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# Summary of Key Findings, Conclusions and Recommendations

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## Introduction

This Leisure Programming Strategy is one of four strategies that have been completed since 2008 to provide direction in all areas of leisure services except for parks and open space for the Town of Whitchurch-Stouffville. The other strategies are:

- ❑ The Leisure Facilities Strategy, 2008;
- ❑ The Cultural Strategy, 2010; and
- ❑ The Volunteer Engagement Strategy, 2010.

The *Cultural Strategy* and the *Volunteer Engagement Strategy* have been completed simultaneously with this *Leisure Programming Strategy*.

This *Leisure Programming Strategy* focused on the Department of Leisure and Community Services - within the context of other service providers in the public, non-profit and commercial sectors, including the Whitchurch-Stouffville Public Library. It involved the collection and review of a great deal of detailed information and statistics regarding leisure programming offered by the Municipality and others; participation/registration/membership data (some data dating back to 1999); facility utilization; the mandate, role and philosophy of the Department of Leisure and Community Services and the Whitchurch-Stouffville Public Library; research regarding current and future leisure interests, as well as issues and barriers to participation; and the review of policies and procedures related to planning for and provision of municipal programming.

The principle objective was to provide direction regarding the current and future role of the Municipality in leisure programming and related services, and to recommend the optimum approach to service provision.

## Key Findings and Conclusions

### Leisure Program and Event Providers

The Department of Leisure and Community Services, through the Recreation Division and the Culture and Museum Services Division, is the principal *public* provider of recreation, culture and heritage programming and related events within the Town of Whitchurch-Stouffville. Respondents to the household survey identified the Department of Leisure and Community Services and the Public Library as the top two providers of recreation, arts, culture and heritage programming and events for their household. Other providers include approximately 50 non-profit groups, organizations and clubs; the Toronto and Region Conservation Authority, the Region of York, non-profit entities such as 19 on the Park/the Lebovic Centre of Arts and Entertainment and the Latcham Gallery; and approximately 45 commercial entities. Collectively, all of the other providers offer more programs and participation events than the Municipality, although they may not serve as many customers annually.

The principle provider of cultural heritage programming is the municipal Culture and Museum Services Division. Followed by sports groups in the 'non-profit' sector, the principle provider of sports and physical recreation programming is the municipal Recreation Division, with almost half of the mainly fitness, aquatic and ice-related programming aimed at adults. The principle providers of arts programming are the 'non-profit' and 'commercial' sectors. Accounting for programming that relates to all market groups, over 700 programs and events are provided throughout the year by all of the providers operating within the Municipality.

The commercial sector has seized the opportunity to provide profit-oriented programs that the Municipality has chosen not to provide (based on policies/philosophy), is unable to provide (often due to insufficient and/or inadequate facilities) or where there is excess demand (e.g., fitness). In some cases, the Municipality has chosen to partner with a commercial operator to assist with/encourage the provision of programs.

### **Philosophy, Mandate and Role of the Municipality in Leisure Services**

The Town of Whitchurch-Stouffville Corporate Strategic Plan and the unofficial Mission and Goal statements of the Department of Leisure and Community Services provide strong support for the philosophy, mandate, roles and policies that provide the foundation and direction for municipal leisure services, including the provision of parks and facilities, direct programming, community development, volunteer enhancement, the forging of partnerships and strategic alliances, promotion of the opportunity of leisure, and facility and program planning.

The Municipality supports a broad concept of 'leisure' activities and events. The cornerstone of the Municipality's leisure services mandate and philosophy is 'universal access', and a goal of the Municipality is to minimize barriers to participation. For the most part, the Municipality focuses on entry-level/introductory programming, often providing encouragement for residents to advance to higher level programs offered by others. Where there is identified demand in the community for leisure programs, events and activities that are within the mandate of the Municipality and typically within the list of 'core' programming, it is the philosophy of the Town to provide many of those programs and events directly through the Department of Leisure and Community Services. Where feasible and acceptable, the Municipality often encourages and sometimes assists others in the non-profit sector to provide adequate, accessible leisure programming and events for residents.

A role of municipal leisure, museum and library programming and events is to foster personal growth, social and leadership skills, and literary development; and to also improve the health and wellbeing of residents, and to provide knowledge development and information learning.

It is the responsibility of the Municipality to:

- plan for, provide, manage, operate and maintain municipal indoor and outdoor leisure facilities and parks to accommodate a wide range of leisure programs, activities and events;
- directly support library and public museum services, programs, activities and facilities; and
- assist in the system-wide promotion of opportunities for leisure.

### **Accelerating Demand for Leisure Programming**

Driven in large part by the recent significant increase in population, participation in programming offered by and through the Department of Leisure and Community Services has accelerated, especially in the past few years and particularly in the past two years - including the

broad categories of aquatic, group fitness, tennis, visual art, and tours and events at the Museum - across all age groups. During the same period, a small number of specific programs and events aimed mostly at the child and youth markets have shown significantly *decreasing* demand.

Ten of the top twenty leisure activities identified by respondents to the survey conducted for this strategy are at the core of municipal programming.

With the population projected to increase by about 60% to around 53,000 by around 2023, the overall demand for leisure programming is anticipated to continue to increase in at least direct proportion to population growth, with demand likely highest for:

- a wide variety of adult programming (especially for younger and older adults),
- aquatic programming across all age groups,
- adult fitness/wellness/lifestyle programming - utilizing both indoor and outdoor facilities, and
- all categories of arts and culture programming across all ages, but particularly adults.

As participation and demand continues to grow and evolve, the need for expansion, improvement and the addition of new types of facilities to support leisure programming and overall participation in leisure will be required.

### **The Growing Disconnect Between What is Offered and Expectations**

As the community continues to grow, mature, attract residents from larger communities and the average household income remains considerably above average - the disconnect will increase between the expectations of an increasing number of residents and many of the leisure facilities that were considered adequate in the past. Expectations for the quality and type of municipal programming will also increase - whether provided directly by the Recreation Division, the Culture and Museum Division and the Library, or by community-based groups.

### **Barriers to Participation**

The ‘cornerstone’ of the Municipality’s leisure services mandate and philosophy is that *‘everyone should be able to access recreation, arts, culture, heritage and literary programming, events and other activities and services provided by and via the Municipality’*. A goal of the Municipality is to minimize barriers to participation. Where barriers are identified, it is the policy of the Municipality to explore options to reduce or remove them.

The household survey conducted for this strategy and other sources of information identified a number of significant barriers that are restricting participation in leisure programs and activities currently and/or will become increasing impediments in the future as the community continues to grow and change. Highlights include:

- program scheduling, especially for the large number of commuters;
- the availability of quality indoor and outdoor facilities to meet the increasing and broadening demand for many leisure activities – quantity, quality and missing facilities;
- the cost to register/participate in some leisure programs and activities appears to be an impediment to 10-20% of residents;
- the urban-centered nature of program availability; and
- the un-coordinated nature of program promotion.

## **System-wide Co-ordination of Planning for Leisure Programming**

Although the Department of Leisure and Community Services works toward monitoring the programming that is provided by others in the community, the Department has not yet taken a more pro-active stance to work system-wide with other providers to attempt to plan for and co-ordinate the most effective and efficient provision of programming, and work to reduce overlaps, mediate conflicts and fill gaps.

## **Planning for Programs and Events Offered by the Municipality**

The Recreation Division, the Museum Services Division and the Public Library each employ planning procedures for leisure programming that are unique to their philosophy, operations and requirements – with each being typical of the norms across the industry.

The decision about what the Municipality will provide in any given season to any of the interest and age groups is influenced by the mandate of the Town, cost sustainability and the programs previously offered by the Municipality and others in the public, non-profit and commercial realms. Since few cultural heritage programs are offered by others, the Culture and Museum Services Division is less concerned about co-ordinating provision.

Although the Library does not have a policy of non-competition, efforts are made to be aware of what other providers are offering and to not overlap. However, the Library provides a few programs that are also offered by others – such as: crafts for pre-schoolers; Kindermusik; and summer, PA Day and March Break crafts for children, as well as some leisure and social programming for older adults. These types of programs may increasingly be on the edge of the programming mandate of the Library, especially as other providers are more able to expand their program offerings into these areas.

## **Staffing**

Within the Recreation and Culture and Museum Services divisions, the ability for staff to offer more direct recreation programming has been reached along with the ability for staff to work with community groups to expand volunteer-based programming and to assist them in their development as program providers.

## **Conclusions about Leisure Activities, Interests, Programs and Events that Should Experience Significant Growth in Demand in Whitchurch-Stouffville in the Near Future**

The research and analysis from all sources was combined to generate a list of broad and specific leisure activities, programs and events that are anticipated to maintain a high level of interest or should increase in popularity in the near future. Some activities, programs and events are listed because current facilities and programming is perceived to be below expectations and/or are under-serviced to meet current demand and interests. Others are included because there are indications of likely growth in demand in the near future. It is expected that the opportunity to provide increased and improved service will be shared among the public, non-profit and commercial sectors.

It is anticipated that there will be growth in demand for leisure programming from all age groups and for all leisure interests; however, demand should increase the most for the types of leisure activities of interest to young adults, seniors and pre-school age children - with slower growth

expected for activities of interest to children, youth and mid-life adults. Refer to Section 2.7.9 for a list of activities/programs, and events that are expected to be in strong and/or increasing demand currently and in the near future.

Desire was expressed for increased quality in program instruction and facilities for some activities (e.g., tennis instruction and participation, visual art instruction, dance, gymnasium sports, gymnastics and skateboarding).

Facility expansion, improvements and additions will be required to meet a good deal of this anticipated growing and changing demand for leisure activities, and support the required programming. Increased, affordable access to school facilities will also provide increased capacity for community programming.

## **Summary of Recommendations**

Building upon the *Corporate Strategic Plan*; the 2008 *Leisure Facilities Strategy*; the Mission Statement and Goals embraced by the Department of Leisure and Community Services; the current philosophy, mandate, roles, practices and policies of the Department; indicators of current and future local demand for leisure; industry norms in service provision; the planning and provision principles from the *Leisure Facilities Strategy* (and expanded upon in this strategy), the Charter for Recreation and Parks in Ontario, leisure trends; and the current and evolving characteristics of the community – the following are the recommendations of this *Leisure Programming Strategy*.

### **Municipal Philosophy, Mandate and Role in Leisure Service Provision**

#### **Embrace a Broad Concept of ‘Leisure’ Activities and Interests**

It is recommended that the following broad definition of ‘leisure activities and interests’ be supported and promoted as the foundation of the marketing promotion strategy to increase awareness about the broad scope of ‘leisure’ and available community leisure opportunities, as well as to promote increased participation and the benefits of engagement in leisure activities.

*The term ‘leisure’ encompasses a broad range of activities, interests and programs that are experienced by individuals and groups – including: individual and team sports, physical fitness and health/wellness activities, other physical recreation pursuits, social activities and events, volunteering, culture (including visual arts, crafts, performing arts, literary arts, civic arts, design arts, festivals and events, electronic arts, design arts, communications media, arts education, and heritage – folkloric, built and material), relaxation and reflection, personal growth and development, nature appreciation and interpretation, and educational experiences.*

#### **Mission Statement and Goals**

It is recommended that the following revised Mission Statement and Goals be conditionally accepted by Municipal Council as part of this *Leisure Programming Strategy*, and upon sufficient consultation with staff, stakeholders and Municipal Council, the *Mission Statement and Goals*, along with the *Belief Statement* and the *Planning and Provision Principles* that are

recommended in Section 3.3 be officially approved by the Municipality to help define the philosophy, mandate and roles of the Department of Leisure and Community Services.

**Mission Statement:** *To support a high quality of life, expressed through healthy residents, a vibrant downtown and strong neighbourhoods, a healthy natural environment, and a prosperous community, the Department of Leisure and Community Services plans for, co-ordinates and facilitates the provision and promotion of opportunities for leisure to meet the interests and needs of all residents – through services provided directly by the Municipality, as well as in concert with other public, non-profit and commercial providers.*

**Goals:**

1. *To co-ordinate with all providers to provide sufficient quantity and quality of parks and open space, leisure facilities, and leisure programs and community events to meet the evolving needs and interests of residents and visitors.*
2. *To work with all property owners to protect and enhance the natural heritage resources of the community.*
3. *To protect and enhance the tangible and intangible cultural heritage resources of the community that define and distinguish the community.*
4. *To continuously and comprehensively research and plan for leisure services, co-ordinated with all service providers.*
5. *To ensure the effective and efficient utilization of municipal leisure resources.*
6. *To assist in the provision of adequate support to and nurturing of community groups and organizations.*
7. *To assist in the enhancement, sustainability and adequate utilization of quality volunteer resources in the community.*
8. *To co-ordinate the adequate, system-wide promotion of the benefits of leisure and available leisure opportunities.*
9. *To ensure the individual's right of access to all municipal facilities and services in accordance with provincial legislation and municipal policies and by-laws, and where barriers are identified, explore options to reduce or remove them.*

It is also recommended that the ***Charter for Recreation and Parks in Ontario*** be formally adopted by Municipal Council. Refer to Sections 2.2.3 and 3.2.2, and **Appendix E**.

**Gradually Assume a More Significant Leadership Role in Planning and Promotion for Leisure Services**

With the objective 'to achieve a comprehensive, and well-planned, co-ordinated and promoted culture and recreation system that engages and integrates the efforts of all providers who would work co-operatively to reduce overlaps and minimize gaps in service provision and demand' ... it is recommended that the Municipality, mostly through the Department of Leisure and Community Services, but also involving the Planning Services Department, continue to research and plan for programming, facilities, and a parks and open space system that aligns with the evolving needs and desires of the community - within the resources of the Municipality and in co-operation and sometimes through partnerships and strategic alliances with other providers.

It is recommended that the Department of Leisure and Community Services take an even more pro-active leadership role to work toward improved co-ordination of planning for and provision of leisure programming and leisure-oriented festivals and community events (especially cultural

events) provided by all sectors and entities. Since few entities offer cultural heritage programming, it is recommended that co-ordination and provision of cultural heritage programming rest with the Culture and Museum Services Division.

Other than increased co-ordination with other providers, there are no recommendations to alter the current specific philosophy, policies and procedures employed by the *Recreation Division*, the *Culture and Museum Services Division*, or the *Public Library* for planning of programs specifically within the municipal leisure services and library mandates.

It is recommended that greater emphasis be placed on the co-ordinated, inclusive and system-wide promotion of all available leisure opportunities, with the Municipality taking a leadership role, supported by a collaborative effort of other key providers. Current techniques should be enhanced and new approaches utilized – such as a comprehensive web-based, one-stop shopping ‘vehicle’, and an electronic newsletter.

### **Continue to Increase the Municipal Role in Community Development and Indirect Provision of Leisure Programming**

It is recommended that that the Municipality, primarily through the Department of Leisure and Community Services, actively encourage others to assist with the provision of leisure programming, events and facilities to supplement programming provided directly by the Municipality.

