

# *Parks, Recreation & Culture Plan*

SUMMARY REPORT



## *Vision 2025*

CITY OF WELLAND

## MESSAGE FROM THE MAYOR

Throughout its history, Welland has been a key manufacturing and business centre in Ontario's industrial heartland.

Our city's best kept secret is that it has a wonderful sense of place and quality of life. This reality, realized over 150 years, comes from the diverse people who chose to make Welland their home. Our city was blessed by community and civic leaders who knew the value of open spaces, parks and recreation. They worked together to build facilities that would add to the culture and heritage of our city.

It is time to continue the work they started and reinvest in ourselves and our citizens. We recognize, however, that we have a lot of hard work ahead of us and together we're embracing this exciting challenge.

***Welland is moving forward.***

*Mayor Damian Goulbourne*



## MESSAGE FROM THE CO-CHAIR

In December 2005, I was one of nine community members given the task of developing and facilitating a plan for parks, recreation and culture for the City of Welland. As part of the process, we believed it was critical to engage the community, an action we felt would ensure the plan's implementation.

We asked you to think about three questions in regards to parks, recreation and culture: what was good; what was not so good; and what should the future hold? With incredible enthusiasm, insight and passion, you responded. As a result, an extensive document was produced which includes guiding principles, values, strategic actions and a 20-year vision. This document represents a tool for the City to use in creating a vibrant community with diverse leisure offerings for all.

As a faculty member in the Department of Recreation and Leisure Studies at Brock University, I am an advocate for the benefits associated with leisure. Increasingly, studies are linking personal, social, economic and environmental well-being to the availability of leisure opportunities. This plan symbolizes the City's recognition of the role that parks, recreation, arts and culture can play in enriching the quality of our lives.

In summary, I want to thank everyone who contributed to the planning process. It is the committee's intent that the momentum gained during this project continue so that the hard work of staff, elected officials, and volunteers will help to position Welland as an exceptional community where individuals can play, live and work. As a citizen of Welland, I look forward to the future.

*Dr. Martha Barnes,  
Co-chair of the Parks, Recreation and Culture Plan Steering Committee*



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# Introduction

## PURPOSE AND PROCESS

The Parks, Recreation and Culture Plan will provide the City of Welland with a **long range** view of what parks, facilities and leisure services should be like twenty years from now. It will also identify the **priority actions** to be taken in the next few years to begin to realize that picture of where we want to be.

The Plan, which began in September, 2005, has incorporated the following key objectives and outcomes:

- ◆ 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 local 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 was *community-driven* and responded 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.



## COMPONENTS AND PRODUCTS

The Parks, Recreation and Culture Plan comprises four key elements:

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

These are contained in the 80 page document containing the full **Parks, Recreation and Culture Plan.**

A map of public parks and open spaces and other associated open space was produced, along with an inventory of the City's parks. That is part of the **Background Report** which contains sections on: i) the community, ii) a strategic review of parks, recreation and culture/arts resources, iii) future demand for leisure services and other key trends, iv) the gap analysis, v) the ability to finance, and vi) food for thought.

Also produced was a Public Consultation Report which documents the individual notes from each input session as well as the charts that tabulate and integrate all of the input.

This shorter, concise document summarizes the 77 page Background Report and the full Parks, Recreation and Culture Plan.

## IMPLEMENTATION STRATEGY

It has been recommended that a citizens Implementation Committee be established by City Council to help communicate the Plan, monitor and encourage its progress, regularly consult with the community, and assist in other matters such as policy direction that have been identified throughout the Strategy for Action.

In 2011, the Plan will have to be updated and extended for another five years. Vision 2025 should be confirmed and 'extended' to 2030. The nine goals should be reviewed to determine if they are still relevant or need to

be dropped or revised. 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.

Just over half of the 270 recommendations in the Strategy for Action do not involve capital cost or additional staffing costs. To broaden the role of the Parks and Recreation Department to include tourism and arts and culture, and to allow it to more effectively deliver services, four new mid-level staff positions are recommended. As new parkland and facilities are added, additional maintenance and operations staff will be required. More than a dozen suggestions were made regarding financing the Plan, including ways to increase revenue, being prepared to be able to tap into grants from senior levels of government, establishing the Welland Parks and Recreation Legacy Fund, and partnering with others to achieve some of the objectives of the Plan.

Within the Parks and Recreation Department and to a lesser extent, within other departments, detailed action plans will need to be prepared to ensure the completion of many of the objectives.

## *Key Findings & Conclusions*

- ◆ Although the array of public, non-profit and commercial providers of parks and leisure services in Welland is typical, there is 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 to those groups.

- ◆ 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.

