation Legacy Foundation (see Objective 2.15). Rename some City-wide and Regional parks where the name is not very appealing (e.g., Triangle). Name all un-named City-wide and Regional parkland sites. Prepare a management plan for Woodlawn Park and implement recommendations to protect sensitive assets and to promote (through signage and education programs) the natural heritage features of the park. Prepare a master plan and management plan for the new natural heritage park in the vicinity of Webber Road and Colbeck Drive. 	<p>Planning & Development Services Dept.</p> <p>Planning & Development Services Dept.</p> <p>P & R Dept.</p> <p>P & R Dept.</p> <p>P & R Dept.; consultant</p> <p>P & R Dept.; consultant</p>	<p>P & R Dept.</p> <p>P & R Dept.</p> <p>Implementation Committee; City Council</p> <p>Implementation Committee; City Council</p> <p>Planning & Development Services Dept.</p> <p>Planning & Development Services Dept.</p>	<p>2007-2009</p> <p>2007/ongoing</p> <p>2007/ongoing</p> <p>2007/ongoing</p> <p>2009</p> <p>2010</p>	<p>marketing partners</p> <p>Staff resources; undetermined capital investment</p> <p>Undetermined capital investment</p> <p>Staff resources</p> <p>Staff resources</p> <p>Staff resources; \$25,000</p> <p>Staff resources; \$50,000</p>	
6.5 To much better promote all municipal parks.	<ul style="list-style-type: none"> Install attractive and informative signs at all park entrances. At the principle entrance to each park, also create floral and associated features to promote and celebrate the park. Priority should be given to parks that have poor exposure to the street, and to ‘signature’ or high profile parks like Merritt and Chippawa. Create an attractive and easy to follow city-wide map illustrating the location and name of every park, school and major leisure facility. Include a map of parks, facilities and trails in the City’s <i>Leisure Guide</i>. Include the map of parks, facilities and trails in the City’s web site. 	<p>P & R Dept.</p> <p>P & R Dept.</p> <p>P & R Dept.</p> <p>P & R Dept.</p> <p>P & R Dept.</p>	<p>Marketing partners</p> <p>Marketing partners</p> <p>Marketing partners</p>	<p>2007/ongoing</p> <p>2007/ongoing</p> <p>2007</p> <p>2007</p> <p>2007-2008</p>	<p>\$25,000</p> <p>Capital cost included above; in association with marketing partners</p> <p>Staff resources; in association with marketing partners</p> <p>Staff resources; in association with marketing partners</p> <p>Staff resources; in association with marketing partners</p>	<ul style="list-style-type: none"> Greatly increase awareness of parks for residents & visitors. Increased park use. Promote the value of parks to the individual, families, the environment & the economy.
6.6 To plan, design and maintain	<ul style="list-style-type: none"> It is not intended that storm water management areas be 	Planning &	Engineering, Public	2007/ongoing	Undetermined capital	<ul style="list-style-type: none"> Increased attractiveness &

storm water management sites so they contribute positively to the physical character of the area in which they are located and result in a quality public asset.	<ul style="list-style-type: none"> included within the parkland dedication requirements of the Ontario Planning Act. It is intended that these sites be attractive public spaces that could support passive recreation activities and contribute to the aesthetic quality of the community. Working with the Region of Niagara, surrounding neighbours (and other City residents with an interest), prepare a site plan for the large storm water management pond and surrounding Regional lands, City of Welland parkland (Seaway Park) and other municipal open space (drainage easements) in the vicinity of Marc Boulevard, Robert Street, Chantal Court and Bradley Avenue to create an attractive 15 acre City-wide level park that will support the storm water management function and a variety of complementary recreation activities. Although visual and physical access to the site is limited, there may be an opportunity to create a reasonable point of access from Bradley Avenue, utilizing the road and possibly the hydro rights-of-way that boarder the eastern boundary of these lands. 	Development Services Dept. P & R Dept.	Works & Transportation Services Dept.; P & R Dept. Planning & Development Services Dept.; Region of Niagara; landscape architect; engineer; recreation planner	2007-2011	investment. \$250,000 (estimated net investment by City)	<p>usefulness of storm water management ‘ponds’ & surrounding water retention areas.</p> <ul style="list-style-type: none"> Improved attractiveness of residential & other areas in which these water management areas are located.
6.7 To annually compete in the national ‘Communities in Bloom’ competition.	<ul style="list-style-type: none"> City of Welland (and the citizens and businesses of Welland) should compete in the 2009 (and beyond) competition. Establish a ‘Communities in Bloom’ Committee to co-ordinate and promote this municipal and ‘grass-route’ initiative. City to annually commit sufficient financial and human resources to this priority initiative as part of the proposed park and city beautification program. City to promote and encourage participation and sponsorship from other agencies, businesses and the citizens of Welland. 	P & R Dept. P & R Dept. P & R Dept. P & R Dept.	Volunteers Volunteers City Council ‘Communities in Bloom’ Committee	2009-2011	\$200,000 (over 3 yrs.)	<ul style="list-style-type: none"> Directly improve the beauty of the City & indirectly encourage other beautification projects (from residential to commercial & other public). Improve civic pride. Involve citizens & businesses in a common initiative resulting in a more engaged & co-operative community.
6.8 To create high profile ‘Welcome to Welland’ signage and landscape features at the main entrances to the City, with priority to the northern approach along Highway 406.	<ul style="list-style-type: none"> Decide on consistent, high quality and distinctive ‘Welcome to Welland’ signs. Design and develop an appealing, high quality entrance feature (incorporating the ‘welcome’ sign) to be located in the vicinity of where Highway 406 crosses the northern boundary of the City. 	Engineering, Public Works & Transportation Services Dept.	P & R Dept./Tourism Development Co-ordinator	2010-2011	Undetermined municipal investment – dependant on the scope of the initiative	<ul style="list-style-type: none"> Strongly promote Welland & provide a ‘signpost’ to the City’s attributes. Positively reinforce the image of the City. Contribute to increased civic pride.
6.9 To create a Parkland Acquisition Reserve Account.	<ul style="list-style-type: none"> Establish a reserve account to accumulate funds to help with the future purchase of parkland. Establish an annual contribution to this reserve account. Utilize the reserve account to assist with the purchase of parkland that cannot be acquired through the development/redevelopment process. 	P & R Dept. City Council P & R Dept.	City Council support	2007/ongoing 2007/ongoing 2007/ongoing	\$250,000 over 5 yrs.	<ul style="list-style-type: none"> Establish & maintain a reserve fund to help with the purchase of priority properties which sometimes become available unexpectedly.

6.10 To align City policy regarding the calculation of the value of cash-in-lieu of parkland with the Ontario Planning Act.	<ul style="list-style-type: none"> When requiring a cash-in-lieu of parkland contribution, land value should be calculated at the time of the issuance of the building permit as per Section 41 of the Ontario Planning Act. 	Planning & development Services Dept.	P & R Dept.	2006/ongoing	Staff resources	<ul style="list-style-type: none"> Receive compensation for parkland in an amount that is in line with the cost to purchase replacement lands.
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Strategy for Action – Parks, Recreation and Culture Plan, City of Welland, 2006-2011

Figure 3-7

Goal Seven Complete the planning for and begin the first phase of development of NEW indoor and outdoor leisure facilities.						
Objectives	Actions	Lead Responsibility	Support	Timing	Capital/Human Resources	Outcomes and Benefits of this Objective
7.1 To pursue interest in a public/private partnership to build and operate a sports complex that would tentatively comprise soccer fields, a stadium, an indoor soccer facility, at least two community-scale arenas and food services at a new public site located off Woodlawn Road, east of River Road.	<ul style="list-style-type: none"> Prepare and advertise a Request for Qualifications to seek interested and qualified parties to partner with the City of Welland on this project. 	City Manager's office	City Council & all departments relating to the RFQ Planning consultant	2006	Staff resources	<ul style="list-style-type: none"> Test interest in a potential public/private partnership to provide & operate recreation facilities. Carefully examine the proposed short & long term benefits & costs to the Municipality & the community. Potentially reduce Municipal capital investment in major recreation facilities in the short term.
	<ul style="list-style-type: none"> Expand on the results of this Parks, Recreation and Culture Plan and complete detailed region-wide research to confirm current and predict future needs (twenty years) for outdoor and indoor soccer, and indoor artificial ice facilities to be located in the City of Welland. Utilize the conclusions of this research to refine and detail the desired facilities for this project. 	P & R Dept.		2006	Staff resources; \$50,000-75,000 (estimate for focused planning & specialist input re: all steps outline below)	
	<ul style="list-style-type: none"> Review RFQ submissions and short-list qualified firms and consortiums. 	P & R Dept.	City Council & all departments relating to the RFQ; recreation, tourism, business & legal specialist advisors City Council & all departments relating to the initiative; recreation, tourism, business & legal specialist advisors	2006	Staff resources	
	<ul style="list-style-type: none"> Prepare submission requirements, including (at a minimum) detailed facility requirements and specifications, safeguards for long term community access and affordability, a process to protect the physical assets, and criteria for evaluation of proposals. 	P & R Dept.		2006	Staff resources	
	<ul style="list-style-type: none"> Request proposals from qualified firms/consortiums to meet the requirements and specifications of the desired sports complex. 	P & R Dept.		2006	Staff resources	
	<ul style="list-style-type: none"> Review each submission (with the assistance of legal, operational and financial specialists) to determine and compare the short and long term advantages and disadvantages to the City. 	P & R Dept.	City Council & all departments relating to the initiative; recreation, tourism, business & legal specialist advisors City Council & all departments relating to the initiative; recreation, tourism, business & legal specialist advisors	2006-2007	Staff resources	
	<ul style="list-style-type: none"> Decide which one (if any) of the proposals best meets the requirements of the City and provides the best financial benefit to the City of Welland. 	P & R Dept.		2007	Staff resources	