It is also recommended that the Department of Leisure and Community Services increase the current investment in community development to expand the role of community-based groups providing leisure programming and events, and others who financially support community programming and initiatives through fundraising. The priority for assistance should be to non-profit entities, particularly to help them to be as effective as possible in developing and delivering programs, increasing community awareness of their roles and what they can offer, and assisting them with leadership training, and developing and maintaining their volunteer resources.

It is recommended that the Municipality consider increasing the role/impact of annual community grants to non-profit groups, programs and events, and that the Municipality consider establishing a community foundation to assist in fund development to support community-based groups and initiatives, and to enhance the subsidy program.

### **Continue to Increase the Municipal Role in the Enhancement of Volunteer Resources**

It is recommended in the *Volunteer Engagement Strategy* that the current Municipal role in support of volunteers and volunteer-base groups be enhanced in the following ways:

- Endorse the importance and value of volunteers and the need to invest in their engagement and nurturing.
- Adopt the *Canadian Code for Volunteer Involvement* and apply it to all aspects of volunteer engagement within the Municipality.
- Create a position with the responsibility for ‘volunteer engagement’, and initially position this staff resource within the Department of Leisure and Community Services.
- Provide board and leadership development as well as volunteer enhancement training.
- Enhance and formalize the *foundation for effective volunteer engagement*.

### **The Municipal Role in Direct Provision of Leisure Programming**

It is recommended that the Municipality continue to pursue this programming philosophy, particularly in the ‘core’ areas of aquatics, fitness/wellness, cultural heritage, performance arts, and instructional and introductory/base level programming for all ages.

### **Continue to Focus on ‘Introductory’ and ‘Entry-level’ Programming**

It is recommended that the Municipality, through the Department of Leisure and Community Services and the Public Library, continue to follow this philosophy for most programming which also supports the goals of ‘maximum affordability’, and complementing the higher levels of programming that are often offered by commercial operators and through some non-profit specialty programming. However, as noted above, there are some types of programming where the Municipality is able to provide a wider range of quality and levels, and should continue to do so.

### **Foster Personal Growth and Development, Civic Leadership and Engagement, as Well as Improved Health and Wellbeing through Leisure Services**

It is recommended that the Department of Leisure and Community Services and the Public Library continue to foster personal growth and the development through the cultivation of personal and civic leadership and social skills, and literary development; and to also contribute to improving the health and wellbeing of residents, and encouraging knowledge development and learning through programming, activities and events.

### **Provision and Operation of Municipal Facilities to Support Leisure Programming**

It is recommended that the Municipality, through the Department of Leisure and Community Services and the Public Library, continue to provide, manage, operate and maintain municipal indoor and outdoor leisure facilities to accommodate a wide range of leisure programs, activities and events - as determined through long-range planning for leisure, where:

- there is an identified need and no other suitable provider is available,
- existing facilities do not provide opportunities for all sectors of the public,
- the volume of demand is too great for existing municipal and/or non-municipal facilities to meet, and
- a comprehensive feasibility study has been prepared to define need, priority and financial feasibility.

As demand continues to increase, and the community continues to grow, mature and change, and the Municipality is able to justify additional investment in facilities, it is recommended that additional *quantity* of some types of leisure facilities be provided. Concurrently, the *quality* of some types of facilities should be improved with the same goal. The 2008 *Leisure Facilities Strategy* identified a number of facilities that will be required as the Town grows to full build-out. For some types of facilities, the recommendation is for increased *quantity* and *quality*, while for other types of facilities, it is recommended that they be *introduced* to the array of facilities already available in Whitchurch-Stouffville. This *Leisure Programming Strategy* has confirmed and refined the list of desirable facilities that should be considered for provision through a collaborative effort between the public, non-profit and commercial sectors – over the next twenty years. (See Section 3.2.9.)

### **Provision and Operation of Municipal Parks to Support Leisure Programming**

It is recommended that the Facilities and Parks Division of the Department of Leisure and Community Services continue to provide, manage, operate and maintain municipal parks and associated public open spaces (and associated outdoor facilities) to support and accommodate a wide array of leisure programs, activities, events and festivals.

### **The Unique Mandate, Vision, Values, Mission Statement, Definition of Core Functions and Policies of the Whitchurch-Stouffville Museum**

Although the operation of the Whitchurch-Stouffville Museum is incorporated within the Department of Leisure and Community Services, it is recommended that the unique mandate, vision, values, mission statement, definition of core functions and museum-specific policies, as well as the unique approach of the Museum to program planning be maintained, even as consolidation of some policies and procedures is undertaken to increase consistency and share the strengths/positive attributes of certain policies that were independently developed by the Recreation Division and the Culture and Museum Services Division.

### **The Unique Mandate/Role of the Whitchurch-Stouffville Public Library**

It is recommended that the unique mandate and role of the Whitchurch-Stouffville Public Library be maintained. It is also recommended that as the programming role of other providers such as the Department of Leisure and Community Services, the Latcham Gallery and Nineteen on the Park continues to evolve and mature, the programming role of the Library should focus on the literary arts and informational programming, with a gradual reduction in programming for music, visual arts and crafts, and recreational and social programming for older adults.

## **Planning and Provision Principles**

Nine Planning and Provision Principles were developed for the *Leisure Facilities Strategy* that was completed in 2008. Those principles have been included in this *Leisure Programming Strategy* and four others have been added. The principles are intended to provide the guiding philosophy for planning, service provision and decision making regarding leisure programming and related services, municipal parks and leisure facilities in Whitchurch-Stouffville for now and into the future.

Some of the principles are based on the **personal, social, economic and environmental benefits of parks, recreation and culture**. Others reflect **contemporary planning principles** for the provision of parks, leisure facilities and related programs, activities and services.

The principles also reflect the **Charter for Recreation and Parks in Ontario** which, in part, states that:

*Everyone in Ontario has a right to quality, accessible and inclusive recreation and parks services in their communities – services that are essential for the health of Ontarians, the quality of life in our communities, and the sustainability of our environment. Every citizen in Ontario has the right and freedom to: participation, active living, access to nature and the outdoors, enriching experiences, a welcoming and inclusive community, and engagement.*

Refer to Section 2.3.3 and **Appendix E** for more on the **Charter for Recreation and Parks in Ontario**.

**Principle One: Utilize the Benefits of Parks, Recreation and Culture and the Charter for Recreation and Parks in Ontario as the Foundation of the *Leisure Programming Strategy***

The personal, social, economic and environmental benefits of parks, recreation and culture are becoming increasingly well documented and widely known, and have become the credible foundation of contemporary leisure delivery systems. Developed in 2009, the Charter for Recreation and Parks in Ontario identifies the *recreation and parks rights* of Ontarians, the *rational for leisure services*, *goals for communities* and the *role of recreation and park leaders*. The benefits and the Charter have been translated into the following **‘belief’ statement** that has been tailored to the Town of Whitchurch-Stouffville.

***We believe that an investment in parks, recreation and culture in Whitchurch-Stouffville is an investment in the beauty and appeal of our community; 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
- Greater citizen participation
- Proud and confident leaders
- Strong neighbourhoods and a vibrant downtown
- Reduced crime and lower costs for policing and justice
- A cleaner and healthier environment
- Economic growth
- Building strong families
- Balanced human development - *mind, body and spirit*
- Preservation and celebration of our cultural heritage and diversity

The other twelve principles are listed below. Refer to Section 3.3 for a description/explanation of each.

**Principle Two: Sustainability** – facilities, nature’s capital and staffing

**Principle Three: Ensure Accessible and Inclusive Leisure Opportunities**

**Principle Four: Support an Active, Healthy Community**

**Principle Five: Be Environmentally Responsible**

**Principle Six: Complement Rather than Compete**

**Principle Seven: Maintain a Community Development Approach**

**Principle Eight: Enhance Volunteer Engagement**

**Principle Nine: Strive for Adequate Distribution and Location of Facilities** – ensuring adequate access to programming for both urban and rural residents

## **Principle Ten: Cluster Facilities**

## **Principle Eleven: Strive for Facility Visibility and Prominence**

## **Principle Twelve: Optimize Facility Use**

## **Principle Thirteen: Continue to Evolve Partnerships and other Strategic Alliances**

## **Universal Access and Reduction of Barriers**

The ‘cornerstone’ of the Municipality’s leisure services mandate and philosophy - and inherent in the Mission Statement is ‘*to ensure the individual’s right of access to all municipal facilities and services in accordance with provincial legislation and municipal policies and by-laws*’. Intrinsic to ‘universal access’ is the need to **minimize barriers to participation**. Where barriers are identified, it is the policy of the Municipality to explore options to reduce or remove them.

### **The following are barriers that the Municipality can directly control or influence:**

- financial access to programs, events and facilities (participation/registration/rental costs, and subsidies);
- barrier-free access to and within facilities and accessible customer service;
- effectiveness of promotion of leisure opportunities;
- type, quantity and quality of programs and events;
- type, quantity and quality of facilities that accommodate leisure programs and events;
- quantity and quality of program instruction and leadership development;
- the geographic location/distribution of programs and events; and
- the time(s) in the day, day(s) of the week, and season(s) that programs and events are offered.

Some of these barriers have been addressed in the *Planning and Provision Principles*, the recommended Mission Statement and Goals of the Department of Leisure and Community Services, and within the recommendations regarding an *increased leadership role for the Municipality*. The remaining barriers are addressed by recommendations regarding cost, quality of program instruction, and timing/scheduling of programs.

### **The ‘Cost’ Barrier**

It is recommended that the Municipality engage in additional and ongoing research to more accurately define the proportion of the population that cannot participate in leisure programming, especially activities and programs that provide crucial benefits to individuals and society such as improving health and wellbeing, building character, reducing anti-social behavior, and developing social and leadership skills. It is further recommended that the Municipality seek additional partners to help reduce the cost to participate in leisure programs, events and activities for financially challenged citizens.

### **Quality of Program Instruction**

It is recommended that every effort continue to be made to match the quality of instruction to the performance expectations of each program offering.

### **Timing/Scheduling of Programming**

Mainly due to the commuter-oriented nature of the community, it is recommended that the Department of Leisure and Community Services (and the Public Library) explore ways to offer more programming and access to facilities on weekends and possibly via earlier and later weekday hours for some programs and leisure opportunities. It is also recommended that the Municipality further investigate the degree to which this commuter phenomenon is a barrier and seek the most feasible and effective measures to mitigate this deterrent to participation in leisure programming and activities.

### **Work Toward Supporting Leisure Activities and Offering Programs and Events that are in Strong and Growing Demand**

The research into current participation in leisure activities and registration in programming, and the interpretation of anticipated future trends in leisure demand identified leisure activities, programs, festivals and events to consider for increased emphasis and enhancement in the near future. (See Section 3.5 for details.) It is recommended that the opportunity to provide increased and improved service in the identified areas be shared among the public, non-profit and commercial sectors. In Figure 3-1, the category or categories of provider who *may* be the most appropriate to support identified activities and offer noted programs and events are identified. In some cases, the Municipality is identified as one of the providers, more due to provision of the facility or site than the actual programming/activity.

### **Staffing Implications – Department of Leisure and Community Services**

Since the capacity of staff with the Department of Leisure and Community Services has been reached in a number of key service and support areas to meet the current and ever growing and broadening demand for the full spectrum of leisure programming, festivals and events in the community, and to continue to build the capacity of community-based groups and volunteers to enable them to assist with the provision of leisure programming and community events, it is recommended that over the next three years, municipal staff capacity be increased in the following areas:

1. **Direct programming**, with focus on older adults, youth, and festivals and events - to assist the lead Recreation Programmer within the Recreation Division and other staff involved in program development and delivery.
2. **System-wide promotion** of the benefits of leisure and of available leisure opportunities in the community – to take the lead role in this endeavour, with the assistance of other key providers in the community and wider area.
3. **Community development**, with the initial focus on the enhancement of leisure and related services for older adults and youth, as well as the enhancement of opportunities for all aspects of culture
4. **Volunteer engagement** - to build volunteer capacity in the community and assist community-based volunteer groups to enhance their ability to provide leisure programs and events in sports, culture and other leisure interests. Refer to the *Volunteer Engagement Strategy* for additional rationale, and more on the specific tasks and educational requirements of this position.
5. Service and support to **customers with special needs**.

# Chapter One: Introduction

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## 1.1 Purpose

The following are the key objectives of the *Leisure Programming Strategy*:

- ❑ To assess the current level of provision and the relationship of the Department of Leisure and Community Services to other leisure service providers.
- ❑ To determine the optimum focus and emphasis of the Department of Leisure and Community Services regarding leisure programming, currently and for the future (as the community evolves), including identification of market segments, the full spectrum of regular programming and occasional/one-off special events.
- ❑ To identify the 'core' leisure programming to be offered of the Department of Leisure and Community Services.
- ❑ To determine the role of the Municipality regarding 'direct' and 'indirect' provision of leisure programming and events.
- ❑ To understand staffing, facility and other implications and match service provision to human and financial resources.
- ❑ To review the current marketing strategy and provide high level recommendations.

The strategy has utilized key components and results from the 2008 *Leisure Facilities Strategy*, including the community profile, the population growth and change forecast, leisure trend implications, and the strategy for facilities that was recommended at that time. The section on Diversity and Ethnicity has been updated, based on a recent study published by Statistics Canada.

This *Leisure Programming Strategy* has been integrated with the **Cultural Strategy** and the *Volunteer Engagement Strategy*, all of which were undertaken simultaneously.

## 1.2 Report Format

This report has been organized around the following chapters and appendices:

Chapter One:	Introduction
Chapter Two:	The Planning Context
Chapter Three:	Recommended Leisure Programming Strategy
Appendix A:	Community Profile
Appendix B:	The Household Survey
Appendix C:	Leisure Trends
Appendix D:	Program, Membership and Facility Use Statistics
Appendix E:	The Personal, Social, Economic and Environmental Benefits of Parks, Recreation and Culture



# Chapter Two: The Planning Context

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## 2.1 Introduction

In this chapter, the leisure program delivery system is described, including the array of providers in all sectors. Also included is the municipal philosophy, mandate/role and staffing for leisure services; planning for program provision; available leisure programming and related events; indicators of current under-serviced and future demand; and a summary of findings and conclusions.

## 2.2 Leisure Program Delivery System

In every community, the responsibility for the provision of leisure programming is shared among many entities in the public, non-profit and commercial sectors. The principle provider is typically the municipality.

In the case of the Town of Whitchurch-Stouffville, the principle direct provider of public leisure and related programming and events is the Municipality, principally the Department of Leisure and Community Services and the Whitchurch-Stouffville Public Library. Other providers include approximately 50 non-profit groups, organizations and clubs; the Toronto and Region Conservation Authority, the Region of York, non-profit entities such as 19 on the Park/ the Lebovic Centre of Arts and Entertainment and the Latcham Gallery; and approximately 45 commercial entities.

### 2.2.1 The Department of Leisure and Community Services

The Department comprises three divisions:

- Recreation,
- Facilities and Parks, and
- Culture and Museum Services.

