

# Town of Cobourg Recreation Strategy And Implementation Plan



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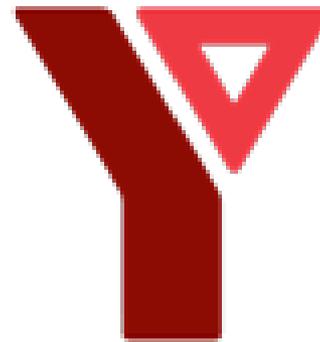
# Purpose

- Purpose of Project
  - Develop Recreation Strategy and Implementation Plan
    - Focus on Canadian Sport 4 Life (CS4L) model
- Purpose of Today's Presentation
  - Review the background work leading to this phase of the project
  - Present key findings from the project work plan
  - Present draft Recreation Strategy and Implementation Plan



# Background Review- Programming

- Cobourg Community Centre (CCC)
- YMCA
- Private fitness facilities
- Private dance, martial arts, yoga, gymnastics studios



# CCC Programming- 2015



## Seniors' Programs

- No wait lists
- Classes operating at half to nearly full capacity
- Weekly attendance of classes has increased in 2016 from 2015
- Top 2 Seniors Programs:
  1. Pickleball
  2. Let's Get Physical
- June, July & August are the least busy months
- 2015 Total participants: 20,516

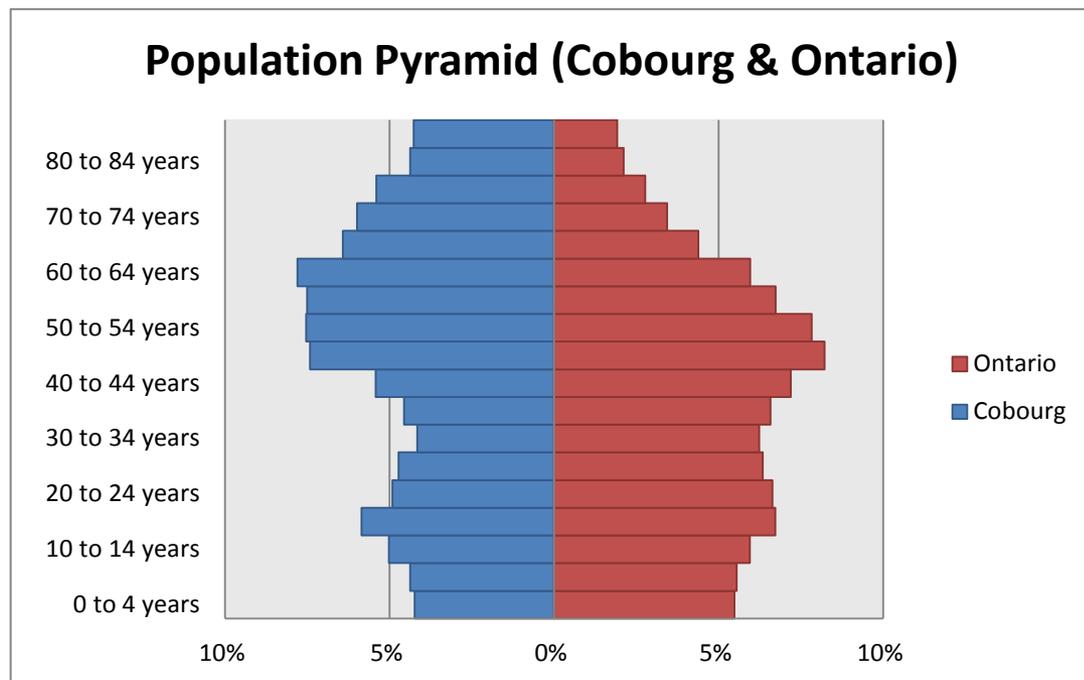
## Other Programs

- Creative Dance & Zumbini are the most popular dance classes (dance classes offered have decreased)
- Zumba is most popular fitness class
- Top 3 Summer Camps:
  - Chef Camp
  - Mad Science Camp
  - Into the Wild Camp
- Hockey Development camps are very well attended, with new hockey training camp added in 2016
- Total Number of Classes: 972