7.2 To complete a business plan and site master plan for the proposed soccer fields, stadium and indoor soccer facility to be located off Woodlawn Road, east of River Road (<i>if there is no interest in the proposed public/private partnership initiative to provide this facility, or the City decides not to pursue this option – see Objective 7.1).</i>)	<ul style="list-style-type: none"> Establish a project steering committee to oversee and provide input into the plans. Develop terms of reference for the business plan and site master plan. Hire financial and design specialists to complete a business plan and master plan for the site, including identification of optimum phasing and a financing strategy. (<i>The detailed research on short and long term facility needs for outdoor and indoor soccer will have been completed under Action 7.1.2, as long as the RFQ was pursued to the call for detailed proposals. If the detailed research was not completed under Action 7.1.2, it should be added to this Objective.</i>) 	P & R Dept. P & R Dept. P & R Dept.	Implementation Committee Project Steering Committee Project Steering Committee	2007 2007 2007	Staff & volunteer resources Staff & volunteer resources Staff & volunteer resources; financial & design specialists - \$20,000	
7.3 To complete Phase One of the development of the proposed soccer fields, stadium and indoor soccer facility to be located off Woodlawn Road, east of River Road. (<i>if there is no interest in the proposed public/private partnership initiative to provide this facility, or the City decides not to pursue this option – see Objective 7.1).</i>)	<ul style="list-style-type: none"> Once Phase One development is approved, prepare working drawings and tender specifications. Tender and construct Phase One of the project. 	P & R Dept. P & R Dept.	Staff resources; landscape architect, building architect Staff resources; construction contractor(s)	2008 2008-2009	\$200,000 \$5,000,000	<ul style="list-style-type: none"> Greatly improve indoor & outdoor soccer facilities to support local sports groups & sport tourism events. Improve the inventory of sports fields for other sports groups. Greatly improve the profile of & access to indoor & outdoor soccer facilities for local sports groups & sport tourism events. Provide an indoor venue to also support non-soccer activities. Generate significant annual net revenue (if a public facility).
7.4 To complete a feasibility study and business plan for arena expansion and improvement (<i>if there is no interest in the proposed public/private partnership initiative to provide this facility, or the City decides not to pursue this option – see Objective 7.1).</i>)	<ul style="list-style-type: none"> Establish a project steering committee to oversee and provide input into the study and plan. Develop terms of reference for the study and plan in order to confirm the current need for one additional ice surface for the City of Welland market, examine long term needs for indoor artificial ice in Welland, and determine the best location, facility mix, ownership and management arrangement. Examine at least the following options and the implications of each on existing facilities: i) develop all three ice surfaces at the current site (replace the Youth Arena with a twin pad); ii) locate a twin pad at a new site and decommission the Youth Arena (e.g., Woodlawn Road site, Seaway Mall, Fonthill, other); and iii) move both arenas from the King Street site to a 	P & R Dept. P & R Dept.	Implementation Committee Project Steering Committee	2007 2007	Staff & volunteer resources Staff & volunteer resources	<ul style="list-style-type: none"> Thoroughly explore & rationally decide upon the best short & long term strategy for providing indoor ice facilities for Welland residents & to support sport tourism.

	<ul style="list-style-type: none"> larger, more accessible location and provide three ice surfaces, with one being a spectator arena. Hire planning, financial and architectural specialists to complete the feasibility study and business plan. 	P & R Dept.	Project Steering Committee	2007-2008	Staff & volunteer resources; planning, financial & architectural specialists - \$20,000	
	<ul style="list-style-type: none"> Select the preferred scenario. 	P & R Dept.	Project Steering Committee	2007-2008	Staff & volunteer resources	
7.5 To complete a market study and business plan for a city-scale, multi-facility community/recreation centre.	<ul style="list-style-type: none"> Establish a project steering committee to oversee and provide input into the study and plan. Develop terms of reference for the study and plan to confirm short and longer term needs and priorities for facility mix and timing; an analysis of location and management options; exploration of options for a public gymnasium; and determination of the City's role in providing space to support gymnastics and indoor tennis within this facility or elsewhere in a public facility. <i>Due to the inter-relationships among facilities, location options, etc., it may be appropriate to combine this proposed study with the one proposed for the Rose City Seniors Activity Centre expansion (see Objective 8.1) and possibly the proposed study re: arena expansion/improvement (see Objective 7.4).</i> Hire planning and architectural specialists to complete the feasibility study and business plan. 	<p>P & R Dept.</p> <p>P & R Dept.</p>	<p>Implementation Committee</p> <p>Project Steering Committee</p>	<p>2007</p> <p>2007</p>	<p>Staff & volunteer resources</p> <p>Staff & volunteer resources</p>	<ul style="list-style-type: none"> Thoroughly explore & rationally decide upon the best short & long term phased strategy for clustering & providing a number of indoor sport, recreation & arts facilities that are needed today & in the future. Through clustering on a high profile & accessible site, increase participation; promote leisure, learning & fitness activities; & improve access to residents & visitors.
7.6 To complete a market study and business plan for an outdoor and an indoor performance venue.	<ul style="list-style-type: none"> See Objectives 3.5 and 3.6. 	See Objectives 3.5 and 3.6.	See Objectives 3.5 and 3.6.	See Objectives 3.5 and 3.6.	See Objectives 3.5 and 3.6.	See Objectives 3.5 and 3.6.
7.7 To complete a market study and business plan for a public art gallery.	<ul style="list-style-type: none"> Establish a project steering committee to oversee and provide input into the study and plan. Develop terms of reference for the study and plan to confirm the need for and determine the scope of the facility, examine location options and recommend the preferred site, and develop a business plan. Hire planning and architectural specialists to complete the feasibility study and business plan. 	<p>P & R Dept.</p> <p>P & R Dept.</p> <p>P & R Dept.</p>	<p>Implementation Committee</p> <p>Project Steering Committee</p> <p>Project Steering Committee</p>	<p>2009</p> <p>2009</p> <p>2009-2010</p>	<p>Staff & volunteer resources</p> <p>Staff & volunteer resources</p> <p>Staff & volunteer resources; planning, financial & architectural specialists - \$30,000</p>	<ul style="list-style-type: none"> Thoroughly explore & rationally decide upon the best short & long term strategy for providing a public art gallery. Understand & promote the benefits of an adequate public art gallery.

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Figure 3-8

Goal Eight Invest in the upgrade and/or expansion of EXISTING public leisure facilities.						
Objectives	Actions	Lead Responsibility	Support	Timing	Capital/Human Resources	Outcomes and Benefits of this Objective
8.1 To update the 2003 ‘needs’ research and complete a business plan to refine the plans for expansion and operation of the Rose City Seniors Activity Centre.	<ul style="list-style-type: none"> Define the terms of reference for this work which should include: i) confirmation and update of the 2003 ‘needs’ research by consulting the membership and other older and middle age adults in the market area; ii) consultation with other providers of leisure, social and other services to older adults; iii) examination of other complementary facilities that could be associated with seniors’ facilities on this site (e.g., creative art studios, indoor aquatic facility, fitness facilities, multi-purpose program space, etc.); iv) prioritization of proposed facility components; v) determine land requirements and the possibility of expanding the site; vi) development of the conceptual plan for the expansion/renovation; vii) estimation of capital cost; and viii) development of a business plan to determine operating costs and recommend a management plan. 	P & R Dept./Seniors Co-ordinator	Rose City Seniors Activity Centre Advisory & Foundation boards	2007	Staff & volunteer resources	<ul style="list-style-type: none"> Facility needs, priorities, options, & costs that are specific to older adults will be updated. Current & future needs of older adults from across the City will be included in the market research. The opportunity to incorporate facilities needed for all residents that could comprise a multi-facility community/recreation centre that could be constructed in phases will be explored. The costs & benefits of each option will be identified.
	<ul style="list-style-type: none"> Hire planning, financial and design specialists to complete the study, planning and conceptual design. 	P & R Dept./ Seniors Co-ordinator	Rose City Seniors Activity Centre Advisory & Foundation boards	2007	Staff & volunteer resources	
	<ul style="list-style-type: none"> Complete the study, plan and conceptual design, including recommendations for phasing. 	P & R Dept./ Seniors Co-ordinator	Rose City Seniors Activity Centre Advisory & Foundation boards	2007	Staff & volunteer resources; planning, financial & design consultants (cost included in estimate for feasibility study for multi-facility community/recreation centre – see Obj. 7.5)	
8.2 To complete Phase One of the expansion of the Rose City Seniors Activity Centre.	<ul style="list-style-type: none"> Once Phase One development is approved, prepare working drawings and tender specifications. 	P & R Dept.	Rose City Seniors Activity Centre Advisory & Foundation boards	2008	Staff & volunteer resources; \$200,000	<ul style="list-style-type: none"> The Rose City Seniors Activity Centre will be expanded & improved. Additional community facilities may be included in Phase One. The southern part of Welland will have improved indoor leisure facilities.
	<ul style="list-style-type: none"> Tender and construct Phase One of the project. 	P & R Dept.	Rose City Seniors Activity Centre Advisory & Foundation boards	2008	Initial estimate of \$2,000,000-\$3,000,000	

8.3 To continue to maintain public safety and the structural and mechanical integrity of the Welland (main) Arena and make some improvements to the usability of the facility until it is considered ready for replacement or major renovation.	<ul style="list-style-type: none"> Continue to implement recommendations from the 2005 Pounder Report regarding public safety and the maintenance of the mechanical and structural integrity of the building. (It is estimated that the life expectancy of the roof structure is up to approximately 20 years with investment in remedial repairs.) Through a function and design review, determine a way to add at least two more dressing rooms, and identify and make other appropriate and relatively moderate improvements to upgrade the quality and usefulness of the facility. 	P & R Dept. P & R Dept.		2007/ongoing 2008-2009	\$500,000 (implement Pounder Report) \$15,000 (function & design review) Undetermined cost to add dressing rooms & complete other priority upgrades	<ul style="list-style-type: none"> The structural & mechanical integrity of the facility will be maintained for up to 20 years. Priority improvements will be made to functionality & attractiveness of the facility. Ability of the facility to support sport tourism activities will be enhanced.
8.4 To continue to maintain public safety and the structural and mechanical integrity of the Jack Ballantyne Memorial (Youth) Arena make some improvements to the quality and usability of the facility until it is considered ready for replacement.	<ul style="list-style-type: none"> For as long as the Jack Ballantyne Memorial (Youth) Arena is considered a viable facility or it is replaced by a new facility, continue to implement recommendations from the 2005 Pounder Report regarding public safety and maintenance of the mechanical and structural integrity of the building. In addition, complete a facility condition assessment of the major components (including a complete structural assessment) to determine the remaining life and associated costs to maintain the facility over the next 5 to 25 years. If the facility is to be retained and the necessary structural repairs and upgrades completed, consideration should also be given to replacing the rink boards, expansion and improvement of the spectator seating, improved and additional change rooms, and some cosmetic upgrades to make the facility more comfortable and appealing to customers, especially spectators. 	P & R Dept. P & R Dept. P & R Dept.		2007/ongoing 2007 2007-2008	 \$15,000 \$50-100,000 for structural work plus other costs to be determined	<ul style="list-style-type: none"> The structural & mechanical integrity of the facility will be maintained for 5-15 years. The quality of the facility will be upgraded somewhat if it is to be in service as an arena for more than 5 years.
8.5 To improve outdoor municipal aquatic facilities.	<ul style="list-style-type: none"> Continue to the make the necessary structural, mechanical and safety improvements to the three outdoor aquatic facilities. <ul style="list-style-type: none"> St. George Park pool (replace circulation lines & supply return lines) Maple Park pool (replace filtration system and supply return lines) When Memorial Park pool is deemed ready for replacement in the near future, consider replacement of the main tank and the wading pool with one tank that is designed as a leisure-style pool that incorporates the wading pool function via an area of shallow water and a shallow entry into the pool. The new public building, incorporating change rooms, washrooms, storage and a staff room can likely be smaller than the existing building and should be more attractive and functional. A new mechanical building will also be required and should likely be 	P & R Dept. P & R Dept.		2007 2009 2007-2008	\$150-200,000 \$150-200,000 \$1,000,000	<ul style="list-style-type: none"> The quality & appeal of the City's outdoor aquatic facilities will gradually & significantly improve. New aquatic facilities will have broader appeal, attract more use & the potential for increased revenue. New aquatic facilities will have lower operating & maintenance costs.