The Department is responsible for the operation of municipal parks, outdoor sports and recreation facilities, and all municipal buildings. It is also responsible for culture, recreation and cultural heritage programming, some of which is provided directly by the Department. The Department provides various types of support to many volunteer-based community groups, clubs, associations and event organizations that provide culture and recreation programs and a variety of community events. The new 'community' emphasis broadens the community development role of the Department beyond just leisure-oriented groups and related community initiatives.

**The Recreation Division** is comprised of three main programming areas, fitness, aquatics and community programs offering many direct and indirect programs, both registered and drop-in, and special events for customers of all ages and abilities. This Division has a significant number of part time staff and volunteers; therefore, management of human resources also plays a big role within the Recreation Division

**The Facilities and Parks Division** is responsible for all Town-owned facilities, parks and trails mostly managed by full time staff, with some contract staff. This Division has grown substantially in the past few years as a result of the growth of the community.

**The Culture and Museum Services Division** administers the Whitchurch-Stouffville Museum and cultural heritage programming and events, as well as assisting groups in the community who are under the ‘culture’ umbrella. Although an integral component of the Department of Leisure and Community Services, the Museum is governed by the Museum Advisory Board.

The Town’s new performance facility – *Nineteen on the Park/the Lebovic Centre of Arts and Entertainment*, although owned by the Municipality, is managed by an independent non-profit corporation that is governed by board of directors.

## 2.2.2 The Whitchurch-Stouffville Public Library

The Whitchurch-Stouffville Public Library is a municipal service that is governed by an independent Board of Directors.

## 2.2.3 The Other Providers

Other individual entities and categories of leisure program providers in the public, non-profit and commercial realms include:

- ❑ York Region District School Board (continuing education/general interest courses are offered at the following schools – note that none are located in Whitchurch-Stouffville)
  - Alexander Mackenzie High School, Richmond Hill
  - Unionville High School, Markham
  - Huron Heights Secondary School, Newmarket
  - Dr. G. W. Williams Secondary School, Aurora
  - Vaughan Secondary School, Vaughan
  - Keswick High School, Keswick
  - Franklin Street Public School, Markham
  - Ramer Wood Public School, Markham
- ❑ York Catholic District School Board (adult general interest programs are offered at the following schools – note that none are located in Whitchurch-Stouffville)
  - Sacred Heart Catholic High School, Newmarket
  - St. Augustine Catholic High School, Markham
  - St. Theresa of Lisieux Catholic High School, Richmond Hill
  - St. Jean de Brebeuf Catholic High School, Woodbridge
- ❑ Stouffville Youth Network – a network of local church groups
- ❑ Sports clubs and associations:
  - soccer (Whitchurch-Stouffville Soccer Club - minor male and female recreational and competitive, men’s and women’s recreational and competitive)
  - swimming (Ducks Swimming Club Inc. – Stouffville Swim Club Division)
  - figure skating (Stouffville Skating Club)
  - hockey (minor male and female, men’s and women’s, Junior ‘A’ – four groups and a few adult recreational groups and pick-up hockey teams)

- baseball and softball (minor male and female, men's and women's recreational and competitive – five groups)
- adult badminton
- ladies ball hockey
- adult skating
- lawn bowling (Stouffville Lawn Bowling Club)
- runners (e.g., Annual Markham-Stouffville 5 K Run/Walk, York Region Runners Club)
- ☐ Service clubs:
  - Ballantrae Lions Club
  - Kinsman Club of Stouffville
  - Stouffville Masons
  - Stouffville Lions Club
- ☐ Visual arts groups/programs:
  - Latcham Gallery (programs, workshops and shows/exhibitions for all ages)
  - Schoolhouse Group of Artists
  - Palettes of Whitchurch-Stouffville Group of Artists
  - Stouffville Academy of Music and Dance (Summer Art program for preschool children)
- ☐ Crafts groups/programs:
  - Crazy Ladies Quilt and Craft Club
  - Stouffville Pathways Early Years Program (pre-school age children)
- ☐ Performing arts groups/programs/venues (dance, music, drama, choirs):
  - York/Durham Academy of the Performing Arts
  - York Dance Academy
  - Stouffville Academy of Music and Dance/Newman Concepts in Dance
  - Breck School of Highland Dance
  - Rose School of Highland Dancing
  - Expressions School of Dance
  - SKR Dance Studio
  - Motus O Dance Theatre Company
  - Bach to Blues Company – mixed voice adult choir
  - Men of Note – male voice choir (utilizes Stouffville United Church)
  - Parkview Village Choir
  - York Region Fingerstyle Guitar Association (with Whitchurch-Stouffville members)
  - We Rock School of Music
  - Sheri's Music Studio
  - Piano School of Sharon Wilkinson
  - Stouffville Academy of Music and Dance – recreational and competitive for all ages
  - Christ Church Pantomime
  - Music Mania
  - Concerts on Church Street (utilizes Stouffville United Church)
  - Annual Sacred Music Night
  - Stouffville Pathways Early Years Program (pre-school age children)
- ☐ Festivals and Significant Annual Events:
  - Strawberry Festival
  - Winterfest Celebration
  - Kinsman Santa Claus Parade
  - BIA (events - Trick or Treat on Main street, Festival of Lights, Easter Egg Hunt, Stouffvillious/Farmers Market, June Art and Culture Festival)

- Whitchurch-Stouffville Studio Tour and Sale
- Schoolhouse Group of Artists Annual Art Show
- Palettes of Whitchurch-Stouffville Group of Artists Thanksgiving Weekend Art Show
- Annual Markham/48 Studio Tour and Sale
- Country Pastime Annual Craft Show
- Bruce's Mill Sugarbush Maple Syrup Annual Festival
- Earth Day Celebrations
- Party in the Park (community event for all ages in Memorial Park – games, music, pool party)
- ☐ Natural Heritage groups:
  - Stouffville Horticultural Society
  - Oak Ridges Trail Association
  - York Region – forest resources and associated programs/events
- ☐ Cultural Heritage Groups:
  - Heritage Advisory Committee
  - York-Durham Heritage Railway
  - Downtown Stouffville Farmers Market
- ☐ Recreation-oriented community groups:
  - York Singles Social Club
  - Beavers/Cubs/Scouts
  - Girl Guides of York Region
  - After School Chess Club
  - Atlas Fitness for Youth
- ☐ Seniors groups:
  - Silver Jubilee Club
  - Ballantrae Seniors
  - Easter Gate (retirement residence)
  - Buckingham Manor (retirement residence)
  - Bloomington Cove (retirement residence)
  - Parkview Home (retirement residence)
  - Parkview Village (retirement residence)
- ☐ The Latcham Gallery - a 'public' art gallery which is housed in a municipal building and is governed by a board of directors. The Gallery receives an annual grant from the Municipality, which is defined by a Memorandum of Understanding.
- ☐ Commercial day camps/summer camps/residential camps:
  - Fletch and Sons Fundamental Sports Camp
  - Camp Robin Hood
  - Christ Church Child Care Summer Camp
  - Willowgrove (Willowgrove Outdoor Education Centre, Glenbrook (summer) Day Camp, Fraser (summer) Day Camp)
  - Summer School of Rock
  - Stouffville Montessori School Summer Camp
  - Upper Canada Child Care Centres - summer day and residential camps
  - Cyber Camp – Robotics Academy
  - Neuman Concepts in Dance March Break Performing Arts camps and summer camps
  - Motus O Dance Theatre Company camps
  - Expressions School of Dance summer camps
  - York Durham Academy of the Performing Arts summer camps

- SKR Dance Studio summer camp
- Commercial martial arts studios:
  - STK Taekwondo and Karate
  - Stouffville Martial Arts Academy - Karate
- Commercial child care/day care operations:
  - Upper Canada Child Care Centres (Children’s House Child Care, Harry Bowes Children’s Centre)
  - Ballantrae Child Care Centre Inc.
  - Stouffville Pathways Early Years Program
  - My First School Child Care
  - Willowgrove Primary School
- Commercial golf courses:
  - Ballantrae Golf and Country Club
  - Mandarin Golf and Country Club
  - Diamond Back Golf Club
  - Emerald Hills Golf Club
  - St. Andrew’s East Golf and Country Club
  - Maples of Ballantrae Golf
  - Sleepy Hollow Golf and Country Club
  - Timber Creek Golf
  - Spring Lakes Golf Club
  - Rolling Hills Golf Club
  - Station Creek Golf Club
  - Meadowbrook Golf and Country Club
- Commercial fitness enterprises:
  - Phoenix Fitness
  - SNAP Fitness
  - Joint Venture
- Pause-A-While Equestrian Centre
- Athletics ‘R’ Us – advanced sports clinic for children aged 8-15 (volleyball, basketball) and adult pick-up volleyball

#### **2.2.4 Literary and Cultural Programming Providers**

The delivery system specific to ‘literary and cultural’ programming includes the following key players:

- the Whitchurch-Stouffville Library,
- the Whitchurch-Stouffville Museum,
- the Latcham Gallery,
- 19 on the Park – the Lebovic Center for Arts and Entertainment,
- the Department of Leisure and Community Services,
- York Region District School Board (continuing education and general interest programs),
- York Catholic District School Board (continuing education and general interest programs),
- Community-based arts and culture groups (see above), and
- Commercial entities that provide programming and events, mainly in dance, drama and the visual arts.

## 2.3 Municipal Philosophy, Mandate and Role

### 2.3.1 Introduction

This section presents the current philosophy, mandate and role of the Department of Leisure and Community Services and the Library, with emphasis on how they relate to leisure programming and community development. Municipal staffing related to programming is also noted. In part, the philosophy, mandate and role of the Department of Leisure and Community Services and the Library are founded on the community vision, corporate mission, values, and strategies and goals embodied in the Corporate Strategic Plan, as outline below.

### 2.3.2 The Corporate Strategic Plan

In March of 2006, the Town Council approved the **Corporate Strategic Plan – *Blueprint for Success***. The plan comprises a Community Vision, confirms the Corporate Mission, establishes ‘Community Character’ Values, and lays out Strategies and Goals to guide decision-making across all service areas. The philosophy, values and mandate that have been defined for the Department of Leisure and Community Services and the Whitchurch-Stouffville Public Library are supported by this broad corporate philosophy and strategy. Most of the recommendations of the ***Leisure Programming Strategy*** are supported by the Corporate Strategic Plan.

#### ***Community Vision***

Whitchurch-Stouffville is diverse, vibrant and balances respect for the past with enthusiasm for the future! Our town is a safe, caring and welcoming community that residents and business are proud to call home!

#### ***Corporate Mission***

Whitchurch-Stouffville Council, staff and volunteers are a dedicated and responsive team, committed to providing a range of quality services, in partnership with our community in a progressive, fiscally responsible, sustainable and professional manner.

#### ***‘Community Character’ Values***

Compassion	Honesty	Integrity	Respect
Courage	Inclusiveness	Optimism	Responsibility
Fairness	Initiative	Perseverance	Generosity

## ***Strategies and Goals***

(the goals in *italics* are particularly relevant to the Leisure Programming Strategy)

### **1. Balanced Growth and Community Sustainability**

- 1.1 *Preserve and enhance community character (urban/rural)*
- 1.2 Balanced land use planning – environment, economic and social considerations
- 1.3 Orderly/phased development
- 1.4 Economic development and job creation
- 1.5 *Leisure, tourism and cultural development*

### **2. Fiscal Stewardship and Asset Management**

- 2.1 Increase revenues and reduce costs
- 2.2 Sustainable long term fiscal plan for all infrastructure and buildings
- 2.3 *Explore partnerships to deliver new infrastructure/services*
- 2.4 Long term asset management and infrastructure planning, including adequacy of reserves

### **3. Municipal Services and Innovation**

- 3.1 *Enhance teamwork and promote collaboration*
- 3.2 *Ensure relevant organizational structure, including priority to core services*
- 3.3 *Enhance corporate support including human resources, staff training, information technology, purchasing and communications*
- 3.4 *Promote excellence in public administration and communications*
- 3.5 *Master planning for municipal operations*

### **4. Customer Service and Communications**

- 4.1 *Attention to customer/client service excellence*
- 4.2 *Enhance two-way communication with all stakeholders*

### **5. Community Health and Safety**

- 5.1 *Develop and maintain effective community health and safety services*
- 5.2 Enhance public safety through collaboration

### **2.3.3 Philosophy, Mandate and Role of the Department of Leisure and Community Services**

Inherent in the Corporate Strategic Plan is the intent to *enhance and maintain the quality of life of residents and visitors*, in part, by planning, providing and facilitating opportunities for all residents and visitors to participate in and enjoy leisure activities. Also inherent in the Strategic Plan is to:

- preserve and enhance community character (urban/rural)*, implying the desire to ensure that the rural areas of the Municipality are well serviced, including leisure services;
- support leisure, tourism and cultural development*;
- explore partnerships to deliver new infrastructure and services*, including leisure programming;
- enhance teamwork and promote collaboration* in the provision of municipal services, including the cultivation of partnerships and strategic alliances to assist with leisure service provision;
- ensure relevant organizational structure, including priority to core services*, particularly with respect to what the Municipality provides directly in leisure services;

- ❑ *enhance corporate support including human resources, staff training, information technology, purchasing and communications - including support to volunteers and community-based culture and recreation groups, and service clubs;*
- ❑ *encourage master planning for municipal operations, including this Leisure Programming Strategy and the other leisure service strategies;*
- ❑ *focus attention on customer/client service excellence, including the direct and indirect provision of leisure programming and related services;*
- ❑ *enhance two-way communication with all stakeholders, including other public, community-based and commercial providers of leisure programming and community events; and*
- ❑ *develop and maintain effective community health and safety services, including the essential role that leisure services plays in enhancing the health and wellbeing of residents, fostering community leadership and civic engagement, and reducing anti-social behaviour. See Appendix E for the most current description of the benefits of parks, recreation and culture.*

### **Mission and Goal Statements of the Department of Leisure and Community Services**

The following Mission Statement and nine Goal statements that were first introduced in the 1992 Parks and Recreation Master Plan were also supported by the 2003 Leisure Services Master Plan, and although recommended in the 2003 Plan, they were never officially adopted by Municipal Council. However, they have been ‘unofficially’ adopted by the Department of Leisure and Community Services, and are generally consistent with the Corporate Strategic Plan. *In Section 3.2.2, recommendations are offered that could modify the Department’s Mission Statement and Goals.*

***Mission Statement:*** *To enhance the quality of life in Whitchurch-Stouffville by planning, providing and facilitating opportunities for all residents to participate in and enjoy leisure activities.*

#### ***Goals:***

- 1. To improve the quality of life in the Town of Whitchurch-Stouffville through the provision, co-ordination and facilitation of a balanced range of leisure services for all residents.*
- 2. To plan for leisure service delivery in a comprehensive and continual manner.*
- 3. To assist community groups and organizations in their provision of leisure services.*
- 4. To promote leisure resources in the Town.*
- 5. To provide for the individual’s right of access to all municipal facilities and services in accordance with municipal policies and by-laws.*
- 6. To co-ordinate the effective and efficient utilization of existing leisure resources in the Town.*
- 7. To protect the natural and scenic resources in the Town through the provision and management of parks and open space resources.*
- 8. To develop and support the role of volunteers in the leisure services delivery system.*
- 9. To work with other municipalities and agencies in the planning and provision of leisure services.*

Building on the Corporate Strategic Plan; the above Mission Statement and Goals; and the practices, procedures and policies of the Department of Leisure and Community Services - the following describe the various elements of the current philosophy, mandate and role of the Municipality regarding the provision of recreation, culture, heritage and literary services.