*For more details, refer to the Background Report.*

## Values & Governing Principles

### *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.
- ◆ **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.

ROBERT LOCKHART



### **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., the 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.

The slogan for the Parks, Recreation and Culture Plan was derived from the values and governing principles.

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

## *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 and a challenge.*

The following are key elements of Vision 2025. For the full version, see the full Parks, Recreation and Culture Plan document.

*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
- ◆ through effective planning and strategic investment, the Welland Recreational Canal has become 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 nine goals, 65 objectives and 268 actions. In this **summary document**, *only the goals and objectives are listed*. In the document containing the **Full Plan**, all of the actions under each objective are included, along with further details to indicate *responsibility, timing, resources, and benefits and outcomes*.

### 1 GOAL 1 OPTIMIZE THE EFFECTIVENESS OF THE CITY-WIDE LEISURE DELIVERY SYSTEM.

#### OBJECTIVES

- 1.1 To seek opportunities for increased co-operation and collaboration among leisure service providers.
- 1.2 To optimize awareness about and access to parks and leisure opportunities, and promote the benefits of parks and leisure activities and opportunities.
- 1.3 To improve system-wide planning for parks, open space and leisure services.
- 1.4 To consider the establishment of a Welland Sports Council.



ROBERT LOCKHART

# 2 GOAL 2 STRENGTHEN AND BROADEN THE ROLE OF THE PARKS AND RECREATION DEPARTMENT.

## OBJECTIVES

- 2.1 To increase the emphasis on and investment in community and volunteer development within the leisure service sector.
- 2.2 To increase the amount of leisure programming offered directly by the City.
- 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.)
- 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.)
- 2.5 To increase the leadership role of the City in the leisure service sector.
- 2.6 To increase City involvement with public facilities.
- 2.7 To establish a citizens committee to assist with the implementation of the Parks, Recreation and Culture Plan.
- 2.8 To optimize advertising and sponsorship opportunities regarding City parks, facilities and programming.
- 2.9 To establish 'service standards' for municipal assistance to special events.
- 2.10 To establish a 'facility allocation' policy.
- 2.11 To establish a 'cost recovery' policy.
- 2.12 To review City policy regarding concession, restaurant and vending operations and leases.
- 2.13 To broaden the scope of the Leisure Guide, as part of the proposed city-wide promotion of leisure and tourism opportunities.
- 2.14 To rename the Parks and Recreation Department to better reflect the increasing role in arts, culture and tourism.
- 2.15 To establish the 'Welland Parks and Recreation Legacy Foundation'.

ROBERT LOCKHART



# 3 GOAL 3 ENHANCE THE DEVELOPMENT OF THE ARTS IN WELLAND.

## OBJECTIVES

- 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.
- 3.2 To develop an arts and culture policy for Welland.
- 3.3 To consider a Welland Arts Council.
- 3.4 To establish an ad-hoc 'Public Art Advisory Committee'.
- 3.5 To investigate the market for and feasibility of an outdoor performance venue.
- 3.6 To investigate the market for and feasibility of a small to medium size indoor performance venue.
- 3.7 To investigate the desire for and feasibility of adding air conditioning to Centennial Auditorium.
- 3.8 To restore the outdoor wall murals and investigate adding more murals.
- 3.9 To increase support and financial assistance (municipal and other sources) to establish, maintain and promote arts organizations and events.

# 4 GOAL 4 INCREASE THE ROLE OF TOURISM IN WELLAND.

## OBJECTIVES

- 4.1 To establish a strong municipal staff presence as a facilitator and co-ordinator working with and supporting the tourism industry.
- 4.2 To prepare a Tourism Destination, Development and Marketing Strategy that keys on sport tourism, and festivals and events as primary visitor markets.
- 4.3 To improve co-operation and communication among tourism industry stakeholders.



# 5 GOAL 5 OPTIMIZE THE OPPORTUNITY OF THE WELLAND RECREATIONAL CANAL.

## OBJECTIVES

- 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.
- 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.
- 5.3 To continue to host festivals and other events that are consistent with the objectives of the waterway and canal lands.
- 5.4 To continue with current and ongoing initiatives.



THIES BOGNER



THIES BOGNER

# 6 GOAL 6 PROVIDE QUALITY PARKS, PUBLIC OPEN SPACES AND TRAILS.

## OBJECTIVES

- 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.
- 6.2 To promote the trail system, its use and the health and other benefits of trail-related activities.
- 6.3 To improve the quantity and quality of neighbourhood parks.
- 6.4 To improve the quality of City-wide and Regional level parks.
- 6.5 To much better promote all municipal parks.
- 6.6 To plan, design and maintain 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.
- 6.7 To annually compete in the national 'Communities in Bloom' competition.
- 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.
- 6.9 To create a Parkland Acquisition Reserve Account.
- 6.10 To align City policy regarding the calculation of the value of cash-in-lieu of parkland with the Ontario Planning Act.