	<ul style="list-style-type: none"> incorporated into the public building. As the other two aquatic facilities reach the end of their useful life (after 2011), consideration should be given to replacement of each with a smaller aquatic facility along the lines of the proposed new Memorial Park facility. If the City does not proceed with an indoor pool (after 2011), one of the redeveloped outdoor pools should be designed to accommodate at least four 25 metre swimming lanes. 	P & R Dept.		after 2011	beyond time horizon of this Plan	
8.6 To expand outdoor tennis facilities.	<ul style="list-style-type: none"> In partnership with the Welland Outdoor Tennis Club, add two more lighted hard surface courts at the Hooker Street facility. Conduct an energy audit and implement energy-saving improvements to the Hooker Street Community Centre. Renovate, maintain and promote the tennis courts in Maple and Glenwood parks as unscheduled facilities. If demand warrants, locate two unlighted tennis courts in a park in the northern part of the City (possibly in the City-wide park proposed to be located within the northern development area). 	<p>P & R Dept.</p> <p>P & R Dept.</p> <p>P & R Dept.</p> <p>P & R Dept.</p>	Welland Outdoor Tennis Club	<p>2007-2008</p> <p>2007-2008</p> <p>2007</p> <p>2010-2011</p>	<p>\$60,000</p> <p>Cost to be TBD from the audit</p> <p>\$5,000</p> <p>\$45,000</p>	<ul style="list-style-type: none"> Current & near future unmet demand for organized tennis will be met through expansion of facilities at the Hooker Street site. With potential for an increase in demand from a growing young adult market, there will be increased opportunity to encourage new participants to the sport.
8.7 To establish additional and improve existing physical places where local recreation and related social activities can take place.	<ul style="list-style-type: none"> As more neighbourhood associations form, seek out a suitable location(s) within the boundary of each association to support community-based programming and other activities. The intent is for the City community and volunteer development staff and local neighbourhood associations to work with school boards, churches, service clubs and ethno-cultural groups to find suitable space(s) and negotiate an arrangement whereby that space can be shared with the local association for community activities. Where suitable City space is available, an arrangement would be made for occasional use by the neighbourhood association. Within the first five years of this Plan, set a minimum target of finding suitable space for at least three new associations (e.g., Empire neighbourhood). Priority should be given to the areas of the City that are most deficient in indoor space to support recreation/social activities. Examine the suitability, and management and lease arrangement (to the City) of the building containing the Lynn Pinard Community Centre in the Dain City neighbourhood to ensure optimum value and service (especially in light of recommendations to increase assistance to neighbourhood associations – see Objective 2.1, and the recommendation to increase City involvement with public facilities – see Objective 2.6). 	<p>P & R Dept./CDC</p> <p>P & R Dept./CDC</p> <p>P & R Dept./CDC</p> <p>P & R Dept./CDC</p>	<p>School boards, service clubs, churches, ethno-cultural clubs, etc.</p> <p>School boards, service clubs, churches, ethno-cultural clubs, etc.</p> <p>Dain City Recreation Activity Centre group</p>	<p>2007/ongoing</p> <p>2007-2011</p> <p>2007-2011</p> <p>2007</p>	<p>Staff & volunteer resources</p> <p>Staff & volunteer resources</p> <p>Staff & volunteer resources</p> <p>Staff & volunteer resources</p>	<ul style="list-style-type: none"> Affordable & accessible opportunities to accommodate neighbourhood-based leisure & social activity will gradually increase. Increased interaction & co-operation between the City & other public & non-profit facility providers, as well as neighbourhood-based groups will result. The opportunity for neighbourhood-based activities & interaction (with all of the associated benefits) will increase.

	<ul style="list-style-type: none"> Examine the management arrangement and options for improvement to the physical structure and usability of the Cooks Mills Community Centre to ensure optimum value and service (especially in light of recommendations to increase assistance to neighbourhood associations – see Objective 2.1, and the recommendation to increase City involvement with public facilities – see Objective 2.6). 	P & R Dept.		2007	Staff & volunteer resources; undetermined capital investment	
8.8 To improve the farmers market buildings and experience.	<ul style="list-style-type: none"> As part of the proposed Tourism Destination, Development and Marketing Strategy, explore ways to optimize the ‘market’ experience through possible improvement to the buildings and the site, as well as through improved marketing, programming and the on-site atmosphere. Begin to implement the highest priority recommendations. In the assessment of this facility, consider: improving shade at the north end; providing accessible washrooms; link the historic and new building together, possibly with a retractable roof. 	<p>P & R Dept./Tourism Development Co-ordinator</p> <p>P & R Dept.</p>	<p>Market vendors</p> <p>Market vendors</p>	<p>2007-2008</p> <p>2009-2010</p>	<p>Staff & volunteer resources (cost incorporated into tourism study)</p> <p>Undetermined capital investment</p>	<ul style="list-style-type: none"> Improved customer experience. Improved attendance at the weekly market. Greater opportunity for other uses of market buildings & outdoor area, resulting in increased revenue & value for investment.
8.9 To establish a ‘Capital Reserve Account’ for major repair and replacement of municipal recreation and arts facilities.	<ul style="list-style-type: none"> Determine the current value of municipal indoor and outdoor recreation and arts facilities. Between 1 and 3 percent of the value of facilities should be invested annually in a capital reserve to fund major future repairs and/or replacement of indoor and outdoor facilities. This should be part of the Facility Management Plan being developed by the City. Decide how much to annually allocate to a Capital Reserve Account as more becomes known about upcoming costs for repair, upgrade and replacement (Facility Management Plan is underway). 	<p>P & R Dept.</p> <p>P & R Dept.</p>	<p>Finance Dept.</p> <p>City Council</p>	<p>2007</p> <p>2007/ongoing</p>	<p>Staff resources</p> <p>Annual contribution to be determined once the Facility Management Plan is completed</p>	<ul style="list-style-type: none"> City will be better prepared to finance major repairs, upgrades & facility replacement, especially emergency repairs. There will be a better understanding of future financial obligations.

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Figure 3-9

Goal Nine						
Continue to protect, enhance and celebrate the City's natural, built and cultural heritage assets.						
Objectives	Actions	Lead Responsibility	Support	Timing	Capital/Human Resources	Outcomes and Benefits of this Objective
9.1 To identify, protect and enhance significant natural heritage resources (e.g., wood lots and wetlands, including vernal pools).	<ul style="list-style-type: none"> Review current information and policies from the Niagara Peninsula Conservation Authority, Region of Niagara, MNR and other sources relating to wetlands, woodlots and other environmentally sensitive areas, as well as flood-prone lands. Determine if any Welland-specific research and analysis is required to develop a comprehensive natural heritage inventory, mapping and policies to support the Welland Official Plan (in process) and all decision-making regarding natural heritage matters. 	Planning & Development Services Dept.	P & R Dept.	2007-2008	Staff resources	<ul style="list-style-type: none"> Identification & assessment of the City's natural heritage assets. Better able to protect & enhance the City's natural heritage assets & incorporate them into the public open space system.
		Planning & Development Services Dept.	P & R Dept.	2007-2008	Staff resources	
9.2 To identify, protect and enhance significant built heritage resources.	<ul style="list-style-type: none"> Through the Municipal Heritage Committee, continue to inventory and assess built heritage assets throughout the City of Welland. 	P & R Dept.	Municipal Heritage Committee	2007/ongoing	Staff & volunteer resources	<ul style="list-style-type: none"> Identification & assessment of the City's built heritage assets. Better able to protect & enhance the City's built heritage assets.
9.3 To identify, protect and promote the City's heritage districts (e.g., French Town, former Welland Canal and environs).	<ul style="list-style-type: none"> Through the Municipal Heritage Committee, identify and protect heritage districts throughout the City of Welland. Through the Municipal Heritage Committee, and in concert with the work of the Tourism Development Co-ordinator, promote heritage districts and develop programs and events to celebrate each. 	P & R Dept. P & R Dept./ Tourism Development Co-ordinator	Municipal Heritage Committee Municipal Heritage Committee	2007/ongoing 2007/ongoing	Staff & volunteer resources Staff & volunteer resources; undetermined investment to promote heritage districts	<ul style="list-style-type: none"> Identification, documentation & description of the City's heritage districts. Better able to protect, enhance & promote the City's heritage districts. Better able to integrate heritage districts into the City's tourism strategy.
9.4 To promote and celebrate the City's cultural, natural and built heritage resources.	<ul style="list-style-type: none"> Through a co-ordinated and co-operative effort among at least the Welland Heritage Council and Multicultural Centre, the Municipal Heritage Committee, the Tourism Development Co-ordinator and the Welland Recreational Canal Corporation, take steps to promote and celebrate the City's cultural, natural and built heritage resources on an on-going basis (building on events like Doors Open Niagara, the Niagara Food Festival, the Annual Welland International Luncheons, the Welland Heritage Council Annual Forklore Festival, the Welland Rose Festival, Canada Day celebrations, Cinefest Niagara, the Festival of Arts at the Welland Historical Museum and Winter Carnival, etc.) 	P & R Dept./ Tourism Development Co-ordinator	Welland Heritage Council and Multicultural Centre, the Municipal Heritage Committee; WRCC Planning &	2007/ongoing	Staff & volunteer resources; undetermined investment to promote the City's cultural, natural and built heritage resources (some investment identified under other objectives)	<ul style="list-style-type: none"> Better able to appreciate, celebrate & enjoy the attributes & benefits of the City's cultural, natural & built heritage resources. Better able to integrate cultural, natural & built heritage resources into the City's tourism strategy. The City's cultural, natural & built heritage resources are much better understood, promoted, cherished, & protected.

	<ul style="list-style-type: none"> Seek opportunities to much better promote and protect the City's natural heritage assets (expansion of the trail system to better interact with natural heritage areas, post information on the proposed city-wide leisure opportunities web site (see Objective 1.2), develop literature to promote the existence and protection of natural heritage assets, complete a natural heritage plan for Welland (see Objective 9.1), etc. 	P & R Dept.	Development Services Dept.; proposed Welland Trail Committee	2007/ongoing	Staff & volunteer resources; undetermined investment to promote the City's natural heritage assets (some investment identified under other objectives)	<ul style="list-style-type: none"> Better able to integrate cultural, natural & built heritage resources into the City's tourism strategy.
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Section Four: Supplemental Recommendations

Due to the subject matter and level of detail, the following recommendations, contained in Sections 4.1 to 4.6, have been prepared as *supplemental* to the Strategy for Action and other components of the overall Plan.

4.1 Future Municipal Role in Leisure Services and Tourism in Welland

The Parks and Recreation Department

Currently, the role of the City of Welland Parks and Recreation Department focuses mostly on traditional parks and recreation facilities and services. See Section 3.1 in the Background Report for details and analysis. In 2006, the role of tourism development and co-ordination was added to the Parks and Recreation Department, to be implemented via a Tourism Development Co-ordinator to be hired in 2006. The responsibility for the recreational canal lands and water lies with the independent Welland Recreational Canal Corporation, even though the land and water is owned by the City, and the resource is recreation-, natural heritage- and tourism-oriented.