## **The Charter for Recreation and Parks in Ontario**

In 2009, Parks and Recreation Ontario published a charter that identifies the *recreation and parks rights* of Ontarians, the *rational for leisure services*, *goals for communities* and the *role of recreation and park leaders*. The Charter has been utilized as a measure of the adequacy of leisure services in Whitchurch-Stouffville – particularly leisure programming.

The Charter states that:

**“Everyone in Ontario has a right to quality, accessible and inclusive recreation and parks services in their communities – services that are essential for the health of Ontarians, the quality of life in our communities, and the sustainability of our environment.”**

### **Recreation and Parks Rights of Ontarions**

“Every citizen in Ontario has the right and freedom to:

- Participation** – in safe, affordable and quality recreation programs that are in harmony with the diversity of the community.
- Active Living** – be physically active through participation in both organizes and informal sport and recreation activities.
- Access to Nature and the Outdoors** – experience nature and access open spaces within their communities.
- Enriching Experiences** – experience the arts, cultural heritage, sport and recreation activities in their communities.
- A Welcoming and Inclusive Community** - be included in activities that build strong communities, engaged citizens and a healthy family life.
- Engagement** – be engaged in the planning of recreation and parks in their communities and to participate in volunteer activities.

**Recreation and parks can help us to overcome the significant challenges facing our communities today, including physical inactivity and the rising cost of health care, a rise in youth violence and the protections of our environment.**

Refer to **Appendix E** where the entire Charter document has been included.

### **Embrace a Broad Concept of ‘Leisure’ Activities and Interests**

The term ‘leisure’ encompasses a broad range of activities, interests and programs that are experienced by individuals and groups – including: individual and team sports, physical fitness and health/wellness activities, other physical recreation pursuits, social activities and events, volunteering, culture (including visual arts, crafts, performing arts, literary arts, civic arts, design arts, festivals and events, electronic arts, design arts, communications media, arts education, and heritage – folkloric, built and material), relaxation and reflection, personal growth and development, nature appreciation and interpretation, and educational experiences.

## **Universal Access**

The ‘cornerstone’ of the Municipality’s leisure services philosophy and mandate - and inherent in the Mission Statement is that *‘everyone should be able to access recreation, arts, culture, heritage and literary programming, events and other activities and services provided by and via the Municipality’*. The Municipality has taken great strides to meet a high standard of accessibility. ‘Customer service excellence’ is a strategic priority of the Town.

Intrinsic to ‘universal access’ is the need to **minimize barriers to participation**. Where barriers are identified, it is the policy of the Municipality to explore options to reduce or remove them.

The following are barriers to participation in leisure services that the Municipality can directly control or influence:

- financial access to programs, events and facilities (participation/registration/rental costs and subsidies - refer to [Section 2.4.3 and 2.4.4](#));
- barrier-free access to and within facilities and accessible customer service;
- effectiveness of promotion of the opportunities;
- type, quantity and quality of programs and events;
- type, quantity and quality of facilities that accommodate leisure programs and events;
- quantity and quality of program instruction and leadership development;
- the geographic location/distribution of programs and events; and
- the time(s) in the day, day(s) of the week, and season(s) that programs and events are offered.

## **Focus on ‘Introductory’ and ‘Entry-Level’ Programs**

The Municipality, through the Department of Leisure and Community Services and the Public Library, focuses most direct programming on entry-level/introductory programs, with the objective of encouraging and sometimes supporting other providers to offer programming of a higher level. In the absence of sufficient or any opportunity for others to offer higher level or specialized programming that is in demand, the Municipality may choose to provide specialized and higher levels of programming as well. Aquatics programming is one example of the ‘extended’ role of the Municipality into all levels of aquatic programming and instruction.

## **Direct Provision of Leisure Programming**

Where there is identified demand in the community for leisure programs, events and activities that are within the mandate of the Municipality, it is the philosophy of the Town of Whitchurch-Stouffville to provide some of those programs and events directly through the Department of Leisure and Community Services and the Public Library.

## **Indirect Provision of Leisure Programming and Community Development**

Where feasible and acceptable, and as supported by the Department’s Mission Statement and Goals, the Municipality encourages and sometimes assists others in the community to provide adequate, accessible leisure programming and events for residents. Sometimes, it is necessary for the Municipality to initiate and nurture a particular program or event until a community-based non-profit or commercial entity is able to assume full responsibility for provision. Sometimes the Department of Leisure and Community Services provides assistance to a community-based non-profit group that is already providing or could effectively provide a particular leisure program, for which there is a market. In a few instances, the Municipality may enter into a partnership or some other form of strategic alliance with a non-profit or commercial entity to share in the provision of a program, event or leisure service. An example of such an

alliance would be ‘We Rock School of Music’ offered at the new Nineteen-on-the-Park – *the Lebovic Centre for Arts and Entertainment*. Refer to **Section 2.4.2** for more information on assistance to indirect providers.

### **Foster Personal Growth, Development, Health and Wellbeing Through Leisure Services**

A role of municipal leisure, museum and library programming and events is to foster personal growth; social and leadership skills and literary development; and to also improve the health and wellbeing of residents; and to provide knowledge development and information learning. The Department of Leisure and Community Services has been interacting with others in York Region and the GTA on initiatives to encourage collaborative action to increase the health of residents through increased physical activity.

### **Provision and Operation of Facilities to Support Leisure Programs, Activities and Events**

It is the responsibility of the Municipality, through the Department of Leisure and Community Services, to provide, manage, operate and maintain municipal indoor and outdoor leisure facilities to accommodate a wide range of leisure programs, activities and events. It is also the responsibility of the Municipality, through the Department of Leisure and Community Services, to increase the quantity, improve the quality and add new types of indoor and outdoor leisure facilities as determined through long-range planning for leisure, where:

- there is an identified need and no other suitable provider is available,
- existing facilities do not provide opportunities for all sectors of the public,
- the volume of demand is too great for existing municipal and/or non-municipal facilities to meet, and
- a comprehensive feasibility study has been prepared to define need, priority and financial feasibility.

It is the responsibility of the Municipality, through the Department of Leisure and Community Services, to:

- assume a leadership role in identifying opportunities where for-profit organizations may be able to address identified leisure facility needs or gaps in the community;
- co-ordinate the use of municipal facilities by community-based leisure groups to ensure efficient utilization of existing municipal facilities and meet defined needs;
- promote and publicize opportunities for the use of municipal facilities for a wide range of leisure programs, activities and events; and
- co-ordinate shared use agreements with school boards for community access to school facilities.

### **Provision and Operation of Parks to Support Leisure Programs, Activities and Events**

It is the responsibility of the Municipality, through the Facilities and Parks Division to: provide, manage, operate and maintain municipal parks, associated public open spaces and outdoor facilities to support and accommodate a wide array of leisure programs, activities, events and uses.

### **Support for Library and Museum Services**

It is the mandate of the Municipality to directly support library and public museum services, programs, activities and facilities.

## **Planning for Leisure Services**

As expressed via the Department's Mission Statement and Goals, as well as the Corporate Strategic Plan, it is the mandate of the Municipality, mostly through the Department of Leisure and Community Services, but also involving the Planning Services Department, to continually assess current leisure interests, anticipate future demand, and prepare plans and strategies to strive to match programming, facilities, and the parks and open space system to the evolving needs and desires of community residents - within the resources of the Municipality and in co-operation and sometimes through partnerships and strategic alliances with other providers and entities. See [Section 2.4](#) for more specifics on planning for programming.

## **Promotion of Leisure Opportunities**

As expressed via the Department's Mission Statement and Goals, it is the responsibility of the Municipality, mainly through the Department of Leisure and Community Services, to assist other entities in the promotion of opportunities for leisure (programs, events, facilities, parks and resources) that are provided by the Municipality and others in the community. It is the mandate of the Municipality to provide no-cost promotion for municipal and municipality-based leisure programming in the media that the Town controls. The Municipality also supports profit-oriented entities that pay to advertize their programs, events and facilities via municipal mediums such as the seasonal Leisure Guide, banners and print advertizing in facilities, signs on arena boards, etc.

It is the responsibility of the Municipality, through the Department of Leisure and Community Services, to maintain and make available to the community, an up-to-date information database of leisure-oriented groups, associations and other leisure-oriented entities.

Refer to [Section 2.4.5](#) for more on promotion.

## **The Whitchurch-Stouffville Museum**

Although a component of the Department of Leisure and Community Services (Culture and Museum Services Division), the Whitchurch-Stouffville Museum maintains its mandate, vision, values, mission statement, and definition of core functions that were developed when it was an independent entity.

**Mandate:** The mandate of the Museum is to acquire and preserve a collection of artifacts and to provide public access to those artifacts through exhibition, educational programming and publication activities.

**Vision:** Continuing the legacy provided by the early settler families and museum founders, the Whitchurch-Stouffville Museum is the dynamic focal point of heritage preservation, appreciation and interpretation for the Town of Whitchurch-Stouffville. As such, the Museum enables and empowers a diverse audience to: i) connect to the past, ii) develop a shared sense of community and understanding of societal development in Canada, iii) learn about the many cultures who have shaped our community, and iv) contribute to local preservation and promotion.

### **Values:**

Balance and authenticity in presentation,  
Engaging and enjoyable interaction,  
Community service and involvement,

Accessible and welcoming atmosphere,  
Understanding and respect for diversity,  
Stewardship of the collections entrusted to our care, and  
Excellence in product and performance.

**Mission Statement:** The Whitchurch-Stouffville Museum is committed to increasing interest and pride in our community's past through conservation, research and education initiatives that illustrate the changing relationship between people and the land in a welcoming, authentic and sustainable way.

**Core Functions:**

- Stewardship – Artifacts/Preservation**
  - Collection development and management
  - Conservation
  - Research
- Public Service and Programming**
  - Community Involvement, Outreach and Marketing
  - Interpretation and Education
  - Exhibition
  - Research Services and Resources
- Administration and Support**
  - Governance, Policy Development and Finance
  - Facilities Management and Site Management
  - Human resources

### **2.3.4 The Philosophy, Mandate and Role of the Whitchurch-Stouffville Public Library**

Although 'leisure' or 'culture' are not the primary mandate of the Library, many feel that a good portion of library use and activity falls within the realm of 'leisure' and 'cultural' activity, and for that reason, Library programming has been included in this *Leisure Programming Strategy*. It will be noted in **Section 2.5** that some programming offered by the Library has a strong 'leisure' orientation; for example, craft programs for pre-school to age 12 children, art camp and art workshops for children, the Chess Club, the Halloween party for children, and the St. Patrick's Day party for seniors. And some programs can be categorized as 'literary arts' – e.g., family literacy for pre-school children; reading programs for pre-school children, children and youth; writing programs for youth; book discussion groups for adults; and author visits for adults.

**Mandate/Role:**

- Everyone has the right to access literacy, cultural and informational programming.
- Strive for universal access by removing barriers where possible.
- The main focus of the Library is to provide literacy, cultural and informational opportunities to community residents.
- The Library strives to balance the responsibility to provide programming opportunities as a customer service within the availability of staff, space and other resources.

- A goal of the Library is to connect members of the community with a wide variety of ideas and perspectives.

### **2.3.5 Staffing for Leisure Program Provision**

**The Recreation Division of the Department of Leisure and Community Services** allocates staff to the leisure programming function in the following way:

- Manger of Recreation: 50% of time allocated to program development;
  - Fitness Supervisor: 70% of time allocated to program development;
  - Aquatics Supervisor: 70% of time allocated to program development;
  - Recreation Programmer: 95% of time allocated to program development (this staff function is fully allocated);
  - Aquatic Programmer: 95% of time allocated to program delivery; and
  - Fitness Programmer: 100% of time allocated to program delivery.
- 
- Aquatic Programs: the 2 full-time staff listed above and 13.8 full-time equivalent staff;
  - Recreation Programs: the 1 full-time staff listed above and 4.1 full-time equivalent staff;
  - Fitness Programs: the 2 full-time staff listed above and 4.3 full-time equivalent staff; and
  - Administrative support: 3 full-time staff and 1.8 full-time equivalent staff.

Part time staff report to the appropriate programmers. Programmers report to their Supervisor, except for the Recreation Programmer and the administrative support staff (3 full-time and 1.8 full-time equivalent) who reports directly to the Manager of Recreation. Supervisors report to the Manager of Recreation.

**Within the Culture and Museum Services Division of the Department of Leisure and Community Services**, the following is the allocation of staff to program development/delivery at the Museum:

- Manager of Culture and Museum Services (5%);
- Curator (25%);
- Program Co-ordinator (70%);
- Receptionist (25%);
- Summer Students (35%); and
- Historical Interpreters (100%).

#### **The Whitchurch-Stouffville Library**

All ongoing library programs are conducted by Library staff (e.g., daycare visits, school visits, story times, craft programs, Jolly Phonics, Baby Goose, Mother Goose on the Loose, etc). The Library does not have any full-time program staff. Library programs are conducted mainly by the Co-ordinator of Children and Youth Services, with some assistance from one of the part-time library assistants. The Co-ordinator of Children and Youth Services spends approximately 50% of her time on programming activities (planning, conducting, evaluating, etc), while one of the part-time library assistants spends approximately 25% of her time on programming activities. Special/occasional programming events (e.g., March Break programs and author visits) are conducted by outside parties but the Co-ordinator of Children and Youth Services is responsible for planning, organizing, managing and evaluating these activities.

## **The Capacity for the Municipality to Provide Adequate Leisure Services in a Number of Key Areas Has Been Reached**

Within the Recreation Division, the ability for staff to offer more direct programming has been reached along with the ability for staff to work with community groups to expand volunteer-based programming and to assist them in their development as program providers.

Similarly, the capacity of the Culture and Museum Services Division to work with community groups to expand programming has been maximized. One of the limiting factors for the provision of programming within the Department of Leisure and Community Services as well as the Public Library is the availability of staff, which is typically maximized in any given season for both of these service areas, as well as the availability of program space.

The ability of the Recreation Division to invest sufficient human resources into the adequate promotion of leisure opportunities has also been maximized. As well, the opportunity for the Recreation Division to continue to adequately support programs and services for special needs customers has been reached.

## **2.4 Planning, Pricing and Promotion for Leisure Program Provision**

This section describes the various aspects of program planning, including how the decision is made to research, initiate and terminate programs, establish fees, subsidies, support to others who provide programming, and promotion of program opportunities.

### **2.4.1 The Procedure/Policy to Initiate a New Program or Event and to Maintain or Cancel New or Established Programs/Events**

The philosophies and policies regarding program planning vary sufficiently between the Recreation Division and the Culture and Museum Services Division of the Department of Leisure and Community Services, and the Public Library to present them separately.