# Background Review- Demographics

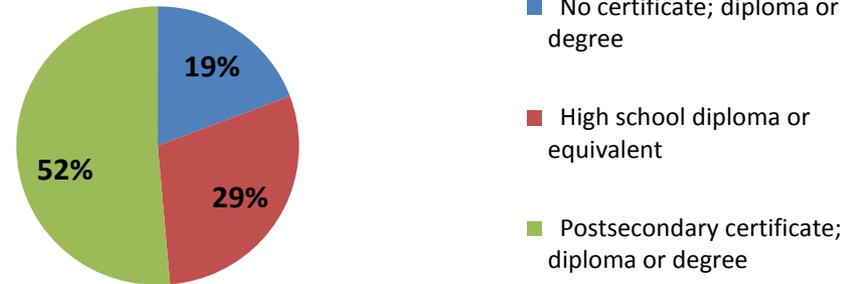
- Median age of 49.6
- Significant proportion of residents aged 55 or older
- 2011 Population: 18,519
- Population forecasted to grow by 9,641 by 2041



# Background Review- Demographics

- Average household income \$61,560
- Average household size 2.2
- 51.4% residents have a post secondary certificate

Level of Education Attained, Cobourg (2011 Census)



# Public and Stakeholder Consultation



Consultation Type	Attendance
Public Open House	59
Staff Interviews	8
User Group Interviews	7
Online Surveys (General and Targeted)	530

# General Survey- What We Heard

- Nearly equal split between those who use the CCC and those who use the YMCA
  - Nearly a quarter leave Cobourg for other facilities (See next slide)
- Most people use recreation facilities 2-3 times per week
- 82% of respondents believe there is a need for greater access to recreational programs and services
- 55% of respondents feel there would be benefit to relocating YMCA to same location as CCC
- Main facilities of the CCC that need improvement:
  - Parking
  - Soccer Field
  - Need a Pool
- Top 3 new recreation activities wanted:
  1. Skatepark
  2. New Swimming Pool
  3. Indoor/Outdoor Artificial Turf
- Top 3 Methods to keep public informed:
  1. Town Website
  2. E-mail
  3. Social Media

# Online Surveys- Barriers to Participation

- 35% of respondents participate in recreation and leisure programs outside of Cobourg

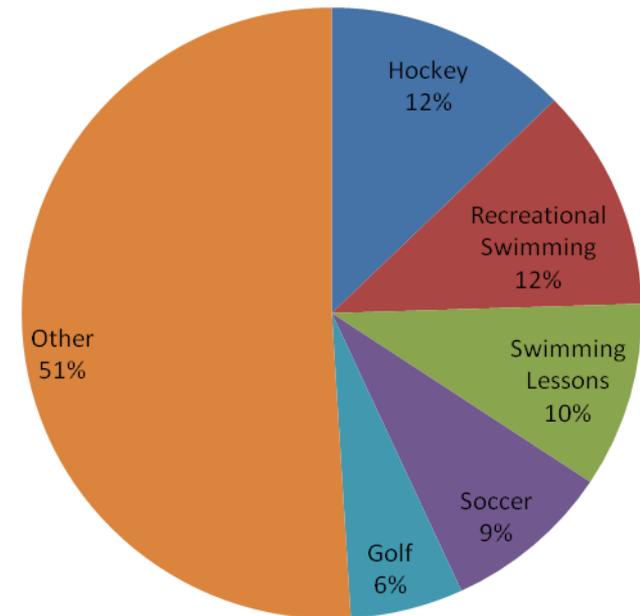
- Top 5 locations respondents go to for these recreational activities:

1. Port Hope (42%)
2. Baltimore (10%)
3. Peterborough (7%)
4. Grafton Arena (5%)
5. Northumberland Forest (5%)

- Common reasons why respondents do not participate in Cobourg Programs:

- Inconvenient Times
- Do not know what is offered
- Activity/Program not offered
- Fees are too high