ROBERT LOCKHART



ROBERT LOCKHART

# 7 GOAL 7 COMPLETE THE PLANNING FOR AND BEGIN THE FIRST PHASE OF DEVELOPMENT OF NEW INDOOR AND OUTDOOR LEISURE FACILITIES.

## OBJECTIVES

- 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.
- 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 (*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*).
- 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. (*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*).
- 7.4 To complete a feasibility study and business plan for arena expansion and improvement (*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*).
- 7.5 To complete a market study and business plan for a city-scale, multi-facility community/recreation centre.
- 7.6 To complete a market study and business plan for an outdoor and an indoor performance venue.
- 7.7 To complete a market study and business plan for a public art gallery.

THIES BOGNER





To improve the farmers market buildings and experience.

## 8 GOAL 8 INVEST IN THE UPGRADE AND/OR EXPANSION OF EXISTING PUBLIC LEISURE FACILITIES.

### OBJECTIVES

- 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.
- 8.2 To complete Phase One of the expansion of the Rose City Seniors Activity Centre.
- 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.
- 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.
- 8.5 To improve outdoor municipal aquatic facilities.
- 8.6 To expand outdoor tennis facilities.
- 8.7 To establish additional and improve existing physical places where local recreation and related social activities can take place.
- 8.8 To improve the farmers market buildings and experience.
- 8.9 To establish a ‘Capital Reserve Account’ for major repair and replacement of municipal recreation and arts facilities.

## 9 GOAL 9 CONTINUE TO PROTECT, ENHANCE AND CELEBRATE THE CITY’S NATURAL, BUILT AND CULTURAL HERITAGE ASSETS.

### OBJECTIVES

- 9.1 To identify, protect and enhance significant natural heritage resources (e.g., wood lots and wetlands, including vernal pools).
- 9.2 To identify, protect and enhance significant built heritage resources.
- 9.3 To identify, protect and promote the City’s heritage districts (e.g., French Town, former Welland Canal and environs).
- 9.4 To promote and celebrate the City’s cultural, natural and built heritage resources.

## Supplemental Recommendations

Pages 52–80 of the full Parks, Recreation and Culture Plan contain recommendations that, due to the subject matter and level of detail, were prepared as *supplemental* to the Strategy for Action. They include:

### 1. Future municipal role in leisure services and tourism in

**Welland** – defines how the Parks and Recreation Department should continue to evolve to include tourism, and arts and culture; better embrace a community development approach to service delivery; increase the city’s leadership role in the leisure and tourism sectors; seek more partnership opportunities and strategic alliances; promote the benefits of parks/open space and the opportunity of leisure; and rename the department to better reflect the expanding roles in tourism and arts and culture.

**2. Community and volunteer development** – significantly enhance the role that community and volunteer development plays in the provision of leisure programming and the development and support of volunteer-based groups in the community; including the creation of two full time positions of Community Development Co-ordinator and Volunteer Development Co-ordinator.

### 3. Open space and leisure facility planning and provision

**guidelines** – planning guidelines and policies for open space and leisure facilities, covering: definition, functions and benefits, jurisdiction and land use, a three-tiered open space and facility hierarchy, parkland and open space provision policies and techniques, parkland and facility standards/guidelines, and the recommendation for a Parkland Acquisition Reserve Account.

### 4. The benefits of improved parks, open space and leisure

**facilities** – outlines the personal, social, economic and environmental benefits of the investment in parks/open space, recreation and arts and culture.

### 5. Monitoring of implementation, review and update of the Parks,

**Recreation and Culture Plan** – recommendation for an Implementation committee, and a process to review and update the Plan by 2011.

**6. Cost Analysis and Financing Strategy** – an analysis of the costs associated with the Plan, and a broad strategy for financing the Plan.

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



## ACKNOWLEDGEMENTS

Special thanks goes to the significant role played by the project **Steering Committee** from the preparation of the terms of reference to the review of the Final Report.

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Councillor Sandy O'Dell

Sue Morrison (Ministries of Citizenship and Immigration,  
and Culture, Sport and Recreation Branch)

Barry LaPlante (General Manager,  
Parks and Recreation Department)

We also want to acknowledge the hundreds of citizens and group representatives who submitted briefs, and participated in the Search Conference, the Community Forum, the six mini forums, the web site discussion groups, and the survey of community and user groups.





***City of Welland***

[www.welland.ca](http://www.welland.ca)

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