As was noted in the Background Report, the community and volunteer development roles of the Parks and Recreation Department are underdeveloped and the municipal role in arts and culture services is very weak. Direct programming services are also underdeveloped, due in part, to insufficient and inadequate facilities in a good number of areas of leisure interest. Another barrier is the relatively high cost to access and the uncertain availability of public school facilities such as gymnasias and multi-purpose rooms.

The ability of the Parks and Recreation Department to maintain existing indoor and outdoor leisure facilities along with all other municipal facilities is becoming increasingly challenged due to the number of available staff and the maintenance budget, neither of which have kept pace with increased responsibilities and an expanding facility base. Maintenance of facilities other than leisure facilities such as fire stations and the Civic Centre take priority, leaving increasingly fewer resources available each year to maintain leisure facilities.

The process to prepare this Parks, Recreation and Culture Plan, along with local and national trends in leisure indicate steadily increasing interest in arts, culture, linear recreation, themed events, nature-oriented activities, water-based activities, higher quality leisure experiences, less structured programming, a holistic wellness perspective, and self-fulfilling/learning activities that provide a wide range of benefits and good value. There is also a significant shift toward an adult-oriented market, as the Baby Boom generation continues to age and there are fewer children and youth available to participate. This is in addition to traditional team sports and recreation activities where, although some are in slow decline,

there is still significant demand and well established political clout from some well established groups. Another very large local interest is in enhanced support for volunteer-based provision of programming and facilities. There was also strong desire expressed by the community and stakeholders for much better marketing of leisure opportunities in Welland and area. Finally, the traditional separation of community-based recreation and arts activities, and the facilities and programming associated with tourism is diminishing.

Municipalities must gradually shift gears to respond to these changes in demand, expectations, markets, style of provision and the increasing role of the commercial sector, which in some areas, is responding better and more quickly to these shifts.

Therefore, it is recommended that City of Welland improve, expand and change its role in leisure services and tourism. The following objectives highlight suggestions for change:

- ☐ To significantly expand the department's role in community and volunteer development through a strong community development philosophy, and experienced and well trained staff dedicated to this service.
- ☐ To expand direct programming to provide more services to all ages and a wider range of leisure interests in sync with improving and expanding indoor and outdoor recreation and arts facilities, supported by a full time Program Co-ordinator.
- ☐ To increase services to the arts sector through improvement to and expansion of facilities, increased direct programming, marketing assistance, partnerships with arts groups, volunteer/board development, and financial support to arts groups, supported by a full time Arts Co-ordinator.
- ☐ To incorporate an effective tourism development and co-ordination role to assist the tourism industry in Welland through encouragement, facilitation and support of communication and co-operation among industry stakeholders, with a focus on sport tourism and festivals.
- ☐ To increase the City's system-wide leadership in the leisure services sector through:
 - promotion of closer ties and increased communication and co-operation among key providers;
 - co-ordinated and shared research and planning, particularly regarding programming and facility development;
 - encouragement of co-ordinated marketing of leisure opportunities across the City and beyond via improved and additional communication techniques, and supported by increased sponsorship/advertising revenue;
 - increased joint ventures in programming and facility development; and
 - encouragement and co-ordination of shared staff training opportunities, and information and educational resources.
- ☐ To increase City involvement in the use and management of public facilities.
- ☐ To forge a stronger and more consistent link with community stakeholders and residents.
- ☐ To complement rather than compete, as long as demand is sufficiently met by others and there is reasonable access for all residents.
- ☐ To increasingly seek beneficial opportunities for partnering with other public agencies, and the non-profit and commercial sectors.
- ☐ To continually promote the benefits of parks/open space and the opportunity of leisure to other providers, decision makers and the community.
- ☐ To rename the Parks and Recreation Department to better reflect the expanding roles in tourism, and arts and culture.

The Welland Recreational Canal

To be most effective in the long run, the planning for and programming, marketing and operation of the Welland Recreational Canal must become more closely associated and aligned with the Municipal leisure service and tourism operations, as well as the City's financial and land use planning functions. To have a 700+ acre park and water resource running through the middle of the urban area of Welland that is owned by the City and does not relate very closely to the municipal leisure services and tourism operation is extremely unusual, and will soon become an impediment to the optimization of this public asset. That is further complicated by the fact that funding to support maintenance and development of the asset is tied to a conservative revenue stream generated from a \$16 million reserve, \$3.8 million of which is earmarked for an environmental audit and clean-up. Of concern is the likelihood that decisions about how to develop and manage the resource will be driven in large part by the need to generate considerable additional capital and operating funds.

One specific recommendation is to ensure that there is some cross membership on the WRCC board of directors and the proposed citizens committee to assist with the implementation of this Parks, Recreation and Culture Plan.

4.2 Community and Volunteer Development

Introduction

Community development and volunteer development are related but not the same. A person skilled in community development is not necessarily knowledgeable about volunteer development practices. Some skills differ between the two roles, although ‘developing’ people (volunteer development) is one aspect of community development.

Definitions

Community Development

Community development is a ‘process’ or ‘practice’ that involves bringing the members of a community together to discuss ideas, solve problems, provide programs and services, etc. In a community development environment, everyone works together for the mutual benefit of all. If design and delivery of recreation services is the end goal, then the partners (individuals, community leaders, agency staff, etc.) work together, sharing their resources and skills to design and deliver the services that will best meet the needs of the entire community. A community development philosophy is based on a belief in certain values like – collaboration, networking, partnerships, respect for diversity of culture and opinion, democratic decision making, co-operation to meet goals, etc.

The expectations and roles of each partner or stakeholder must be clear. The end result takes time to develop and much consultation will occur before a final model is developed that satisfies everyone. A community development staff can provide the leadership and facilitation skills to bring the partners together, network with those who need to be part of the end result, and provide some of the resources (staff time, funds, space, clerical, training, etc.) to support the work of the community. The community development staff person becomes a ‘resource’ within the process. The end result is most often that the individual community group or sector eventually assumes the leadership role. Education and training might be needed along the way for some or all of the partners. Facilitation, networking, resourcefulness, negotiation, people-centered, analytical, communication and planning are some of the skills of a good community development person. Being approachable, non-judgmental, friendly, a good listener, and having a great personality are qualities often found in those who like to work with others to make changes happen. Community development is a *change* process.

Community development is often a lengthy process, and once a group is formed and well functioning, the community development staff role changes to that of ongoing support and maintenance, determining what the group will need to keep it functioning at a high level. The community

development staff person may be needed at different times for different reasons. Start-up of a new group or resurrection of a group in serious decline are often the circumstances where the most time, effort and skills are required.

Volunteer Development

A large component of community leisure services is working with staff from other organizations and volunteer-based community and leisure groups and organizations, especially if the municipality embraces a community development approach to assist with the planning and delivery of services.

At one time, when people asked for volunteers to do valuable work they came forward and did it. Times have changed dramatically, especially in the past ten years. We now know that in order for the efforts of volunteers to be consistent, efficient and valuable, they need ‘support’ to do what they do. Volunteer development is putting the structure and systems in place that allow volunteers to optimize their efforts. Volunteer development occurs within the framework of community development. Helping volunteers work together; meetings management; policies and procedures; leadership training; program development; project management; recruitment and retention; orientation and training; and evaluation and recognition are key elements of helping to develop and nurture the volunteer base that will deliver the services determined through the community development and community-based planning and provision processes.

Volunteerism and Volunteer Management

The following highlights reasons why a volunteer management system is increasingly needed for services that rely on volunteers.

Many non-profit organizations continue to believe that engaging volunteers to deliver direct and indirect services, is something that ‘just happens.’ Nothing could further from reality. Cumulative research on engaging volunteers has provided clear directions for the voluntary sector.

Two reports produced by the Urban Institute in 2004 (‘Volunteer Management: Practices and Retention of Volunteers’ and ‘Volunteer Management Capacity’) indicated the following:

“Why focus on volunteer management? The prevailing wisdom is that unless organizations pay attention to issues of volunteer management, they will not do a good job of recruiting, satisfying, and retaining volunteers.

The UPS Foundation in 1998 discovered similar results in a study of theirs that revealed that ‘two-fifths of volunteers have stopped volunteering for an organization at some time because of one or more poor volunteer management practices. The main reasons were: i) the organization did not make good use of a volunteer’s time or talents, and ii) volunteer tasks were not clearly defined. The study warned that ‘poor volunteer management practices result in more lost volunteers than people losing interest because of changing personal or family needs.’

A study titled ‘Making the Most of Volunteers’ (www.ppv.org) by Grossman and Furano identified three elements as crucial to the success of any volunteer program.

1. **Screening** potential volunteers to ensure appropriate entry and placement within the organization;
2. **Orientation and training** to provide volunteers with the skills and outlook needed; and
3. **Management and ongoing support** for volunteers by paid staff to ensure that volunteer time is not wasted.

They concluded that ‘no matter how well intentioned volunteers are, unless there is an infrastructure in place to support and direct their efforts, they will remain ineffective at best or, worse, become disenchanted and withdraw, potentially damaging recipients of services in the process.’

The Urban Institute report concluded that ‘Volunteer management capacity is a function of two things: i) staff support and ii) the adoption of relevant administrative practices necessary for the effective management of volunteers.’

Let’s examine what these administrative practices might be. Both MacKenzie and Moore (1988) and Linda Graff (2005), developed models for volunteer management that focused on the support given to volunteers in order to retain their services. The models were labeled the ‘Volunteer Retention Cycle’ and the ‘Volunteer Involvement Cycle’. Inherent in both of these approaches is a cyclical, ongoing relationship with volunteers that is built on solid, well founded practices.

Trends in Volunteering

Millions of Canadians continue to play a vital role by volunteering in their communities. Over the years, a number of shifts in volunteer participation have been noticed. Three significant reports on volunteering were produced between 1997 and 2004 (National Survey of Giving, Volunteering and Participating) from which to draw and compare data on volunteering in Canada. Volunteer Canada has identified the following top ten trends in volunteering:

1. Much comes from the few. 11% of Canadians accounted for 77% of volunteer hours (2004 study).
2. The ‘new volunteer’:
 - More young people volunteer to gain work-related skills.

- An increasing number of seniors who travel or have multiple activities have less time available for volunteering.
 - More new Canadians volunteer to develop work experience and to practice language skills.
 - More persons with disabilities view volunteering as a meaningful way to participate in community life.
3. Volunteer job design – the best defense against changing demographics and fluctuations in funding.
 4. Mandatory volunteering – programs through Workfare, Community Service Order and school mandated community involvement have created a new category of volunteers called ‘voluntolds.’
 5. Volunteering by contract - volunteer commitment is a negotiated and mutually beneficial arrangement rather than a one-way sacrifice of time by the volunteer.
 6. Risk management – related to job design and helps to ensure ‘the right volunteer for the right reason in the right activity’.
 7. Borrowing best practices – the voluntary sector has responded to the changing environment by adopting corporate and public sector management practices, including standards, codes of conduct; accountability and transparency measures; and the demand for evaluation, outcome and import measurement.
 8. Professional Volunteer Management – managers of volunteers are working toward establishing an equal footing with other professionals in the voluntary/non-profit sector.
 9. Board governance: challenges and contradictions.
 10. Volunteer development – is a pro-active response to the declining numbers of volunteers. By offering opportunities for training and growth, managers of volunteer resources can recruit and engage new volunteers while retaining current participants.