**Top 5 Recreational Programs People Leave Cobourg For**



# Youth Survey- What We Heard

- Prefer activities that are programmed, social settings and individual activities
- Top 3 Recreational Activities:
  1. Organized Sports
  2. Listening/Playing Music
  3. Skating
- Social Media is the best way to communicate
- Top 4 Influencing Factors of Youth participation:
  1. Fun, Respectful and welcoming leaders
  2. Cost of Equipment/Supplies
  3. Schedule is convenient/flexible
  4. Registration Fees

# 50+ Survey- What We Heard

- Top 5 Recreational Activity Facilities used:
  1. YMCA Northumberland
  2. CCC
  3. Facilities in their homes
  4. Libraries
  5. Beach Boardwalk
- Prefer to partake in recreation activities on weekday mornings
- Top 5 things that would promote better physical activity opportunities:
  1. Dance Clubs
  2. More Bike and Walking Trails
  3. CCC Swimming Pool
  4. Low Cost
  5. Quality Program Instructors

# Stakeholder Interviews- What We Heard

- Desire for increased staff training and capacity building
- Concerns over affordability of programming
- Concerns over lack of space to offer a full suite of programming
- Concerns with ensuring programs are accessible to the community
- Need to develop a detailed marketing plan/ increase awareness
- Desire for improvements in wayfinding and signage in outdoor recreation spaces
- Eliminate duplication of services
- Improve communication lines between CCC and YMCA

# Community Workshop- What We Heard

- Leverage partnerships/ collaboration between facilities, local business owners, health professionals, school board etc.
- Avoid duplication
- Improve accessibility/ affordability
  - Infrequent/ delayed buses
  - promote active transportation
    - Improve paths and linkages
    - Improve safety
  - Physical accessibility/ Inclusivity
  - Financial accessibility
- Improve awareness, communication and ease of registration (e.g. online registration, app. development)
- Expand program offering beyond sports (e.g. crafts, new mother, music, dance, nature, healthy living)
- “try it”/ beginner programs (vs. signing up for 10 weeks)
- Desire for aquatics programs



# Draft Implementation Plan

- 4 General Themes/Goals
  - Accessibility/Affordability
  - Branding/Marketing/Communications
  - Collaboration and Partnerships
  - Programs and Training
- Two additional goals related to sport development (based on C4SL model) and staff development

# Outcomes

- Build capacity in programming
- Enhance diversity of opportunities for participants
- Identify a partnership development framework
- Provide training strategies to staff to increase technical and practical knowledge in LTAD and Physical Literacy

# Accessibility and Affordability

**GOAL-** *To ensure community facilities, services and procedures enhance accessibility for all*

- 5 Objectives
- 26 Actions
  - 8 related to strengthening the Division’s approach around access and affordability
  - 6 related to adopting an “Active Aging” strategy that aligns with CS4L Physical Literacy Framework aimed at getting older adults into programs and facilities as they age
  - 3 related to review of operational procedures (e.g. hours of operation) to optimize use and reduce barriers
  - 5 related to creating facilities that are viewed as community “hubs”
  - 4 related to protecting and preserving town-owned land for future civic use

# Accessibility and Affordability

## *Key Actions:*

1. Review rates and fees policies
2. Review the Facility Allocation Policy
3. Develop clear operational procedures to guide the allocation of public spaces
4. Introduce intergenerational programming
5. Build on the CS4L model

# Branding/ Marketing/Communications

**GOAL-** *Be a leader in customer retention and growth through the implementation of an Active Recreation and Sport Communication Strategy*

- 5 Objectives
- 33 Actions
  - 11 related to implementing a communications plan
  - 9 related to enhancing marketing methods
  - 8 related to expanding and enhancing the use of electronic technology to deliver programs/ services
  - 3 related to advertising signage strategies
  - 2 related to increasing human resource capacity and customer service delivery

# Branding/ Marketing/Communications

## *Key Actions:*

1. Define the department's core services and the Cobourg "Active Recreation and Sport Brand";
2. Review, establish and up-date the Division's mission, target markets
3. Incorporate the CS4L logo
4. Share information on a regular basis with the community in order to build capacity and ownership
5. Carry out customer service surveys on a regular basis