#### **The Department of Leisure and Community Services - Recreation Division**

The Recreation Division utilizes a number of principles or guidelines for deciding when to initiate, modify or cancel programs and events offered directly by the Municipality or in association or partnership with non-staff instructors and other providers. *As noted below, the Culture and Museum Services Division operates slightly differently, due in part to the unique nature of the services provided.*

- ❑ The Recreation Division (and the Culture and Museum Services Division) operates from the philosophy of not entering into competition with another provider who is *adequately* meeting demand, assuming that the Municipality is not currently offering a comparable program.
- ❑ Often, a program that is offered by the Recreation Division is *introductory* or *entry-level/beginner/recreational* in nature and may be intended to support a higher level or more competitive level of program than is sometimes offered by others. These ‘base’ introductory and intermediate level programs are typically less expensive than ‘higher level’ or ‘advanced’ and ‘specialized’ programs.

- ❑ If there is expressed demand from the community, the Recreation Division may decide to provide a program that is not being offered by other providers, no matter the level. An example would be the many types and levels of aquatic programs.
- ❑ The decision to consider and initiate a new program can be based on a request from the community, or by a potential instructor or business who wants to offer a program by utilizing municipal facilities, as well as promotion and registration opportunities available through the Leisure and Community Services Department.
- ❑ Sometimes, municipal staff directly identify that there may be a gap in local provision, based on program offerings in other communities or trends that have been identified in leisure interests. A decision is made to ‘test the local market’ by offering a ‘pilot’ program. When such a program is being offered in another community, the Municipality contacts the provider to learn about costs, participation levels, requirements, etc. If the program still sounds like it might be feasible for Whitchurch-Stouffville, space and instructors are sought. Demand and financial sustainability are tested like any other new program.
- ❑ To test the market and determine financial sustainability, a new program is typically offered three times. If there is insufficient interest to sustain the program and meet the financial objectives of the program, it is cancelled.
- ❑ New programs offered by the Recreation Division must align with the following categories which match the mandate of the Division: i) ‘physical’ activity, ii) family fun activities and events, iii) activities that foster social engagement, iv) arts activities, v) opportunities for nature appreciation, vi) a community event related to leisure, vii) personal leadership development, viii) education/instruction related to a leisure activity, ix) the opportunity to be a volunteer, and x) activities that foster health and wellness.
- ❑ The decision by the Recreation Division to offer a program could be influenced by: i) available space to accommodate the program, ii) supplies, iii) the availability of a qualified instructor, iv) location, v) net cost to provide the program (with a target of 20% profit for adult and some child/youth programs), and vi) longer term sustainability.
- ❑ If a prospective instructor requests to lead a program, the Recreation Division first checks their references. Sometimes the Municipality decides to take on the role of initiating and nurturing/developing a program with the objective of eventually encouraging someone else to take it over.
- ❑ Sometimes a program is suspended for a session or so if a qualified instructor and/or the space to accommodate the program become unavailable for a short time.
- ❑ A program is cancelled if there is insufficient interest after two or three attempts, sufficient interest wanes over time, the instructor becomes indefinitely unavailable, financial sustainability can no longer be maintained, or the space to accommodate the program is lost indefinitely.
- ❑ When there is a demand from school groups for a particular program, such as the ‘Swim to Survive’ program or skating lessons.

### **The Department of Leisure and Community Services - Culture and Museum Services Division**

Decisions about heritage and Museum programming are driven mostly by mandate and policies, rather than by market demand or competition. Programs must align with the mandate, vision, values and mission of the Museum (as noted above). The core functions of the Museum are to acquire and preserve a collection of artifacts, and to provide public access to these artifacts through exhibition, educational programming and publication activities.

'Balance and authenticity in presentation' is a value statement that can separate museum programs from those offered by other providers in the attractions, leisure and education business. A program offered through the Museum must be able to be provided in an authentic way, given the value statements and generally accepted standards in the museum industry. For example, a workshop on needlepoint would fit programming parameters, but not if offered on modern plastic canvas.

The Museum's program development is also guided by their policies on: i) Education and Interpretation, ii) Finance and Revenue Generation, and iii) Exhibition.

Education and interpretation programs are developed in accordance with the Museum's Vision, Mission and Values Statement, Exhibition Policy, Conservation Policy, Collection Management Policy, and Research Policy to ensure accuracy, objectivity, appropriateness, effectiveness and sustainability. Programs are designed and implemented to stimulate interest in history and preservation, to foster an accurate understanding of the community's heritage, to encourage community involvement with the Museum, and ultimately, to develop a more thoughtful, appreciative and enlightened audience.

The types of programs offered are also affected by factors such as visitor/community interest, the specific audience, available facilities and resources suitable to host the program, the type of artefacts in the Museum's collection, the availability of staff and their expertise to design and facilitate the program, the annual budget/available resources, cost effectiveness and the hours of Museum operation.

Sometimes, a request will come from a teacher or a resident. The request is evaluated to determine if it aligns with established programming policies (as noted above), whether the program can be physically accommodated, the availability of qualified staff or volunteers who can instruct, and as required, if there are artefacts to support the program. Another key determining factor is whether the Museum has the human and financial resources to research, develop, test and offer the program. For some simpler programs and workshops, the criteria can be limited to alignment with the Museum's mandate, vision, mission, values statement and policies; availability of qualified instructors; suitable space; and sufficient interest to sustain the session.

Sometimes a prospective new program is identified by Museum staff. For example, in an effort to offer more programming for youth, the Museum prepared for and launched the First Nations program for Grade Eight students.

The Museum's education and interpretation programs are developed in the following three broad categories and may be conducted on- or off-site.

- *School Programs*: including instructional tours on various themes, demonstrations, hands-on activities, changing exhibits, workshops, outreach programs, and education kits.
- *Public Programming*: including tours, demonstrations, hands-on activities, workshops, lectures, changing exhibits and outreach.
- *Special events and related exhibits*: including conferences, seminars, workshops, lectures, guest performances and travelling exhibits.

The Manager of Culture and Museum Services ensures that an appropriate selection and schedule of interpretive and educational programs are delivered each year in order to fulfill the Museum's educational mandate, and to meet community needs and interests. The annual schedule of public programs and events is presented to the Board for their information and input. A summary of the evaluation of programs and events is presented to the Museum Advisory Committee (the Board) in a timely manner and retained for reference when repeating the program or event and/or developing new programs/events.

The Program Co-ordinator is responsible for the development and implementation of the Museum's education programs for school groups and other youth organizations/groups. A summary of attendance statistics by program type is presented to the Board annually.

All programming takes into consideration the specific needs of the user group (i.e., age, skills, interests) and is adapted to meet those needs as closely as possible.

In accordance with the Museum's Research Policy, education and interpretation programs are developed from accurate, comprehensive and objective research. All interpretive and educational activities abide by the Ethical Guidelines as published by the Canadian Museum Association and are conducted in accordance with relevant municipal, provincial and federal legislation such as copyright and disability legislation.

Programs are developed with flexibility in order to successfully serve the needs and expectations of the various user groups in the community.

The Museum endeavours to complement other cultural institutions and organizations in the region in their approach to interpretation and education. Duplication of the work associated with other organizations is avoided whenever possible.

A list of clearly defined and measurable objectives is developed for each program, as well as a means of evaluating each program against the objectives. The completed evaluations are retained for reference when repeating a program and/or developing future programs. All programs are assessed and evaluated on a regular basis to determine the extent to which the programs are achieving their intended objectives. Programs are also reviewed periodically to assess how they are contributing to the overall goals and objectives of the Museum and to generate information to assist with strategic and business planning activities. Program evaluations consider both quantitative and qualitative factors, such as attendance figures; revenue generated; and feedback received from participants, staff and volunteers.

The range of programs that are offered is also influenced by the availability and range of the interests and skills of qualified instructors, including Museum staff, and on occasion, volunteers. Training extends the inherent range of skills and experience of Museum staff. Staff who are involved with education and interpretation programming receive the necessary training in the areas of interpretation techniques, education methodology, local and site-specific history and other relevant topics. Orientation and training programs are designed for all staff, volunteers and Board members to ensure a basic understanding of interpretation techniques and educational theory, as well as standard Museum procedures. External training opportunities are provided as appropriate in accordance with the Town's policy.

The nature and timing of, and the ability to accommodate participation/visitation regarding Museum programming is also influenced by the availability of suitable space. It is the policy of the Museum to provide suitable space within the Museum to deliver interpretation and educational programs. The space provided for programming is intended to meet specific visitor needs and program requirements, and to ensure that artefacts in the collection will not be endangered or harmed by program activities. Space may be made available for use (at the discretion of the Manager of Culture and Museum Services and/or the Curator) to various non-profit community groups for educational purposes. The space must be of sufficient size and layout to allow user groups to move comfortably and safely at all times, including where possible, the movement of visitors with physical challenges. When the Museum enhancement and enlargement initiative is completed, additional quality space will be available to support all types of Museum programming.

### **The Whitchurch-Stouffville Public Library**

Although the Library does not have a policy of non-competition, efforts are made to be aware of what other providers are offering and to not overlap. However, the Library provides a few programs that are also offered by others – such as: crafts for pre-schoolers; Kindermusik; and summer, PA Day and March Break crafts for children, as well as some leisure and social programming for older adults. These types of programs may increasingly be on the edge of the programming mandate of the Library, especially as other providers expand their program offerings into these areas.

Some Library programs are *introductory* in nature, such as computer training. Providers offering more advanced learning opportunities include continuing education programs at educational institutions and the YMCA.

If local gaps in demand are identified that have a ‘literary’ component and align with either the ‘Popular Materials Centre’ or the ‘Pre-Schoolers Door to Learning’ focus, the Library Board policy is to consider programming in those areas. The Library role is to promote the enjoyment of reading and/or provide informational, educational and/or cultural enrichment. Examples of typical programs include: story times, lectures, workshops, discussion groups, performances, readings, book talks and demonstrations.

Sometimes requests for specific programming come from residents. After several requests are received, Library staff will consider testing demand for the program if it aligns with the Library’s mandate, and staff and space are available.

Sometimes the Library is approached by an instructor/provider who wants to offer a program that would be promoted by and offered as a Library program. The same criteria are used to determine if the program aligns with the programming role of the Library. Another determinant is the availability of space.

Sometimes, Library staff identify a potential program that is not offered locally through ongoing investigation of offerings at other libraries and through other providers, industry trends, and research into interests of particular age or market groups. For each prospective program, preliminary research is conducted re: cost to offer, anticipated participation level, staffing and facility requirements, success indicators, etc. If deemed feasible, the program is offered, and if

well received with sufficient registrants, it is continued. A new program is offered two or three times to test the market and if there is insufficient interest, the program is cancelled.

Typically, the decision to cancel a Library program is based on:

- insufficient or inadequate space,
- increased competition for space from another program,
- unavailability of staff,
- changing market conditions and demand, and
- increasing cost to offer the program.

### **System-wide Co-ordination of Planning for Leisure Programming**

Although the Department of Leisure and Community Services works toward monitoring the programming that is provided by others in the community, it is not pro-active in taking a leadership role to work with other providers to attempt to plan for and co-ordinate the most effective and efficient provision of programming, and work to reduce overlaps, create partnerships, mediate conflicts and fill gaps. This level of involvement is typical of most communities. Since few cultural heritage programs are offered by others, the Culture and Museum Services Division is less concerned about co-ordinating provision. The Public Library makes program planning decisions based more on their capabilities and requests of the Library to offer programs than via co-ordinated decision-making – even involving the Department of Leisure and Community Services.

## **2.4.2 Support to Indirect Program Providers**

Indirect program providers include those who use a municipal facility or who provide a publicly-available program in another venue within the community but where the provider maintains a link with either the Department of Leisure and Community Services or the Public Library, or where there is a partnership or some sort of strategic alliance with the Municipality or the Library for program provision. Typically, indirect providers are non-profit entities and include sports groups/clubs/associations, arts/cultural/heritage groups, seniors groups, service clubs, and community groups and associations. To be associated with the Municipality or the Library, programs offered by indirect providers must align with the Municipality's program categories and criteria, and the philosophy/role/mandate of the Department of Leisure and Community Services (including the Museum) and the Library, and provide benefits to the community.

### **The Department of Leisure and Community Services - Recreation Division**

Sometimes a new program that is being initiated by a non-municipal instructor is operated as a municipal program in the beginning to see if it will become viable. Sometimes, the Department of Leisure and Community Services will provide assistance to help the group to become independent. An example would be the We Rock School of Music. Sometimes the program is initially operated as a Town program and sub-contracted to a providing entity to organize, staff and run. Examples would be the Pathways pre-school programs and Playball. For some programs, a subsidy from an indirect source is available to support the attendance of some participants. Example include the Reach for the Rainbow program for special needs children, and the Canadian Tire Jumpstart and the York Region Play programs that help subsidize children of low income families. In some cases, a direct partnership is established with the indirect

provider to support them in offering programs and related services to the community. An example would be the relationship between the Municipality and the Latcham Gallery.

Types of support offered by the Municipality include:

- advertizing space in the Leisure Guide;
- advertizing space in school flyers or the ‘What’s Happening this Summer?’ document;
- specialized training for volunteers of organizations (e.g., volunteer screening, coaching training, risk management);
- assistance by the Facilities and Parks Division with special events (e.g., preparing and sometimes securing park sites, readying facilities, etc.); and
- offering meeting space.

### **The Department of Leisure and Community Services - Culture and Museum Services Division**

Since most programming and events are led and organized by Museum staff and trained Museum volunteers, programs are seldom offered by other providers, either directly or in-directly – as is the case with the Recreation Division and the Public Library. In the past, when the Museum partnered with others or where another entity was allowed to offer a program or workshop at the Museum, program quality and authenticity did not always meet Museum standards.

### **The Whitchurch-Stouffville Library**

Most Library programs that are offered by others are one-session in length, and are typically information-oriented. The Library provides the following types of assistance:

- advertizing space in the Library newsletter, on the Library web site, via flyers, etc.;
- the venue is provided at no cost; and
- audio visual equipment is provided at no cost.

## **2.4.3 How Program and Event Fees are Established**

### **The Department of Leisure and Community Services**

For adult programs, the pricing objective is to realize 20% over the direct cost to offer each program. Once gross cost is determined, the minimum number of registrants can be determined. The gross cost is then compared to typical pricing across the industry and adjustments are made if necessary. An objective of the Municipality is to keep programs as affordable as possible with a target cost per participant of no more than \$100 per session for most programs. Adjustments to the minimum number of registrants, length of session, and a less costly (but acceptable) venue are sometimes made to reduce the price to \$100 or lower. When initiating a new program, increasing exposure and building interest, the program is allowed to run for two sessions at break-even, or a loss.

For children’s programs and special needs groups, the objective is for programs to at least break even. However, whenever possible, the 20% revenue target is sought. The ‘importance’ of the program can influence the revenue objective.

For all programs, downtime between sessions is minimized to optimize revenue generation per facility.