Volunteering in Welland

The following description of current conditions in Welland has been adapted from the Background Report prepared for this Parks, Recreation and Culture Plan.

Although community development is strongly within the mandate of the Parks and Recreation Department and was promoted as an essential component of the philosophy of service delivery through a 1995 review, this indirect provision role is currently under-developed within the Department. The Department does not have a philosophy of volunteer engagement. Staff do not play a significant or proactive role in community or volunteer development. There is no plan or process to replace a volunteer group or individual if they decide to cease their role. The Department does not provide training or any professional advice for volunteers or engage in the nurturing of new groups, unless asked by a group. The volunteer recognition program is limited principally to an annual volunteer recognition night, which is only for the two remaining neighbourhood recreation associations.

Over the years, established neighbourhood recreation (and other volunteer-based) groups have not availed themselves of the assistance and advice that could be available from municipal staff, other than financial and logistical assistance. In some instances, groups have requested municipal staff to ‘step back and leave them alone’. This response is unusual and may be symptomatic of municipal staff not embracing the philosophy and being trained in community and volunteer development. Of the five neighbourhood recreation associations that existed in 1995, only two remain. The two that exist provide only limited recreation programming in their communities. In the parts of the City where there is no neighbourhood recreation association, there is no community-specific programming being offered. Currently, Parks and Recreation Department staff are working with a neighbourhood group in the area of Empire Elementary School in the southeastern part of the City. This is an older area of the City and one with severe parkland deficiency. A neighbourhood association has established itself in the Aqueduct Park area in response to issues about ‘their’ park. This political purpose has become a catalyst for the desire for social activities that will engage the neighbourhood around more positive and enjoyable activities. The process of the ‘birth’ of this group would have been much more positive and less confrontational if the Municipality had been able to work with them from the beginning, utilizing a community development approach.

In Welland, there is no policy to define how to provide funding or other assistance support to groups. The City has an historical relationship with a few groups and provides annual funding and/or in-kind assistance to groups such as the Dain City Recreation Activity Centre (the City rents a private gymnasium and classroom in the community and the group operates their own programs), the Sherwood Activity Centre/group (organizes a city-wide minor softball program – the City pays for shirts, equipment and provides ball diamonds at no charge), and the Welland Projects Association (the City provides an annual grant of \$18,000 to help fund the Santa Clause Parade, a Winter Carnival, a Halloween Party, the Toys for Tots Concert, and March Break free skates). In each case, the Department has no influence regarding the nature or quality of the program, cost, promotion, etc, and does not provide any community development assistance.

If a new group approaches the City for assistance, there is no policy or guidelines to define how the City might assist from a financial or any other perspective.

In 2005, the Parks and Recreation Department assisted with the development of the relatively new Youth Advisory Committee, that was initiated by the Mayor.

Other than the City role to operate the Rose City Seniors Activity Centre and work with their board and foundation, municipal staff do not work with older adult groups in the City to assist with their development or to help co-ordinate older adult leisure services city-wide.

Within the Parks and Recreation Department, there are two staff who are involved in a limited way in volunteer development, and to an even more minor extent, in community development.

Recommendations

Objective 2.1 within the **Strategy for Action** listed 17 recommendations to increase the emphasis on and investment in community and volunteer development within the leisure services sector. The recommendations define the role of the Parks and Recreation Department in this delivery model and involve the following:

- ☐ philosophy,
- ☐ staffing requirements,
- ☐ development of a five-year Community Development Strategy for the municipal leisure services sector (based in part on the recommendations in this Plan),
- ☐ development of policies, procedures and agreements,
- ☐ purchase and application of supportive software,
- ☐ development of relevant databases,
- ☐ research into gaps in service and communities in need,
- ☐ building and maintaining networks,
- ☐ assembling and sharing resource material and other information within the entire municipal staff network and throughout the community (from leisure services to planning, library services and policing),
- ☐ establishing relationships, nurturing existing groups and encouraging new volunteer-based groups,
- ☐ determining and delivering required training,
- ☐ promotion of the value and philosophy of community and volunteer development, and
- ☐ comprehensive and effective volunteer recognition.

Increasing the investment in volunteer development is one of the cornerstones of this Plan, and is fundamental to the effective and efficient delivery of leisure services and improved quality of life in Welland.

4.3 Open Space and Leisure Facility Planning and Provision Guidelines

Introduction

This section is intended to present a comprehensive understanding of ‘open space’ in a municipal setting, the functions and value of open space, and to recommend:

- ☐ how parks and associated open space can be best categorized to assist with planning and provision of open space and leisure facilities;
- ☐ a suitable amount of municipal parkland for Welland;
- ☐ guidelines for acquiring suitable park sites;
- ☐ guidelines for planning and designing municipal parks; and
- ☐ techniques to acquire municipal parkland or cash-in-lieu of parkland.

Also included are recommended Welland-specific provision guidelines for leisure facilities.

Definition of Open Space

The following is recommended as a *functional* definition of open space for this Plan.

As a land use, **open space** can be defined in both very narrow and very broad terms. The emphasis is typically on *recreation* and/or *natural heritage*. When narrowly defined, open space usually refers only to municipal or other public parkland, and particularly land used for ‘active’ recreation purposes. When broadly defined, open space can include any open area that is not occupied by a building or other non-recreation structure. This can include: municipal parkland, other open space/undeveloped land owned by a public agency, education lands, parking lots and other hard-surfaced areas on school grounds and in parks, golf courses, natural heritage lands, and other like land uses. Such open space may be freely accessible to the general public; be publicly available with some restrictions such as a membership, entry or rental fee; or be entirely privately owned and completely restricted to the general public.

For the purposes of this Parks, Recreation and Culture Plan and in keeping with the character of the City of Welland, *open space* will be defined as: **an outdoor area, either public, quasi-public or commercially owned, that is *available* to the public to use for active and/or passive leisure pursuits, including natural heritage areas that are either publicly owned or subject to a conservation easement or trust.**

‘Availability’ may be either on a user-pay or membership basis such as a golf course or a conference centre, or on a no-charge basis as is the case with a municipal park, school lands and Welland Recreational Canal Corporation lands. Some open space lands may contain environmentally sensitive areas (e.g., wetlands or steep slopes) where human use should be restricted or carefully controlled to protect fragile environments and for public safety. For some open spaces, the community benefit is simply the sense of openness that the lands provide, especially in highly developed areas, and the knowledge that these lands are providing important environmental benefits.

Functions and Benefits

Open space can also be defined according to the **functions** that it can perform and the **benefits** it can provide; such as:

- ☐ supporting active and passive recreation pursuits;
- ☐ preservation, buffering and rehabilitation of natural heritage resources;
- ☐ retention and cleansing of storm water runoff;
- ☐ preservation and creation of wildlife corridors;
- ☐ containment of areas that are hazardous to development (e.g., steep slopes and areas susceptible to flooding);
- ☐ beautification and provision of soft contrast to the built environment;
- ☐ structuring urban form (linking compatible and separating incompatible land uses); and
- ☐ providing land use variety and visual relief.

These functions are not listed in order of importance, and most open space lands perform more than one function. All of these functions parallel the well documented benefits of parks and recreation (personal, social, economic and environmental). See Section 4.4 titled ‘The Benefits of Improved Parks, Open Space and Leisure Facilities’.

Jurisdiction and Land Use

As introduced in the Section 3.3 of the Background Report, open space can also be organized or categorized according to *jurisdiction* and *land use*. While the City of Welland is a major provider of open space, other agencies and groups (both public, non-profit and commercial) contribute significantly to the open space system. The following broad categories of jurisdiction and land use have been utilized to further define and describe open space for this Parks, Recreation and Culture Plan:

- ☐ City of Welland parkland
- ☐ the city-owned Welland Recreational Canal Corporation land and water,
- ☐ other open space/undeveloped lands that are owned by the City,
- ☐ educational lands,

- ☐ open space lands owned by non-profit organizations (e.g., service clubs, ethno-cultural clubs/groups, Region of Niagara Fairgrounds),
- ☐ utility corridors,
- ☐ Region of Niagara lands,
- ☐ St. Lawrence Seaway Authority lands,
- ☐ cemeteries, and
- ☐ private/commercial recreation lands (e.g., golf courses, Niagara Motorcycle Raceway).

Open Space and Facility Hierarchy

As introduced in Section 3.3 of the Background Report, it is recommended that parks and other public open space in Welland be organized into **three** categories, based primarily on size, ‘drawing power’, significance and special features.

- ☐ **Regional** (e.g., Merritt Park, Niagara Region Exhibition grounds, WRCC lands, Niagara College)
- ☐ **City-wide** (e.g., Chippawa Park, Maple Park, Memorial Park, Woodlawn Park, parkland along the Welland River, the land that supports the arenas and the Seniors Centre, Notre Dame College School)
- ☐ **Neighbourhood** (e.g., Ricelawn Park, Rolling Acres Park, Manchester Park, Trelawn Park, Bermus Park, Glen Park, isolated walkways that are engineered into residential areas, elementary schools)

In Figure 4-2 (page 70), the scale of facilities that are ideally associated with each category of park/open space are identified to make the link between each category of open space and suitable facilities.

Classification of each park into one of the categories of the hierarchy is based on a combination of the following criteria:

- ☐ The established ‘draw’ or attraction of the park and its facilities (or the potential of its ‘draw’, if it is currently undeveloped or underdeveloped);
- ☐ Size – typically, the larger the site, the higher it is in the hierarchy, although a small park can be categorized as City-wide or Regional if it has been developed as a specialty park that attracts most park visitors from beyond the local area (e.g., Merritt Park);
- ☐ Location in an area that is clearly not within or associated with a residential neighbourhood (e.g., parkland along the Welland River or the Recreational Canal); and
- ☐ Uniqueness.

Although some parks meet the criteria of more than one category and serve the purpose of more than one type of park, the most suitable category has been selected. Two examples include Maple Park and St. George Park, which, although they are classified as City-wide parks (based on size and scale of many of the facilities), they also serve a neighbourhood park function for the nearby residential area.

There are three parks that, due to their size and location should be classified as Neighbourhood parks, but because of the way they have been developed, they have to be classified as City-wide parks. They include:

- ☐ Burger Park (size and location suggests Neighbourhood park),
- ☐ Plymouth Park (size and location suggests Neighbourhood park), and
- ☐ St. George Park (the large size and some of the higher order facilities and uses suggest City-wide, but location and some of the smaller scale facilities and local uses also suggests it be classified as a Neighbourhood park).

As of July, 2006, the amount of land associated with each of the three classifications of City parkland are as follows:

- ☐ Regional 21.45 acres (8.69 hectares) – not including the lands leased from the St. Lawrence Seaway Authority (SLSA)
- ☐ City-wide 356.99 acres (144.7 hectares)
- ☐ Neighbourhood 118.16 acres (47.85 hectares)

Utilizing the estimated 2006 population of Welland (52,300), the following would be the ratio of municipal parkland to population for each of the three categories in the hierarchy.

- ☐ Regional 0.41 acres/1000 population (0.17 hectares/1000)
- ☐ City-wide 6.83 acres/1000 population (2.77 hectares/1000)
- ☐ Neighbourhood 2.26 acres/1000 population (0.91 hectares/1000)

The ratio of total municipal parkland to population is 9.5 acres (3.85 hectares)/1000.