# Collaboration and Partnerships

**GOAL** - *Promote CS4L, LTAD and PL through Partnership, Collaboration and Capacity Building*

- 5 Objectives
- 16 Actions
  - 2 related to policy development to encourage partnerships
  - 4 related to developing collaborative and innovative facility and operational models to strengthen partnerships
  - 3 related to the development of a service continuum rooted in the value of partnerships
  - 4 related to developing a coordinated approach to facility improvement
  - 3 related to developing and implementing a sponsorship policy

# Collaboration and Partnerships

## Key Actions:

1. Establish principles, and policies for each type of partnership
2. Foster a collaborative and effective dialogue and partnership with Health, Education, Sport and other community stakeholders
3. Strategically explore and utilize both private and not for profit partnerships to deliver facilities and services
4. Encourage partners and stakeholders to collaborate in assessing current program gaps and overlaps in order to maximize multisport choice options for children and youth.
5. Align and design all future programs based on the CS4L framework

# Programs and Training

**GOAL-** *Develop an Active Recreation and Sport Program that Encompasses Opportunities for Skill Development, Training and Community Engagement*

- 6 Objectives
- 28 Actions
  - 9 related to incorporating Physical Literacy into programming that aligns with CS4L Model
  - 6 related to improving/ enhancing program delivery models to align with CS4L, LTAD and Physical Literacy (PL)
  - 4 related to building enabling policies that support an active and vibrant community
  - 5 related to neighbourhood engagement and ownership for recreation and sport within the neighbourhood setting
  - 2 related to maintaining a leadership role in planning, coordination, facilitation and engagement of community partners
  - 2 related to staff training in GIS technology

# Programs and Training

## *Key Actions:*

1. Assign priority of recreational, sport and cultural services generally to those that serve the largest number of residents
2. Focus on low-to no cost opportunities while supporting third-party partnerships to provide enhanced and elite opportunities
3. Increase community sport and recreation capacity to increase participation and leadership for women and girls
4. Promote and encourage neighbourhood connectivity
5. Improve *"learn to" "try it"* sport and physical literacy
6. Reorganize and restructure current management/supervisory staff roles to incorporate the CS4L, LTAD and PL

# Sport Development

**GOAL-** *Develop a Shared Leadership Model for the Implementation of an Active Recreation and Sport Strategy*

- 7 Objectives
- 29 Actions
  - 3 related to adopting a Sport Leadership and Engagement Strategy
  - 5 related to capacity building and strengthening Cobourg as a CS4L community
  - 4 related to promoting sport for life in recreation and sport programming
  - 4 related to hosting sport events that promote the philosophy of CS4L and LTAD
  - 3 related to continuous learning related to the CS4L model
  - 6 related to advancing Cobourg as a sport/ tourism/ event leader in the region
  - 4 related to advancing sport infrastructure based on the Canadian Sport Framework and alignment with Healthy and active aging

# Sport Development

## *Key Actions:*

1. Adopt a CS4L (Sport) Community Leadership Team
2. Host a 'Sport Summit' annually and invite sector specific representatives
3. Play a more active leadership role at the Northumberland Sports Council
4. Develop and deliver sport programs to increase participation of communities of interest (New Canadians etc.)
5. Partner with private sector through sponsorship programs to establish new funding sources
6. Conduct an analysis of existing sport programs to identify gaps and opportunities
7. Develop measures and processes to report on sport participation in the community

# Staff Development

**GOAL-** *Be a Vision-Driven Recreation and Culture Division that is Determined to be a Leader in Community Building and Development and aligns with the CS4L Model*

- 2 Objectives
- 13 Actions
  - 7 related to adopting a vision for the Division and engaging staff in the visioning process
  - 6 related to incorporating a training plan

# Staff Development

## *Key Actions:*

1. Engage staff in a neutral environment and discuss a visioning plan for the Division
2. Enhance customer service and relationships with residents and organizations.
3. Focus on creating a nimble organization where staff can be cross-trained and have the ability to fulfill more than one role
4. Ensure Staff are educated in all roles to better understand function...“Form-follows- function”
5. Ensure staff at all levels have a clear understanding and total grasp on the concept of CS4L and Physical Literacy
6. Staff need to attend workshops and conferences for their function

# Next Steps



Questions/ Comments  
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# Thank You!

**Raymond**  
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