## **The Culture and Museum Services Division/Whitchurch-Stouffville Museum**

Fees charged by the Museum for education and interpretation programs are based upon the cost per program to the Museum and/or through Council By-Law, in accordance with the Museum's Finance and Revenue Generation Policy. The purpose of that policy is to provide guidelines to enable the Museum Advisory Board and staff to make decisions regarding the Museum's revenue generating activities in a proactive and effective manner for the enhancement of the Museum's core functions.

Since the acquisition, conservation, exhibition and interpretation of artefacts is undertaken by the Whitchurch-Stouffville Museum for the benefit of the public at large, and public funding from municipal, provincial, federal and other not-for-profit agencies has supported these museum operations since 1971, it is the policy of the Museum to provide a baseline level of public access to museum services at no charge. This baseline level of service is limited to a casual, general tour of the site. However, donations will be encouraged during this type of visit, and the Museum's other services and events will be promoted.

The Museum's core functions are: i) to acquire and preserve a collection of artefacts (stewardship), and ii) to provide public access to these artefacts through exhibition, educational programming and publication activities (public service). While the importance of generating revenue to support the Museum's core functions is recognized, revenue generation activities are not to reduce or jeopardize the Museum.

Examples of services for which a user fee would be applied include educational tours and programs, outreach programs, Edu-kit rentals, group tours, workshops, children's programs, special events, and access to archival and other collections for research.

In recognition of the Museum's primary mandate of public education and the price sensitivity of certain types of programs, service fees are to be determined using the following guidelines to ensure a minimum level of cost recovery:

- ***Outreach programs, multiple-class school programs and Edu-kit rentals:***  
Total labour (including payroll burden) related to program delivery plus material and incidental costs are to be recovered.
- ***Single class school programs, children's programs, group tours and workshops:***  
Labour costs (including payroll burden) of casual staff plus material costs plus a minimum 25% overhead/administrative fee is charged.
- ***Discount for Whitchurch-Stouffville Students:***  
Recognizing that local residents financially support the Museum through property taxes, students of Whitchurch-Stouffville schools receive a discount of approximately 25% (rounded to the nearest 25¢) for all-site education programs at the Museum.

Discounts for workshop fees are offered to Museum members.

Admission fees to annual fundraising events are established to recover the total payroll costs (including payroll burden) related to event preparation and delivery, plus materials and services contracted, except those related to food sales. Admission fees for other events are set to recover total payroll costs and all material costs and/or contracted services. Ticket prices for food sales at annual events (or for specific capital/endowment fundraising events) will be set to recover all material and contracted service costs, plus a margin to contribute to volunteer fundraising

initiatives.

Where deemed appropriate by the Museum Advisory Board, rental of vendor space will be subject to the following:

- The product group or theme of the display must be in keeping with the themes and objectives of the Museum, the specific event, and/or be of educational merit; and
- Approved vendors will supply their own equipment such as tables and chairs, and provide their own electrical power and proof of insurance. They will also provide a donation to the Museum's Endowment Fund for the use of the space payable.

Fees charged by the Museum for research services, access and photocopying/reproduction are identified in the Town of Whitchurch-Stouffville Recoverable Fees By-law. These fees will be reviewed annually by Museum staff and recommendations for their adjustment will be presented to the Museum Advisory Board for approval.

### **The Whitchurch-Stouffville Public Library**

There is an expectation from the community that programs offered by the Public Library will be free or have only a nominal cost. Program and event fees are typically based on the cost of supplies.

## **2.4.4 Subsidies**

### **The Department of Leisure and Community Services – Recreation Division**

The Recreation Division has recently begun to offer subsidies to residents in need to offset some the cost of program registration for programs that the Town offers directly (see 'JOIN IN' below). Also, the Recreation Division administers or facilitates assistance from others for certain sectors of the community. The Town also subsidizes rental rates for the community use of indoor and outdoor facilities by some groups/programs, and provides other forms of assistance, as noted below. Subsidy programs available to qualifying Whitchurch-Stouffville residents are outlined below. Annual subsidies ranged from 62 to 90 between 2006 and 2008.

The **JOIN IN** subsidy is a recently-launched initiative within the Department of Leisure and Community Services. The intent of this initiative is to offer subsidy to any resident facing financial barriers, for any type of leisure program. A small amount of funding has initially been budgeted for this program, but plans are underway for fundraising efforts to cover the costs of this initiative. Once established and funding projections are more accurate, the intent is for this program to cover costs associated with any leisure programs offered within the Town of Whitchurch-Stouffville, not just municipal programs, as is currently the case.

The **Canadian Tire Jumpstart Program** provides a finite amount of funds annually to children ages 4-18, calculated on a per capita basis and is administered by the Recreation Division of the Department of Leisure and Community Services. The program provides up to \$300 per eligible person/session (two per year) which can be allocated to any programs of a 'physically/active' nature, anywhere, but for Whitchurch-Stouffville residents only. The number of requests has been increasing, and because the program is in high demand, the Town tries to keep the subsidy to \$100/person to provide assistance to more residents. Candidates are referred from reputable

sources that identify children in need (schools, case workers, etc.). ‘Special needs’ adults can also qualify. ‘Pathways’ is another organization that qualifies to administer this program.

The **Region of York** provides assistance for ‘Ontario Works’ clients as well as Housing and Community Services clients. The subsidy is for Town programs only – mostly for summer camp and some other programs. The Region pays the full cost of registration up to \$35/day for eight weeks (which is sufficient) plus some equipment like a backpack and the cost of a one-on-one worker to support anyone who needs this assistance.

The **Reach for the Rainbow Program** covers the cost of a ‘one-on-one’ support worker for children with special needs who attend day camps and some other programs. This cost is then charged to the participating family who Reach for the Rainbow assists to access funding to cover these costs.

**Swim to Survive**, a program offered by the Lifesaving Society, provides 100% assistance to Grade Three school groups, including bussing if required. The program covers the cost of three lessons to teach the three ‘swim-to-survive’ skills. Some school groups choose to add more lessons, but the additional cost is covered separately by the individual schools.

**Subsidized facility rental rates** - For all community- and volunteer-based culture, recreation, sports and some other groups, the Town charges rental rates for indoor and some outdoor municipal facilities that do not cover annual operational costs, and as a result, the Municipality is actually providing an indirect subsidy to groups for facility use. For halls, there is a community and a commercial rate, with all out-of-town renters paying the commercial rate. A higher program registration rate is not changed for out-of town residents.

**Other discounts and subsidies** - Seniors (age 60+) are charged child/youth registration rates. There is a staff discount for work-related courses and membership at the Municipal fitness centre. Volunteers receive \$1/hour off program costs other than materials and certification fees (mostly youth volunteers). The Town offers complimentary items for community fundraising events (e.g., a gift card and swim passes). Some events are free through sponsorship (e.g., Tim Horton’s skate, the annual MP skate). The Town supplies staff and some equipment at no cost to support some community events such as the Strawberry Festival, Safety Village, parent fairs at schools, Relay for Life, etc.

### **The Department of Leisure and Community Services – The Culture and Museum Services Division**

The Museum provides a 25% discount to students from Whitchurch-Stouffville schools when they attend educational programs. The fee that is charged for general public research visits (\$5.00 + HST) is in essence a subsidy in that the fee does not come close to recovering costs. The number of hours spent responding to research requests are tracked and charged to the client, but staff costs are not fully recovered. For research requests from individuals that are more ‘commercial’ in nature such as someone intending to publish a book or to complete a real estate search, the fee is substantially higher and in most cases, does cover staff time. The Museum applies for a grant from the Mayor’s youth fund to cover the cost of the bus that brings summer ‘campers’ to the Museum during the heritage-themed Camp Week. Museum members receive a 20% discount on workshops, a 10% discount on gift shop purchases, and have free access to the Museum archives for research purposes. A fee, which exceeds actual cost, is

charged for photo reproductions from the collection. A higher reproduction fee is charged for commercial purposes such as for a business that requires an enlargement for a store, restaurant, office, etc.

### **The Whitchurch-Stouffville Public Library**

Subsidies do not apply to Public Library programming since there is seldom a cost for program registration. If there is a fee, it is to cover the cost of supplies only. Occasionally, the Library partners with another provider to offer a program within the Library facility at no charge for the facility. An example would be YMCA career re-entry programs where Library staff share in offering segments of the program. For initiatives like the March Break program, funding support is received from the Lions Club to help defray program costs.

## **2.4.5 Promotion**

### **The Department of Leisure and Community Services**

The principle tool that the Department uses to promote programs and events offered by and via the Recreation and Culture and Museum Services divisions and also via community-based groups and other providers is the semi-annual Leisure Guide. In the Leisure Guide, most programs are organized by market group and type. A one-two page section is allocated to the Museum, the Library, Latcham Gallery and the Nineteen on the Park – the Lebovic Centre for Arts and Entertainment. A page is allocated to the promotion of community organizations with contact information. Some commercial groups advertise in the Leisure Guide.

Other avenues of promotion of program offerings and community events include:

- the weekly ‘town page’ in Sun Tribune newspaper and the WOWS biweekly (What’s on in Whitchurch-Stouffville)
- the ‘For Residents’ and ‘Leisure’ sections on the Town’s web site;
- the ‘Exploring Whitchurch-Stouffville’ booklet;
- monthly advertising in the Stouffville Free Press and SNAP newspapers;
- monthly submission of articles to local papers;
- seasonal flyers/ booklets distributed to the schools and through welcome wagon/new residents packages;
- advertising on the VenuVision televisions located at the Leisure Centre and Stouffville Arena; and
- flyers, hand-out materials, pamphlets/brochures, posters and bulletin boards.

### **The Culture and Museum Services Division**

In addition to the Leisure Guide, the Museum utilizes various other marketing methods, including web postings, e-/direct mailing, press releases, and presentations that are used to provide updated information to and promote closer relations with local school officials, teachers, community groups and the general public about the changing education programs provided by the Museum.

Staff actively support media interviews that further the purpose of the Museum. Public speaking invitations related to the Museum and historical topics are accepted whenever possible.

As scheduling permits, the Museum provides orientation and education days on-site for teachers (such as Professional Activity Days) to give teachers the opportunity to learn what programs the Museum offers, to examine the exhibits and education kits, and to determine how Museum staff and teachers can best work together.

### **The Whitchurch-Stouffville Public Library**

The Library utilizes their newsletter, web site and flyers, as well as the Town's semi-annual Leisure Guide to promote their facility, collection, services, regular programs, associated clubs and occasional events. As noted above, the Library also provides advertizing space in the Library newsletter, on their web site, via flyers, etc. to indirect program providers who are associated with the Library.

## **2.5 Available Leisure Programming and Related Events**

### **2.5.1 Introduction**

As introduced in **Section 2.2** describing the leisure delivery system, there are many entities within the public, voluntary and commercial sectors involved in the provision of recreation, arts, culture and heritage programs and events within the Town of Whitchurch-Stouffville. Many of the providers in the commercial sector have been identified and included in the inventory of programs and events.

**Figure 2-1** summarizes the over 700 identified programs, events and entities by the four categories of provider, the five categories of programming (including 'other') and the five age groups (including programs and events catering to the 'family/group' market. Refer also to **Figure F-1** in **Appendix F** for the details by market sector and category of provider. The following are key observations by sector of provider, program category and age group/market.

### **2.5.2 The Providers**

Although the Town of Whitchurch-Stouffville, through the Department of Leisure and Community Services (principally the Recreation Division and the Culture and Museum Services Division) and the Whitchurch-Stouffville Public Library is the principle *single* provider of leisure-oriented programs and events within the Municipality, the 'commercial' sector and the 'other public/non-profit/voluntary' sector each collectively provide a greater *number* of programs and events than the Municipality. It is likely that this is the case in most communities. Although the majority of programs and events offered by the entities in the 'commercial' sector and the 'other public/non-profit/voluntary' sector have been identified, some will have been missed, and therefore are not reported in **Figures 2-1 below and F-1 in Appendix F**. The research into their offerings was not able to be as in-depth as for the Municipality where access to data is much more readily available.

**Note re: Limitations of the Program Inventory:** *The program/event 'count' that has been utilized for this analysis has some limitations that need to be identified. It is based on what has been able to be researched about specific programs offered in each of the five categories of age and market characteristics and by each of the four broad categories of provider. The challenge*

facing the research is the difficulty of collecting the same level of detail from all providers. The commercial sector is very guarded about releasing detailed customer counts. And although a great deal of information could be mined from the files of the public and non-profit sectors, the scope of this assignment will not allow that level of research to be conducted.

Therefore, to remain within the scope of the assignment and be consistent across all categories of provider, a relatively straight-forward method of program inventory has been utilized. Programs have been counted once for each market segment in which they are offered, even if some programs were repeated within the same session and/or offered in more than one season. For example, if a particular style of dance program (e.g., ballet) is available for children, youth and adults from a particular provider, that program is counted three times – once for each market segment. If an event is aimed at ‘families’, it is counted only once. One limitation is that this approach under-represents some programs and the entities that provide them (including the Department of Leisure and Community Services) who offer some programs that are aimed at a particular age group more than once per session and/or season. This simple tally of programs and events also does not account for the fact that some programs and events are offered for only one evening, one day or a half day, while many programs are offered for a eight to twelve week session, many times during a season or over more than one season.

Also, since the inventory of programs and events does not account for the **number** of registrants or participants, or the number of times a program is offered, the simple tally of **number** of programs and events cannot be used as the only indicator of what is being offered and the level of participation.

For example, if only the number of **programs** was examined, it would create the impression that the ‘arts’ sector dominates provision. However, if the number of **registrants/participants** per program/event category could be factored in for all programs by all providers and the number of times that a program is repeated, it would be clear that many times more participants are involved in the ‘sports and physical recreation’ category than any other. While a dozen or two people may register in a visual arts class or Latin dancing, 1,150 are registered in summer outdoor soccer, 1,325 are registered in minor hockey and 4,059 are registered in swimming lessons - to select just three examples.