Not including the WRCC lands and the SLSA lands that are leased to Welland, the City parkland ratios are in the average range. A good ratio of Neighbourhood parkland is between 2 and 2.5 acres/1000 population. An acceptable ratio of *total* municipal parkland is in the order of 10 acres/1000 population. The distribution of open space between City-wide and Regional parkland varies widely among municipalities, depending on how parkland is categorized and organized, the amount of natural heritage land available and included in the inventory, the way sports parks are arranged, whether a regional municipality (with its parkland) or provincial parkland is included, etc.

When the WRCC and leased SLSA lands are added to the Regional parkland category, the total quantity open space considered to be public parkland increases to 506.7 acres (205.2 hectares), and the ratio increases to 9.69 acres (3.92 hectares)/1000 population. When the WRCC and

leased SLSA lands are added to the total of all municipal parkland, the total quantity increases to 981.87 acres (397.75 hectares), and the ratio increases to 18.77 acres (7.61 hectares)/1000 population. Those totals and ratios are well above what is typical for most communities.

Parkland and Leisure Facility Standards/Guidelines

Introduction

This section contains standards or guidelines for the provision of City parkland and leisure facilities. Also included are guidelines to assist with the selection of quality parkland sites, and the association of ideal types and levels of facilities to each of the three categories of parkland.

Planning Guidelines

Figure 4-2 (page 70) contains the recommended planning guidelines for each category of parkland and associated open space. The guidelines cover purpose, types/jurisdictions of open space, location guidelines, typical draw, typical uses, level and type of associated facilities, range of size, minimum frontage requirements, requirement for tableland, relationship to adjacent land uses, and other recommended characteristics.

Parkland Standards

The parkland standards outlined in Figure 4-1 below are intended as targets or guidelines for the acquisition of City parkland. All other public and publicly available open space such as: education and conservation authority lands, Region of Niagara lands, golf courses, storm water management sites, other (non-park) municipal open space, etc. will augment these targets and are considered to be *in addition* to these standards.

For the ‘neighbourhood’ level of City parkland, the recommended standard should be tableland-quality. Any non-tableland property acquired as Neighbourhood parkland should be *in addition* to this provision target.

Since the ‘city-wide’ and ‘regional’ levels of parkland are intended for both active and passive uses, there is no requirement for each site to be comprised entirely of tableland. However, since a key role of these levels of parkland is to support higher level sports fields and indoor facilities, there is a requirement for sufficient tableland in each category to support these functions.

Natural Heritage Lands

Even though Welland does not contain a large quantity of open space that can be classified as ‘natural heritage/environmentally protected lands’, there is an opportunity for the Municipality to continue to acquire open space that is categorized as natural heritage and hazard lands. This will occur principally within the urban area through the development process. Since most of these lands will fall into the ‘city-wide’ level of parks/open space, an above average standard of provision of Municipal parkland in this category has been established.

Natural heritage/environmentally protected lands should *not* be accepted as parkland dedication pursuant to the Ontario Planning Act.

Recommended Provision Standard for Municipal Parkland by Category

Figure 4-1

Level of Parkland	Recommended Provision Standard
Regional*	1.0 acre/1000 population (0.4 hectares/1000 population)
City-wide**	6.5 acres/1000 population (2.6 hectares/1000 population)
Neighbourhood***	2.5 acres/1000 population (1.0 hectare/1000 population)
Total	10.0 acres/1000 population (4.0 hectares/1000 population)

* The Regional level of City parkland will be supplemented significantly by lands under the jurisdiction of the WRCC. Allowance has to be made for the imminent acquisition of parkland in the Woodlawn Road/River Road area, which, due to its proposed use for high level sports facilities, should be classified as Regional parkland.

** An undetermined portion of the City-wide category of parkland will be comprised of natural heritage lands.

*** Almost all Neighbourhood parkland should be tableland. Any lands acquired for Neighbourhood parkland that are not tableland should be in addition to the recommended standard. Connecting walkways are included within the Neighbourhood level of parkland.

As a point of reference, the *current* ratios of Neighbourhood, City-wide and Regional-level parkland are:

- ☐ Regional 0.41 acres/1000 population (0.17 hectares/1000)
- ☐ City-wide 6.83 acres/1000 population (2.77 hectares/1000)
- ☐ Neighbourhood 2.26 acres/1000 population (0.91 hectares/1000)
- ☐ **Total** **9.5 acres/1000 population (3.85 hectares/1000)**

Provision of Parkland and Associated Open Space

Introduction

To ensure the provision of adequate public parkland and other publicly available open space, the following acquisition policies and guidelines are recommended. Some policies relate specifically to acquisition of municipal parkland, while others focus on the role of other agencies and groups in the public, quasi-public and private/commercial realms.

Acquisition Techniques

Land required to meet the need for public open space in accordance with the policies and directions of this Parks, Recreation and Culture Plan and the City Official Plan (under development) should be acquired primarily by the use of:

- i) parkland dedication pursuant to the Ontario Planning Act as a condition of subdivision of land, redevelopment or severance of land;
- ii) money received for park purposes as a condition of approval, or consent or in lieu of required parkland dedications pursuant to the Planning Act;
- iii) municipal funds allocated annually to the proposed 'Parkland Acquisition Reserve Account';
- iv) other funds allocated to the purchase of public parkland by the City;
- v) classification/identification of selected undeveloped municipal lands as parkland;
- vi) donations and bequeaths (land and/or money to purchase open space);
- vii) lease agreements/easements/trusts;
- viii) shared use/management agreements;
- ix) property exchange;
- x) land donated or offered for sale by a conservation authority; and
- xi) land provided for park purposes by the Provincial and Federal governments.

The City could also lease undeveloped private and other government lands within any land use designation and contribute to site improvements for outdoor recreational facilities when necessary to satisfy public demand for such facilities. An example would be the lands in the Dain City area that are leased from the SLSA.

Development Contributions

a) Conveyance of Land

As a condition of subdivision of land, development and redevelopment, or severance of land, Council must require conveyance of land to the Municipality for park purposes in accordance with the Ontario Planning Act and the City of Welland Official Plan (under development). If the cash-in-lieu of parkland provision is exercised, the land value is to be calculated at the time of issuance of the building permit.

The following policies and strategies are recommended:

- ☐ When the following types of open space are conveyed to the City, these lands should **not** be included as part of calculation of parkland dedication pursuant to the Planning Act:
 - connecting walkways and sidewalks;
 - grade separations;
 - lands required for storm water management;
 - valley and stream corridors, including recommended setbacks as per the City Official Plan, and lands prone to flooding;

- ESAs, ANSIs, and wetlands, including appropriate setbacks as per the City Official Plan;
 - woodlots, unless they are an integral part of a park site recommended by the City for dedication pursuant to the Planning Act;
 - a recreational buffer/corridor between a roadway and a natural area where single loading of residential development is planned; and
 - lands containing heritage resources, including archaeological resources and sites.
- The City may accept a park dedication of lands other than those contained within the particular subdivision or development plan as long as sufficient Neighbourhood parkland is available within the development area or will be subsequently acquired.
- Land dedicated for park purposes pursuant to the Ontario Planning Act is intended primarily to fulfil the requirements for Neighbourhood parkland needs. However, in certain cases determined by the City, such dedicated land may be utilized for City-wide and/or Regional-level parkland. In all cases, land dedicated for park purposes should only be accepted when minimum site and location standards and site preparation have been deemed acceptable by the City. (Refer to Figure 4-2.)
- It is recommended that the City not miss any opportunities to also acquire the **maximum** allowable land for park purposes or cash-in-lieu of parkland from commercial and industrial development and redevelopment projects pursuant to the Ontario Planning Act.

b) Cash-in-Lieu of Parkland

When appropriate, the City requires, in lieu of conveyance of land for park purposes, a fixed cash payment per dwelling unit proposed (value to be calculated at time of building permit). Cash-in-lieu of parkland should only be accepted when it can be determined that adequate parkland and recreational facilities are available or are being appropriately provided elsewhere within the immediate area, or when it is inappropriate to accept such lands because they do not meet the minimum site standards and location criteria required for park purposes. However, every effort should be explored to assemble suitable land for dedication if parkland is needed in the area. It is sometimes advantageous to assemble dedicated land from two or more adjacent developments in a way that a well located park site of adequate size and quality can be secured.

Cash payment in lieu of conveyance of land for park purposes shall be in accordance with the Ontario Planning Act. The City may apply cash-in-lieu funds to park acquisition or development in any area of the Municipality which is deemed to be deficient in either parkland or recreational facilities.

Designate Sites in Advance

In areas where development is planned, it is recommended that the City designate sites for parks in advance of development, based on the recommended planning guidelines in this Parks, Recreation and Culture Plan. See Figure 4-2.

Parkland Acquisition Reserve Account

It is recommended that the Municipality initiate a Parkland Acquisition Reserve Account into which an annual contribution of a minimum of \$50,000 be made, beginning in 2007. This initiative will allow funds to accumulate so there is a reserve earmarked specifically for the purchase of parkland to supplement funds acquired through cash-in-lieu of parkland dedication and other means. Sometimes, parkland acquired through dedication will not be sufficient to meet Neighbourhood parkland targets. From time to time, the Municipality will need to purchase additional lands for park purposes, especially to meet the target for tableland-quality City-wide or Regional-level parkland, to continue to acquire waterfront lands, and to enlarge existing parks as opportunities arise.

Recommended Provision Guidelines for Selected Leisure Facilities

Provision guidelines have been recommended for relevant leisure facilities to assist with the assessment of adequacy of current supply and to help determine when additional facilities will be required. These guidelines are based on Welland-specific conditions and characteristics including: participation patterns and levels, current unmet demand, over-supply and other circumstances. They also account for leisure activity trends as discussed in Section Four of the Background Report. For some types of facilities, a provision guideline or standard is irrelevant or too difficult to quantify and therefore determine. Examples include picnic areas, golf courses, multi-purpose/community halls, meeting rooms, beach volleyball courts, and fine/creative art studios. For some facilities, the appropriate provision guideline is *one per community* (for a municipality the size and character of Welland).

Every five years, it will be important to check the provision guidelines and adjust as required.

Figure 4-3 below contains the recommended provision guidelines for selected facilities.

Hierarchy and Planning Guidelines
Open Space and Leisure Facilities - City of Welland, 2006

Introduction

This hierarchy is intended to categorize parks, other open space and leisure facilities into three distinct levels of provision. The classification system will help to differentiate parks and other open spaces intended to serve close-to-home needs from those intended to attract most of their use from across the entire City and beyond. The size and scale of leisure facilities should match the three levels of parks/open space in the hierarchy.

Regional

- The scale, size and appeal of the parks/open spaces and facilities in this category are intended to attract *most* visitors from across the Municipality and beyond.
- Includes: municipal parks, Welland Recreational Canal lands, Seaway Authority lands (with recreation potential), post secondary education lands, potential conservation authority lands, designated and publicly owned wetlands and other natural heritage areas, utility corridors, other prominent linear open space corridors/parks, golf courses, heritage sites/museums, and other similar sites.
- Typically attract day-use activities, but could include a campground.
- Generally should incorporate indoor and outdoor facilities that are high order/major in scale and quality - often clusters of similar facilities such as two or more soccer fields or ball diamonds.
- Can accommodate ancillary facilities such as a food concession, washrooms, change facilities, a club house.
- Ensure that playgrounds, sitting/viewing areas and picnic areas are well shaded.
- Generally should be large sites, but could also be a small specialized property or facility (e.g., an historic site or memorial).
- Are sometimes resource-based (natural or built heritage) and therefore not necessarily located based on good access or visibility.
- If not resource-based, the location should be driven by criteria such as: good access and visibility, and suitability of the site to support desired development/uses.
- Sites intended to accommodate lighted/major sports venues should not directly abut a residential area.
- Whenever possible, sites should be linked into the city-wide/regional trail system.
- Incorporate sufficient on-site parking to support uses.

City-wide

- The scale, size and appeal of the parks/open spaces and facilities in this category are intended to attract *most* visitors from a large segment of the city or from across the entire city.
- For the most part, this category includes municipal parkland, secondary schools, libraries and storm water management sites (with recreational and aesthetic value/potential).
- Sometimes combined into a jointly planned and developed park-school campus with shared indoor and outdoor facilities.
- Generally may incorporate outdoor and indoor facilities that are intermediate to high order in scale and quality such as: lighted ball diamonds, lighted tennis courts, full size soccer fields, an arena, a community hall, a tennis club facility, an outdoor performance venue, a picnic area, a major playground, a large floral garden, etc.
- If the site is large enough, two or more of one type of facility could be accommodated.
- If large enough, the site may include ancillary facilities such as: washrooms, change facilities, a food concession.
- Ensure that playgrounds, sitting/viewing areas and picnic areas are well shaded.
- Incorporate sufficient on-site parking to support uses.
- Although most sites should be predominantly or entirely ‘table land’ to support the focus on ‘active’ facilities, some sites (and parts of sites) can incorporate wooded areas, watercourses and sloped lands, especially suitable for nature appreciation and tobogganing, and to provide visual and topographic relief.
- Whenever possible, sites should be linked into the city-wide/regional trail system.
- Sites should be physically accessible to the community with active parks located on or near main transportation routes.
- All sites should be visible, ideally with *at least* 25% of the perimeter fronting onto a street, and where possible, a major roadway (particularly so if an ‘active’ park).
- Minimize the use of fencing around the perimeter of the site.
- Lighted sports facilities should not abut residences.
- Generally, this category of park should be a minimum of 10 acres (4 hectares) in size. However, a specialized park with city-wide appeal can be smaller (e.g., Merritt Park).

Figure 2

Neighbourhood

- The scale, size and appeal of the parks/open spaces and facilities in this category are intended to *mostly* attract visitors from nearby residences (within a five to ten minute walk), predominantly for less organized leisure activities. Children should not have to cross a busy street to access ‘their’ neighbourhood park.
- For the most part, this category includes municipal parks and elementary schools. Church sites with turfed, usable open space could be included in this category. It also includes neighbourhood-scale open space linkages and walkways.
- Where possible and desirable, combine parks and schools into a jointly planned/developed park-school campus with shared facilities and no fencing between jurisdictions. It is appropriate to also incorporate a church with a usable and accessible ‘yard’ into an open space campus (with or without a school).
- Generally, Neighbourhood parks should incorporate outdoor facilities that are junior to intermediate in scale and quality such as: playground(s); outdoor basketball court; small picnic area; and if large enough and there is demand, a ‘scrub’ or junior ball diamond; and/or a mini, junior or intermediate level soccer field. No facilities should be lighted. *Ball diamonds and playing fields are becoming less desirable in Neighbourhood parks as sports groups increasingly want facilities clustered at larger sites.*
- Neighbourhood parks should not accommodate indoor facilities.
- Playgrounds, sitting areas and picnic areas should be well shaded.
- Most sites should be linked into the city-wide trail system.
- Ensure that *a minimum* of 20% of the perimeter of the site fronts onto a street, and most of the site is visible from the street(s).
- Minimize the use of fencing around the perimeter of the site.
- Most of the site should be table land quality.
- Most Neighbourhood parks should range in size from 1.5 to 5 acres (0.6 to 2.0 hectares). Occasionally, it is appropriate to create a smaller parkette to augment a park-deficient area, or to meet a specific need such as providing a specialized site for a childrens’ play area, a sitting area or a local amenity/accent/signage function. However, even parkettes should not usually be less than 0.5 acres (0.2 hectares) in size.

The RETHINK GROUP

**Recommended Provision Guidelines for
Selected Leisure Facilities, City of Welland, 2006-2025**

Figure 4-3

Facility Category	CURRENT Supply of Publicly Available Facilities	CURRENT Level of Provision of Publicly Available Facilities (based on an est. pop. of 52,300)	RECOMMENDED Level of Provision (to 2025)	CURRENT Surplus (+) or Shortfall (-) of Publicly Available Facilities (based on the recommended guidelines & an est. population of 52,300)	ADDITIONAL (or surplus of) Publicly Available Facilities Required to meet the Recommended Guideline (based on an est. 2025 population of 62,600)
Arenas	2	1:26,300	1:17,000	-1.08 ice surfaces	+1.68 ice surfaces
Curling Rinks (sheets of ice)	8	6,538	1:6,000	surplus of 0.77 sheets	+2.43 sheets
Indoor Swimming Pools	1	1:52,300	1:30,000	-0.74 pools	+1.09 pools
Outdoor Swimming Pools	3	1:17,433	1:20,000	surplus of 0.37 pools	adequate number
Splash/Spray Pads/Facilities	2	1:25,150	1:15,000	-0.5 facilities	+1.17 facilities
Gymnasias:					
Full-size single equivalent	23	1:2,274	1:2,500	surplus of 1.96 gyms	+2.04 full-size gyms
Smaller/multi-purpose	20	1:2,615	1:3,000	surplus of 2.47 gyms	surplus of 0.87 small gyms
Gymnastics Facility	1	1:52,300	1:60,000	-0.13 facilities	adequate number
Fitness Centres	1	1:52,600	1:25,000	-1.09 facilities	+1.5 facilities
Indoor Running/Walking Tracks/Facilities	1	1:52,300	1:25,000	-1.09 tracks	+1.5 tracks/facilities
Ball Diamonds:					
Lighted major hardball	3	1:17,433	1:15,000	-0.5 diamonds	+1.17 diamonds
Unlighted major hardball	1	1:52,300	should be lighted	surplus of 1 diamond	surplus of 1 diamond
Lighted major Softball	4	1:13,075	1:15,000	surplus of 3.5 diamonds	+0.47 diamonds
Intermediate softball	14	1:3,736	1:4,000	surplus of 0.9 diamonds	+1.65 diamonds
T-ball/Junior	30	1:1,743	1:2,000	surplus of 3.9 diamonds	+1.3 diamonds
Soccer Fields:					
Lighted major/full-size	4	1:13,075	1:9,000	-1.8 lighted fields	+2.9 lighted fields
Unlighted major/full-size	4	1:13,075	1:7,500	-2.97 unlighted fields	+4.35 unlit fields
Intermed./Mini (35x55m)	22	1:2,377	1:3,000	surplus of 4.57 fields	surplus of 1.13 fields
Football (unlighted)	5	1:10,460	1:10,500	adequate number	+0.96 fields
Cricket Pitches	1	1:52,300	1:60,000	+0.13 pitches	adequate number
Outdoor Running Tracks	3	1:17,433	1:15,000	-0.5 tracks	+1.17 tracks
Indoor Soccer Pitches (100' x 200')	1	1:52,300	1:50,000	adequate number	+0.25 pitches
Tennis Courts:					
Lighted	8	1:6,538	1:5,250	-1.96 lighted courts	+3.92 lighted courts
Unlighted	3	1:17,433	1:10,000	-2.23 unlit courts	+3.26 unlit courts
Indoor Tennis Courts	7	1:7,471	1:9,000	surplus of 1.2 courts	adequate number
Seniors' Recreation Centres	1	1:52,300	1 per community	adequate number	adequate number
Youth Centres	1	1:52,300	1:20,000	-1.6 centres	+2.13 centres
Lawn Bowling Greens	1	1:52,300	1 per community	adequate number	adequate number
Skateboard Facilities	1	1:52,300	1:30,000	-0.74 facilities	+1.09 facilities
Childrens' Playgrounds	50	1:1,046	1:700	-24.7 playgrounds	+39.4 playgrounds
Outdoor Skating Rinks	14	1:3,735	1:3,750	adequate number	+2.7 rinks
Bocce Courts	4	1:13,075	1:13,000	adequate number	+0.8 courts
Dedicated Outdoor Performance Facilities	0	-	1 per community	-1 facility	+1 facilities

**Recommended Provision Guidelines for
Selected Leisure Facilities, City of Welland, 2006-2025**

Figure 4-3 (continued)

Facility Category	CURRENT Supply of Publicly Available Facilities	CURRENT Level of Provision of Publicly Available Facilities (based on an est. pop. of 52,300)	RECOMMENDED Level of Provision (to 2025)	CURRENT Surplus (+) or Shortfall (-) of Publicly Available Facilities (based on the recommended guidelines & an est. population of 52,300)	ADDITIONAL (or surplus of) Publicly Available Facilities Required to meet the Recommended Guideline (based on an est. 2025 population of 62,600)
Indoor Performance Facilities:					
Large size (800+ cap.)	1	1:52,300	1 per community	adequate number	adequate number
Medium size (400-800 cap.)	0	-	1 per community	-1 facility	+1 facility
Small size (200-400 cap.)	2	1:17,433	1:50,000	surplus of 0.95 facilities	surplus of 0.75
Public Art Gallery	0	-	1 per community	-1 facility	+1 facility
Rowing Facility	1	1:52,300	1 per community	adequate number	adequate number
Flat Water Boating Course	1	1:52,300	1 per community	adequate number	adequate number
Farmers Market	1	1:52,300	1 per community	adequate number	adequate number

4.4 The Benefits of Improved Parks, Open Space and Leisure Facilities

Introduction

Beyond the obvious benefits of providing more and better leisure facilities and program opportunities for residents, there are many other important and lasting benefits of parks, recreation and the arts.

Below is a **summary** of the **personal, social, economic** and **environmental** benefits of parks and recreation, much of which relate directly to the recommendations in this Parks, Recreation and Culture Plan. It should help put into perspective the value of additional investment in parks, open space, and leisure facilities, programs and services for the City of Welland.

These benefit statements have come from a comprehensive study of the benefits of parks and recreation conducted by the RETHINK GROUP and sponsored by the Parks and Recreation Federation of Ontario. The Benefits Catalogue which documents the benefits and the substantial support evidence was published in 1997 and is available from the Canadian Parks and Recreation Association.