Since it is impossible to gather all of the registration/participation information for all programs, events and leisure activities for all providers (public to commercial), a comprehensive and complete comparison of participation/registration across all categories cannot be undertaken. However, the following **examples** provide a snapshot of participation in a variety of leisure interests, where data is available. **Unless otherwise stated, data is for 2009 and where possible, non-residents have been excluded.**

- Minor hockey (male and female) – **1,325**
- Figure Skating and the Canskate program - **270**
- Public skating (all ages) – **4,072**
- Minor softball - **315**
- Adult softball, slo-pitch, hardball – **343 (may not include hardball)**
- Minor and adult outdoor soccer – **1,061 children and youth + 91 adults = 1,152 (residents)**
- Tennis lessons – **150**
- Town-offered Pre-school programs - **488**
- Town-offered Children & Youth programs - **845**

- Town-offered Adult programs - **148**
- Town-offered Specialty Fitness programs - **770**
- Stouffville Swimming Club – Ducks Swimming Club Inc. – **approximately 40**
- Swimming lessons (all ages and levels) – **4,059**
- Visual art classes for children offered by the Public Library – **approximately 40**
- Winter and March Break programs offered by the Public Library – **approximately 100** (sports, arts, theatre, music), including repeats
- Pre-school and children’s craft programs offered by the Public Library - **approximately 30**
- Seniors Movie Series offered by the Public Library – **approximately 100**, including repeats
- Professional Series at the Lebovic Centre for Arts and Entertainment – **for 2009 performances only – 2,210 (first nine months of operation)**
- Starlight Cinema at the Lebovic Centre for Arts and Entertainment – **for 3 screenings in 2009 - 195**
- Chess Club at the Public Library – **10 members**
- Visual art education programs offered by the Latcham Gallery – **2,117** (1,639 children and 478 adults) in 55 programs - includes repeats of some programs and registrants/participants
- Doors Open Whitchurch-Stouffville – **1,450**
- Special events at the Museum – **1,914 (2005-2009 average)**
- Drop-in visits by the general public to the Museum (non-event days) – **309 (2005-2009 average)**
- Pre-booked group tours of the Museum, including schools – **2,001 (2005-2009 average) – 2009: 2,463**
- Bach to Blues adult choir – **31 members**
- Men of Note male choir – **36 members**
- Annual Strawberry Festival – **approximately 30,000 (includes residents and visitors)**
- Winterfest Celebration – **300 (includes residents and visitors)**
- Party in the Park – **approximately 150**
- Schoolhouse Group of Artists – **20 members**

### **Department of Leisure and Community Services**

Recognizing the above-noted limitations, the research on the number of programs indicates that the Town of Whitchurch-Stouffville Department of Leisure and Community Services is likely the principle provider of leisure and related programs and events in the pre-school child market, and the sports/physical recreation and cultural heritage program categories. Factoring what is repeated across age groups/market segments, the Department offers some 200 programs, with the largest number offered to adults (66), followed by children age 6-12 (48), youth age 12-18 (42) and pre-school age children (26). Since some of those 200 programs are offered more than once per season and year, the actual number of programs offered greatly exceeds 200. Of course, the same can be said for other providers who offer programs to a particular age group more than once per season or throughout the year.

Of the approximately 200 programs listed for the Department of Leisure and Community Services, 38 are offered by the Culture and Museum Services Division, with many cutting across most age groups. Although the Department of Leisure and Community Services is the principle provider of pre-school leisure programs within the public sector, commercial businesses that cater to this age group may collectively provide more individual programs, particularly businesses that are in the child care sector. Most of the approximately 200 Department of Leisure and Community Services programs are in the ‘sports/physical recreation’ category (111 or 55.5% of the total for the Department), followed by ‘other’ with 40 (20%), ‘cultural heritage’ with 24 (12%), ‘arts’ with 23 (12%), and ‘natural heritage’ with 2 (1%).

The **Whitchurch-Stouffville Public Library** offers some 83 programs that are literary, informational and leisure in nature, although only 19 programs are leisure-oriented with 17 being in the ‘arts’ category. The remaining programs fall into the ‘other’ category and are mostly literary and informational in nature. By number of programs, the principle age group that Library programming caters to is adults (34), followed by pre-school children (24) and children age 6-12 (15). The Library does not offer much programming for youth (6) or the family/group market (4). A good number of Library programs run for one evening or day rather than the eight to ten weeks that are typical of Department of Leisure and Community Services programs.

The **‘other public/non-profit/voluntary’** sector is collectively a major provider of leisure programming and events with a total of at least 228 programs, events and ‘entities’, including at least 50 individual groups and entities. Since, in many cases, the providing ‘entities’ are listed rather than all of the individual programs that they may offer, more programs are provided by this sector than are indicated in the inventory. And since neither school board offers leisure and related programming within Whitchurch-Stouffville schools, they have not been included in the inventory.

Most of the programming and events provided by this sector are in the family/group category (68), followed by adult (58), child (48), youth (43) and pre-school (11) age groups. Since most of the pre-school notations are ‘entities’ such as business providing child care services, rather than individual programs, more programs are offered to this age group than are indicated in the inventory, and the total may surpass what the Municipality provides for this age group. In this sector, the ‘arts’ category has the largest number of entries (168), followed by ‘sports/physical recreation’ (36), ‘natural heritage’ (12), ‘other’ (9) and ‘cultural heritage’ (3). The Latham Gallery and the Lebovic Centre for Arts and Entertainment provide more programming than any other single entity in this sector.

The **‘commercial’** sector is also a major provider of leisure programming in Whitchurch-Stouffville. As is the case with the ‘other public/non-profit/voluntary’ sector, the inventory identifies ‘entities’ as well as individual ‘programs’ offered by particular providers where more information is available (a total of at least 212, including at least 26 individual groups and entities). Most of the programs are offered for youth (75), followed by children (64) and adults (58). Most of the programming is in the ‘arts’ category (183), followed by ‘sports/physical recreation’ (17) and ‘other’ with 12. Within the ‘arts’ category, a large number of the 183 programs are dance-oriented and many are offered to all or most age groups.

### **2.5.3 Program/Event Categories**

Recognizing the limitations in the research of programs noted in Section 2.5.2, **Figure 2-1** illustrates that the largest *number* of programs offered by all providers is in the ‘arts’ sector with 391 entries, with ‘sports/physical recreation’ at 165. ‘Other’ programs comprise 125, ‘cultural heritage’ 28, and ‘natural heritage’ 14. However, as noted above, the *number of participants* involved in ‘sports and physical recreation’ activities and programs greatly exceed those participating in ‘arts’ programs and events.

With at least 391 programs and events identified (representing **54%** of the total), the **arts** sector dominates in *number* of programs - *although not in participation*. The ‘commercial’ sector and

the ‘other public/non-profit/voluntary’ sector are the principle providers of ‘arts’ programming and events with 183 and 168 programs/entities respectively. At the time of counting, the Department of Leisure and Community Services offered 23 programs and events in the ‘arts’ sector, and the Public Library provided 17 programs. Across all providers, the most ‘arts’ offerings were targeted at youth (111), followed closely by children (108), adults (90), the family/group market (57) and pre-school children (25).

**Sports and physical recreation** programs represent **22.8%** of the total identified *number* of programs inventoried. The Whitchurch-Stouffville Department of Leisure and Community Services is the principle provider in this category with two-thirds of the offerings (111), compared to 36 offered by the ‘other public/non-profit/voluntary’ sector, 17 by the ‘commercial’ sector and one program offered by the Public Library. The most program offerings are for the adult age group (73), followed by children (35), youth (31), pre-school (14) and family (12). Many of the adult programs are ‘fitness/wellness’ oriented. The Department of Leisure and Community Services leads the way with more program offerings in all age categories, including the family/group market segment.

The Whitchurch-Stouffville Department of Leisure and Community Services also dominates the **cultural heritage** category with 24 of the 28 offerings, followed by ‘other public/non-profit/voluntary’ sector with 2 and the Public Library with 1 offering. The 28 offerings represent **3.9%** of the total number of program and events. Within the Department of Leisure and Community Services, the Whitchurch-Stouffville Museum provides cultural heritage programming. Across all providers, more programs are targeted at children (9) and youth (8), followed by the adult market (5), the family/group market (5) and pre-school children with one offering.

The ‘other public/non-profit/voluntary’ sector dominates the small number of offerings in the **natural heritage** category with 12 of the 14 programs (**2%** of total supply), with the principle provider being the Region of York through its ‘forest events and programs’. The Department of Leisure and Community Services provides the other two programs. Thirteen of the 14 offerings are targeted at the family/group market, with the remaining program aimed at children age 6-12.

The Library leads the ‘**other**’ program category with 64 of the 125 entries in the inventory, followed by the Department of Leisure and Community Services with 40, the ‘commercial’ sector with 12 and the ‘other public/non-profit/voluntary’ sector with 9. Over one-third (47) of the 125 offerings are targeted at the adult market (with 33 programs offered by the Library), followed by 34 targeted at the pre-school age group, 22 aimed at the child age group, 17 for the youth market, and 5 targeted at the family/group market. This category is the third largest comprising **17.3%** of total supply, based on the *number* of programs offered.

## **2.5.4 Age/Market Groups**

At 215, **the largest number of programs/events is targeted at the adult market**, followed by children age 6-12 with 175, youth age 12-18 with 167, the family/group market with 92, and pre-school age children with 74.

For the **pre-school child age group**, there are 74 entries in the inventory (**10.2%** of total supply). The predominant program category is ‘other’ with 34 entries, followed by ‘arts’ with 25, ‘sports/physical recreation’ with 14 and ‘cultural heritage’ with 1. **The Department of Leisure and Community Services and the Public Library offer the most programs to this age group** with 26 and 24 respectively, followed by the ‘commercial’ sector with 13 and the ‘other public/non-profit/voluntary’ sector with 11. However, as noted above, the ‘other public/non-profit/voluntary’ sector and the ‘commercial’ sector each provide more individual programs than are indicated in the inventory.

For **children age 6-12**, there are 175 entries in the inventory (**24.2%** of total supply). The predominant program category is ‘arts’ with 108, followed by ‘sports/physical recreation’ with 34, ‘other’ with 22, ‘cultural heritage’ with 9 and ‘natural heritage’ with 1. **The ‘commercial’ sector offers the most programs to this age group** with 64, followed by the Department of Leisure and Community Services and the ‘other public/non-profit/voluntary’ sector with 48 each, and the Library with 15. The ‘other public/non-profit/voluntary’ sector and the ‘commercial’ sector each likely provide more individual programs than are indicated in the inventory.

For **youth age 12-18**, there are 167 entries in the inventory (**23%** of total supply). The category with the most programs is ‘arts’ with 111, followed by ‘sports/physical recreation’ with 31, ‘other’ with 17 and ‘cultural heritage’ with 8. **The ‘commercial’ sector offers the most programs to this age group** with 75, followed by the ‘other public/non-profit/voluntary’ sector with 43, the Department of Leisure and Community Services with 42, and the Library with 7. The ‘other public/non-profit/voluntary’ and ‘commercial’ sectors each likely provide more individual programs than are indicated in the inventory.

For the **adult age group**, there are 215 entries in the inventory (**29.7%** of total supply). The category with the most programs is ‘arts’ with 90, followed by ‘sports/physical recreation’ with 73, ‘other’ with 47 and ‘cultural heritage’ with 5. **The Department of Leisure and Community Services offers the most programs to this age group** with 66, followed by the ‘commercial’ and ‘other public/non-profit/voluntary’ sectors with 58 each, and the Library with 33. The ‘other public/non-profit/voluntary’ and ‘commercial’ sectors likely provide more individual programs than are indicated in the inventory.

For the **family/group market**, there are 92 entries in the inventory (**12.7%** of total supply). The category with the most programs is ‘arts’ with 57, followed by ‘natural heritage’ with 13, ‘sports/physical recreation’ with 12, and ‘other’ and ‘cultural heritage’ with 5 each. **The ‘other public/non-profit/voluntary’ sector offers the most programs to this age group** with 68, followed by the Department of Leisure and Community Services with 18, the Library with 4 and the ‘commercial’ sector with 2. The ‘other public/non-profit/voluntary’ and ‘commercial’ sectors likely provide a few more individual programs than are indicated in the inventory.

**Analysis of Programs and Events by Provider and Market Segments**
**Figure 2-1**

<b>Department of Leisure Services (200 programs)</b>						
<b>Market Segment</b>	<b>Sports/ Physical Recreation (111)</b>	<b>Arts (23)</b>	<b>Cultural Heritage (24)</b>	<b>Natural Heritage (2)</b>	<b>Other (40)</b>	<b>Totals and Ranking by Market Segment (200)</b>
<b>Pre-school Children</b>	8	6	1	0	11	26 (1)
<b>Children (age 6-12)</b>	26	6	9	1	6	48 (2)
<b>Youth (age 12-18)</b>	20	7	7	0	8	42 (3)
<b>Adult</b>	47	2	5	0	12	66 (1)
<b>Family/Group</b>	10	2	2	1	3	18 (2)

<b>Public Library (83 programs)</b>						
<b>Market Segment</b>	<b>Sports/ Physical Recreation (1)</b>	<b>Arts (17)</b>	<b>Cultural Heritage (1)</b>	<b>Natural Heritage (0)</b>	<b>Other (64)</b>	<b>Totals and Ranking by Market Segment (83)</b>
<b>Pre-school Children</b>	1	8	0	0	15	24 (2)
<b>Children (age 6-12)</b>	0	6	0	0	9	15 (4)
<b>Youth (age 12-18)</b>	0	1	1	0	5	7 (4)
<b>Adult</b>	0	0	0	0	33	33 (4)
<b>Family/Group</b>	0	2	0	0	2	4 (3)

<b>Other Public/Non-profit/Voluntary Sector</b> (228 entities/groups/programs/events – 50 individual groups & entities) - not including boards of education who do not offer leisure and related programming in W-S schools						
<b>Market Segment</b>	<b>Sports/ Physical Recreation (36)</b>	<b>Arts (168)</b>	<b>Cultural Heritage (3)</b>	<b>Natural Heritage (12)</b>	<b>Other (9)</b>	<b>Totals and Ranking by Market Segment (228)</b>
<b>Pre-school Children</b>	3	5	0	0	3	11 (4)
<b>Children (age 6-12)</b>	5	41	0	0	2	48 (2)
<b>Youth (age 12-18)</b>	6	35	0	0	2	43 (2)
<b>Adult</b>	21	35	0	0	2	58 (2)
<b>Family/Group</b>	1	52	3	12	0	68 (1)

<b>Commercial Sector</b> (212 entities/groups/programs/events – 26 individual groups & entities)						
<b>Market Segment</b>	<b>Sports/ Physical Recreation (17)</b>	<b>Arts (183)</b>	<b>Cultural Heritage (0)</b>	<b>Natural Heritage (0)</b>	<b>Other (12)</b>	<b>Totals and Ranking by Market Segment (212)</b>
<b>Pre-school Children</b>	2	6	0	0	5	13 (3)
<b>Children (age 6-12)</b>	4	55	0	0	5	64 (1)
<b>Youth (age 12-18)</b>	5	68	0	0	2	75 (1)
<b>Adult</b>	5	53	0	0	0	58 (2)
<b>Family/Group</b>	1	1	0	0	0	2 (4)

*Notes: Specific programs and events provided by the Department of Leisure and Community Services and the Public Library are counted more than once if they relate to more than one market segment (e.g., swimming lessons offered to more than one age group). Entities and programs/events offered by the 'other public/non-profit/voluntary' and the 'commercial' sectors are also counted more than once if they relate to more than one market segment/age group; e.g., Stouffville Minor Soccer caters to children, youth and adults, and the York Dance Academy offers programs in eleven different types of dance to all age categories.*

## **2.5.5 Analysis of Leisure Programming Offered by the Municipality**

The following specific information about programming and events offered by the Department of Leisure and Community Services (including the Culture and Museum Services Division) and the Public Library was collected and reviewed, as summarized below.

### **Gender**

For the Department of Leisure and Community Services, only five female-oriented programs are gender-specific, with one of those programs attributed to the Museum. All programs offered by the Public Library are gender-neutral.