Personal Benefits

- i) Physical recreation and fitness contributes to a **full and meaningful life**.
- ii) Regular physical activity is one of the very best methods of **health insurance** for individuals.
- iii) Relaxation, rest and revitalization through the opportunity of leisure is **essential to stress management** in today's busy and demanding world.
- iv) Meaningful leisure activity is an essential **source of self-esteem and positive self-image**.
- v) Leisure provides the opportunity to lead **balanced lives, achieve our full potential and gain life satisfaction**.
- vi) **Children's play is essential to the human development process**.
- vii) Leisure opportunities for youth provide **positive lifestyle choices and alternatives** to self-destructive behaviour.

viii) Parks and open space bring beauty to an area while **giving people satisfaction and improving their quality of life.**

Social Benefits

- i) Leisure provides leadership opportunities that **build strong communities.**
- ii) Community recreation reduces **alienation, loneliness and anti-social behaviours.**
- iii) Community recreation **promotes ethnic and cultural harmony.**
- iv) Recreating together **builds strong families,** the foundation of a stronger society.
- v) Leisure provides opportunities for **community involvement, and shared management and ownership of resources.**
- vi) **Integrated and accessible leisure services** are critical to the quality of life of people with a disability and disadvantaged individuals.
- vii) Leisure opportunities, facilities and the quality of the local environment are the **foundations of community pride.**
- viii) Leisure services enrich and complement protective services for **latchkey children** through after-school and other recreational services.

Economic Benefits

- i) Pay now or pay more later! Investment in recreation as a **preventative health service** makes sense.
- ii) A fit work force is **a productive work force.**
- iii) Small investments in recreation yield **big economic returns.**
- iv) Parks and recreation services motivate **business relocation and expansion** in your community.

- v) Meaningful leisure services **reduce the high cost of vandalism and criminal activity**.
- vi) Recreation and park services are often the **catalyst for tourism**, a growing sector of our economy.
- vii) **Investments in environmental protection** through the provision of parks and open spaces **pay for themselves**.

Environmental Benefits

- i) Through the provision of parks, open spaces and protected natural environments, recreation can contribute to the **environmental health** of our communities. This is an essential, life sustaining role.
- ii) The public is often prepared to pay for **environmental protection and rehabilitation** in their communities, and to support parks and recreation organizations that play a lead role in that provision.
- iii) **Investing in the environment** through parks and the provision of open space in residential areas, leads to an increase in neighbourhood property values through accessibility to environmentally-friendly green spaces and associated recreation opportunities.
- iv) The trend toward natural environment-based leisure activities is **insurance for a new and improved environmental future**.

Conclusion

What this shows is that the proposed parks, open space, facilities programs and related services further **all** of the personal, social, economic and environmental benefits. Of particular note are the **quality of life and community, health, safety/security and economic** benefits that will directly balance the recommended capital and ongoing operating investments outlined in this Parks, Recreation and Culture Plan.

4.5 Monitoring of Implementation, Review and Update of the Parks, Recreation and Culture Plan

Introduction

A plan with a strategic structure is founded on principles and guided by a long term vision of success and achievement. And in the case of this Plan, the detailed actions to move the recommended agenda forward in the short term are organized around goals, objectives and actions that comprise the Strategy of Action. Although the vision and all or most of the goals could remain relevant for many years, the objectives and actions are intended to be implemented (or at least initiated) within the first five years of the Plan or by 2011.

One of the advantages of a plan that is strategic in format is that if conditions change or better ideas for implementation emerge, some of the specifics and approaches to implementation can be changed without severely undermining the entire plan. And since it will be updated every five years, changes can be integrated into the next version of the Plan. The need to update and add five more years of recommendations is in itself a motivating factor to maintain the planning *process*.

Implementation Committee

Objective 2.7 (page 25) in the Strategy for Action recommended that a citizens committee be established by City Council with the mandate to oversee and assist with the implementation of this Plan. Other roles would be to communicate progress on implementation to the community, regularly consult with the community about needs and issues, and assist in other matters such as policy direction that have been identified throughout the Strategy for Action (e.g., service standards, facility allocation policy, cost recovery policy, the Legacy Foundation, arts and culture development, park names, etc.).

The committee should be comprised of a representative sample of all categories of leisure interest from across the City, be gender balanced and have at least one City Council representative.

It was also recommended that a champion be identified from the committee for each of the nine goals of the Plan to take responsibility to monitor and report on progress in that area and encourage action.

The committee may want to maintain a web site that is linked to the City web site to report on progress and ask for ongoing input. If the proposed city-wide leisure delivery system web site is implemented as recommended in Objective 1.2 (page 19), this may be the best place to link this web-based vehicle to report on the implementation of the Plan. The *Leisure Guide* can also be utilized to report on the Plan's progress. (See Objective

2.13 on page 27 for specific recommendations about an expanded *Leisure Guide*.) Another communication technique would be to create a short ‘key word’ description of the philosophy and general intent of the Plan that could be incorporated into a poster/flyer, a one-page ‘advertisement’, a brochure, a ‘refrigerator magnet’, a fold-out style business card, etc. The committee should also plan to present to City Council once a year to report on progress, and current and upcoming initiatives.

Review and Update of the Plan

In 2011, the Plan will have to be updated and extended for another five years. The background context information should be updated, utilizing the 2006 census data and any other more current information at that time. A new age-specific population projection should be produced to the year 2031. The community will need to be consulted to at least the level of the consultation program utilized in this Plan. In fact, it is recommended that a city-wide Search Conference be hosted every two years so program, facility and park planners can stay abreast of needs, priorities and perspectives. This is a task that could be led by the proposed citizen’s implementation committee and would also provide an excellent forum to report on progress in implementing the Plan.

As part of the 2011 update process, Vision 2025 should be confirmed and ‘extended’ to 2030. The key accomplishments between 2007 and 2011 can be referenced in the revised vision. The Values and Governing Principles should also be re-visited and updated as required to reflect any shifts in underlying conditions and societal values, as well as major trends.

The nine goals should be reviewed to see if they are still relevant or need to be dropped, revised or added to. One or more may need to be replaced by a more relevant goal for the next five years.

All of the objectives will need to be reviewed. If a good deal of the Plan has been implemented, many of the objectives will be irrelevant by 2011 or will require updating to remain relevant for another five years.

It is likely that most of the ‘actions’ will need to be replaced, unless specific initiatives were not completed or an action is intended to be an ‘ongoing’ activity. New details relating to responsibility, timing, resources, and outcomes and benefits will have to be prepared for each action.

4.6 Cost Analysis and Financing Strategy

Analysis of Projected Costs

There are 270 recommendations within the five year Strategy for Action, in addition to the Supplemental Recommendations. Just over half or 143 of the recommendations do not involve capital cost or additional staffing costs.

The following four new staff positions are recommended to be created within the Parks and Recreation Department, one of which was predetermined. These staff positions would be phased in over the first five years of the Plan.

- Tourism Development Co-ordinator \$400,000 (over 5 years), includes support costs
- Community Development Co-ordinator \$300,000 (over 5 years)
- Arts Co-ordinator \$ 60,000 (over 1 year)
- Co-ordinator of Volunteer Development \$180,000 (over 3 years)

Additional staff will be required to maintain new facilities as they are constructed and/or expanded and to maintain new parkland as it is acquired and developed.

It is recommended that two reserve accounts be created as noted below.

- Parkland Acquisition Reserve Account \$250,000 (over 5 years)
- Capital Reserve Account Annual amount to be determined as part of the Facility Management Plan (staff initiative in progress)

Approximately 30% or 82 of the recommendations involve capital investment. Eleven of those 82 recommendations relate to capital investments by the WRCC. The remaining 71 recommendations involve land acquisition; improvements to existing municipal parks and City and school board facilities; new public facilities; and studies, plans, park and facility designs, and associated initiatives. It should be noted that, for a variety of reasons, the capital cost of approximately two dozen of the recommended initiatives has not been able to be determined at this time. The approximate breakdown for the costs that are known is as follows and will be influenced by the various options pursued for facility provision. WRCC projects are *not* included in these totals. Estimated costs associated with proposed land acquisition have not been revealed in the Plan.

- New facilities \$6,845,000
- Expansion and improvements to existing facilities and parks \$5,415,000 - \$6,565,000
- Studies; facility, park and trail plans/designs; working drawings; and associated activities \$1,215,000 – 1,240,000

As noted above, the capital cost of a number of initiatives have not been determined, mostly due to insufficient information about the scope of a project and/or the fact that various alternatives are being considered for some initiatives which will impact capital cost. The following are the major projects on that list.

- Arena expansion/replacement,
- Additional and undetermined remedial and quality upgrade initiatives to one or both arenas (additional to the Pounder Report),
- Phase II of the proposed indoor/outdoor soccer facility,
- Development of new parkland,
- Entrance upgrades to signature parks and sites with poor physical exposure,
- Performing art venues (outdoor and indoor),
- Public art gallery,
- Additional recreational trail development,
- ‘Welcome to Welland’ signs,
- Upgrades to the other two City community centres,
- Various marketing promotion activities to promote available leisure opportunities, as well as natural, cultural and build heritage resources,
- Indoor tennis facility (if a City partnership role is identified), and
- Permanent gymnastics facility (if a City partnership role is identified).

Financing the Plan

The Parks, Recreation and Culture Plan will be financed from many sources. Although the City of Welland will be a major investor in the Plan, significant assistance will come from other sources to help with capital and operating costs, including fees and charges, senior government grant programs, fundraising and sponsorship, bequeaths, and contributions from partners.

Some of the sources of financing, relative to this Plan are noted below:

- Existing Municipal reserves (\$160,000 as of March 31, 2006);
- Development charges (conservative estimate of \$700,000 to 2021, based on the current formula and estimated population growth);
- Increased funds from ‘cash-in-lieu of parkland’ by calculating land value at the time of the issuance of the building permit (see Objective 6.10 on page 42);
- Increased advertising revenue inside public buildings and at outdoor facilities (relative to the value of the advertising opportunity);
- Increased advertising revenue in the *Leisure Guide* and the proposed leisure services and tourism web site(s) (relative to the value of the advertising opportunity);

- Adjustments in program pricing and rental rates (beyond inflation and proportionate to the value received);
- Sponsorship (e.g., commemorative trees and gardens, programs and special events, park benches, adopt-a-park, playgrounds, naming rights for buildings and components of buildings, etc.);
- Fundraising for capital projects (neighbourhood and city-wide);
- The proposed Welland Parks and Recreation Legacy Foundation;
- Grant programs from senior levels of government (e.g., Ontario Community Action Fund, Ontario Trillium Foundation, the agreement to transfer the Federal Gas Tax revenue, and the federal-provincial infrastructure program - COMFRIF);
- Partnerships (for capital projects and programs) with other public agencies, the non profit sector and the private sector;
- Annual capital spending from the operating budget; and
- Municipal debenture.

At this time, not enough is known about *total* costs and the potential contributions that could come from all other sources and potential partners to determine the *net* cost to the City of Welland for the first five years of the Plan.

However, the Plan is proposing a significant increase in the level of investment into parks, recreation and culture infrastructure and services in Welland, including a significant increase in the annual investment by the Municipality. Without this increased investment, parks, recreation and culture services will continue to erode, which will impact the health of residents and the natural environment, and the quality of life and attractiveness of the City, as well as the ability of the Municipality to retain existing employers, attract new employment and expand the tourism industry.

Harness the Power of Parks, Recreation and the Arts ... a key to Welland's health and prosperity.