### **Age**

Not accounting for any programs that are repeated within a session or annually for any particular age group, the largest number of Department of Leisure and Community Services programs are aimed at the adult market, followed by children age 6-12, youth, pre-school children and the family/group market.

### **Season**

For the Recreation Division, the majority of programs and events are offered in the Fall, Winter and Spring seasons. The pattern is the same for the Culture and Museum Services Division. None of the Library programs are season-specific.

### **Time and Duration of Sessions**

For the Recreation Division, the majority of programs and events are offered during weekday evenings, with some offered during the daytime and evenings on weekends. Most programs run for a 10-12 week session, with a few running longer and some being offered for 1-8 weeks. Some programs are offered weekly or more than once per week over an entire season (e.g., public/recreational skating).

The Culture and Museum Services Division does not conform to this pattern with most programs and events offered during the daytime from Monday to Friday with only a few on Saturdays. Some special events such as the Tree to Treat Pancake Brunch, the Victorian Tea and the annual exhibition are scheduled on Sundays. Many programs and events are half- and full-day in length. The Museum is open during the summer months Wednesday through Sunday, 10:00 am to 5:00 pm. The Fall and Winter Museum hours are Monday to Friday from 1:00 to 5:00 pm.

Most of the Library programs are one-time or comprise a weekly or monthly pattern rather than being offered for a set number of weeks or sessions in a sequence. The Library hours are:

- Monday to Thursday: 10:00 am to 8:30 pm
- Friday: 10:00 am to 6:00 pm (10:00 to 4:00 during the summer)
- Saturday: 10:00 am to 5:00 pm (10:00 am to 4:00 pm during the summer)
- Sunday: 12:00 noon to pm (closed during the summer)

### **Venues**

For the Recreation Division, most indoor programs are offered at the Lebovic Leisure Centre and the Stouffville (twin-pad) Arena complex (including the two multi-purpose rooms). A few programs are offered at the new Lebovic Centre for Arts and Entertainment (the Great Hall, the main floor lobby, the practice room, the main floor kitchen, the upper hall and the

community/meeting room), Timber Creek Golf Club, the Ballantrae Community Centre (the three halls with a bar and a meeting room with a kitchenette), the Lemonville Community Centre (multi-purpose hall with a kitchen), Camp Willowgrove, the Durham Forest tracts, St. Mark Elementary School, Harry Bowes Elementary School, Stouffville and District Secondary School, Latcham Hall (the main hall, stage, kitchen and meeting room), the Skate Park, Glad Park and the Imperial Centre. With the opening of the new twin pad arena (Stouffville Clipper Sports Complex) in February, 2010, that facility is now available for ice-related activities and ice-out floor-based activities during the summer. The new arena complex also contains a multi-purpose room and a meeting room.

Most Culture and Museum Services Division programs are offered at the Museum - in addition to school visits and some traveling exhibits to CNE, the Library and other municipal venues. An expansion and enhancement of the Museum to create a visitor/community centre is underway. The project will result in 10,000 square feet of additional space to support Museum exhibits as well as Museum and community programming, including a 1,415 square foot multi-purpose hall, a lower level 485 square foot community room, additional exhibition spaces, upgraded kitchen facilities, and a sheltered outdoor courtyard. The high quality, versatile facility will be able to support a wide variety of arts, culture, heritage and community celebration activities and programming including lectures, receptions, meals, hands-on activity programs for all ages, small dramatic and musical performances, and cinematic/video presentations. The centre will be able to expand and diversify exhibition and museum programming capacity, provide dedicated work space for curatorial functions and research, add collection storage space, and improve the reception and gift shop areas.

Most Library programs are offered in the large multi-purpose room in the adjacent Lebovic Leisure Centre. A few programs are offered in the Centre's small multipurpose room or in the Library proper. A few classes and programs are provided off-site (at older adult residences, the Silver Jubilee Club facility, and the Lebovic Centre for Arts and Entertainment).

Municipal parks and other publicly available open spaces contain facilities such as ball diamonds, playing fields, tennis courts, picnic shelters/designated areas, a lawn bowling green and club house, trails, and a skateboard facility that support organized sports programs and events, as well as a wide range of unscheduled leisure activities.

### **Cost**

For the Department of Leisure and Community Services, most sessions cost less than \$100. A few are priced at between \$100 and \$150. Some camps and specialized programs such as lifeguard training cost more than \$150 (16 programs). With many Museum programs and events being one or a few day events, pricing is based on a cost per participant, typically \$4.00 - \$15.00. An exception would be the PA Day workshops which are offered three times per year at \$40.00 per child. Where a fee is charged, registration fees for Library programs and events vary from \$5 for computer classes to \$150 for a quality writing workshop. 85% of Library programs, events and services are free. The typical cost recovery formula for Library programs where a fee is charged is 20%.

### **Attendance/Registration**

For the Recreation Division, attendance/registration in programs typically ranges from 1-20 participants, with some as high as 38. Attendance at summer camps ranges from 19-266.

For the Culture and Museum Services Division, attendance/registration for programs varies from 1-10, with tours in the 50 range and specific events ranging from 67 to over 1,500. The most attended event is the annual antique car show which has drawn as many as 2,400 people. Another highly attended event is Doors Open Whitchurch-Stouffville with an attendance of 1,092 in 2009. Drop-in visits by the general public to the Museum (non-event days) averaged 309 between 2005 and 2009. Pre-booked group tours of the Museum, including schools averaged 2,001 between 2005 and 2009.

Attendance at Library programs and events varies from 1-130, depending on type, with the majority in the 10-20 range.

### **Capacity**

For the Recreation Division, the majority of programs and events operate at below full capacity, with a few as low as 8%. For the programs that are attendance-based and where the number of registrants were recorded (110 of 200 programs in 2009/10), 7% were over 100% capacity, 11% were at capacity, 45% were between 50% and full capacity, and 36% were between 1% and 49% capacity.

For 38% of Culture and Museum Services Division programs and events, there is no measurable capacity. For the programs and events where capacity can be measured, two were at full capacity, five operated at between 75% and full capacity, and four were between 25% and 74% of capacity.

For Library programs and events, capacity also varied greatly from a low of 2% to a high of 100%. 24% of programs were reported to be at full capacity.

**Location of Programming** – Due mainly to the location of suitable public and other facilities and to a lesser extent, the distribution of the population, most programs and events offered by the Department of Leisure and Community Services are located in facilities within urban Stouffville. Tai Chi, Yoga for adults, and Karate for Kids are offered at the Ballantrae Community Centre. A camp program is provided at Willowgrove, located on McCowan Road, south of Stouffville Road. Mountain biking and Hike Club activities are offered in Durham Forest sites. Most Culture and Museum Services Division programs and events are hosted at the museum facility in Vandorf. All programs provided by the Library are located in facilities within urban Stouffville – mostly at the library and adjoining Lebovic Leisure Centre.

Some programming and events provided by others are located within the rural areas of the Town, including visual art/crafts programs, art/craft tours, children and youth camps, some pre-school programming, soccer, baseball, tennis, Winterfest, activities at Bruce's Mill, other programs in York Region forests, the annual Markham/Stouffville Hospital 5K Run/Walk, and an equestrian program.

When the expansion and enhancement of the Museum facility is completed, additional capacity for both Culture and Museum Services Division and community programming will be available at Vandorf.

**Scheduling** – With more programs scheduled during weekday evenings than any other time, an increasing number of residents who commute long distances to work will find it difficult, if not

impossible to attend or be available to bring their children to participate in weekday evening or daytime programs. Some adjustments in program scheduling will have to be considered to better respond to the changing availability of an increasing number of residents. The ability to respond will be influenced by the availability of facilities - which either do not exist or are fully utilized, current hours of operation, availability of staffing and the ability to fund extended hours.

School facilities are not available until after 6pm on weekdays and not at all on weekends unless the Municipality pays full price for school staff, which increases costs and registration fees beyond what is acceptable. This situation leaves school facilities under-utilized for community activities.

## Trends and Patterns – Programs Provided By/Through the Department of Leisure and Community Services

Figure 2-2 summarizes program registration statistics by broad categories for the period 1999 to 2009. This registration data does not include the Culture and Museum Services Division, since it was not part of the Department of Leisure and Community services before 2006.

### Registration in Department of Leisure and Community Services Programs (not including Culture and Museum Services Division Programs and Services), 1999-2009

Figure 2-2

Market Segment	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Pre-school	Incl. below	132	226	228	226	306	395	445	451	550	488
Children and Youth (age 6-18)	333	274	306	255	257	320	304	416	413	448	606
Adult – general	77	120	228	133	137	170	162	115	127	113	148
Adult - Lifestyle/Specialty Fitness			75	347	424	435	488	536	681	969	770
Aquatics (Registration in Leadership programs shown in brackets & included in aquatic registration)	706	638	1,363	2,826 (231)	2,634 (172)	2,794 (314)	2,810 (311)	3,124	3,297	3,670	4,059
Schools - aquatic programs (registration included with aquatic figures)		(60)		(141)	(284)	(361)	(411)	(520)	(463)	(569)	(346)
Schools – other programs (lunch, skate, etc.)								154	137		228
Summer Camps	212	277	290	352	407	377	416	304	353	403	348
Extended Care (included in summer camp figures)				(227)	(241)	(223)	(175)	(131)	(136)	(141)	(144)
<b>Totals</b>	<b>1,328</b>	<b>1,441</b>	<b>2,488</b>	<b>4,141</b>	<b>4,085</b>	<b>4,402</b>	<b>4,575</b>	<b>5,094</b>	<b>5,459</b>	<b>6,153</b>	<b>6,647</b>

Note: The Lebovic Leisure Centre opened in the fall of 2001

In most years since 1999, total annual program registration has steadily increased. There was a slight decline in 2003 and again in 2009. The most significant increase in program registration was in 2002, the first full year of operation of the Lebovic Leisure Centre, which provided greatly increased opportunities for programming, especially in aquatics – through the addition of an indoor swimming pool, fitness centre and larger library.

As illustrated in Figure 2-2, although there have been fluctuations in some categories (children and youth, general adult and summer camps), total program registration has increased annually over the past eleven years since comprehensive records have been kept. Between 1999 and 2009, there has been growth in all categories, with the greatest increases in ‘aquatic’ as well as ‘lifestyle’ and ‘specialty fitness’ programs. In 2009, some of the ‘specialty fitness’ programs were reclassified into ‘general adult’ – thus the decline in registration for ‘specialty fitness’ and

the notable increase in registration in ‘general adult’ for 2009. Program registration has reflected the recent surge in the population, with registration numbers rising at a faster rate beginning in 2006 and climbing even more rapidly during 2007, 2008 and 2009. The increase in commercial recreation, arts and fitness opportunities in recent years may have drawn away some customers of municipal programs.

**More detail is available for registration in Department of Leisure and Community Services programs for the period from 2006 to 2009.** For this data, program categories include ‘community’, ‘aquatic’, ‘lifestyle’ and ‘museum’. The following are key observations for this period.

Between 2006 and 2009, **overall, registration/participation** increased by 32.7% or 2,260. The **rate of growth** in registration accelerated each year with an increase of 464 between 2006 and 2007 (6.7%); an increase of 600 between 2007 and 2008 (8.1%); and an increase of 1,196 between 2008 and 2009 (15%).

For **‘Community’ programs**, registration/participation increased by 384 (26.8 %) between 2006 and 2009, with the most growth between 2008 and 2009. Since 2007, registration by youth (age 13-18) was combined with children (age 6-12). Between 2006 and 2009, registration/participation in **pre-school and child/youth programs** increased (9.7% and 45.7% respectively). For **adults** participation in ‘specialty fitness/lifestyle’ programs exceeds the ‘general adult’ category, due in part to the low number of ‘general adult’ programs offered. In community programming, adult registration has been up and down in the 115 to 148 range; although, overall, there was an increase of 28.7% between 2006 and 2009. In 2008, no ‘community’ programs were offered for **schools**, other than in the ‘aquatic’ area. Participation by students in aquatic programs has been recorded within the aquatic category rather than in the ‘schools’ category, so participation by students appears to be low (see the statistics for student participation in aquatic programs below). Between 2006 and 2009, student/school participation was recorded at 154, 137, 0, and 228 respectively (not including aquatic programs).

For **‘Aquatic’ programs**, registration/participation increased annually from a total of 3,124 in 2006 to 4,059 in 2009 (an increase of 935 or 29.9%). All categories except the school market increased, with school participation decreasing by 33.5%. Community lessons increased by 41.9% and leadership programs increased by 50.2% - with all of the growth in 2009. The largest increase in community lessons was in 2009 (17.4%).

The **‘Lifestyle’ category of programs** was renamed **‘Specialty Fitness’** in 2009 and some of the programs were reclassified as ‘general adult’. For the ‘Lifestyle’/‘Specialty Fitness’ category, registration/participation increased between 2006 and 2008 by 433 or 80.8%. With reclassification, registration declined by 20.5% in 2009 with participation in ‘community’ adult programs increasing that year. See **Figure 2-3** where use of the Lebovic Leisure Centre also reflects this pattern.

For **‘Culture and Museum Services Division’ programs**, registration/participation increased by 707 or 39.1% between 2006 and 2009. Museum ‘programs’ include workshops, school visits and group tours by other age groups. Since 2006, overall ‘usage’ has been relatively steady in the 5,000 range (5,852 in 2006, 5,149 in 2007, 5,517 in 2008 and 5,468 in 2009). Compared to the previous year, use in 2009 was down in all categories, except school visits, research and

outreach programs. Special events account for the largest percentage of overall attendance/use, varying between 1,320 and 2,889 annually or 24.1% (2009) and 49.4% (2006) of total use. Outdoor special events are very weather-dependent, especially the Antique Car Show where attendance has been as high as 2,400 in 2006. Most years, school visits are the second largest use category, varying between 1,476 in 2008 and 2,186 in 2009. For 2009, (not including the off-site Doors Open Whitchurch-Stouffville event) other categories of ‘use’ included: outreach (16.5%), general public (6.3%), group tours (5.1%), meetings (3.1%), rentals (1.3%), research (1.1%), workshops (1%), and other (1.7%). Participation in outreach activities has varied between 567 (2006) and 900 (2008 and 2009). General public visitation has varied between 152 (2007) and 382 (2008). Participation in group tours has varied between 184 (2007) and 320 (2008). Use of meeting rooms ranged between 169 (2009) and 363 (2008). Rentals varied between 37 (2006) and 89 (2008). Visits to the Museum for research ranged from 21 (2007) to 59 (2008). Participation in workshops varied from 92 (2008) to 54 (2009). Average monthly use has varied marginally between a high of 488 in 2006 and a low of 429 in 2007. Influenced most by the annual car show, use of the Museum is typically heaviest in August, ranging from 1,340 (2009) to 2,888 (2006). Since 2006, annual Museum memberships have varied as reflected in the 2006, 2007, 2008 and 2009 totals of 85, 63, 93 and 89 respectively.

In terms of programs and activities supported by the **Stouffville twin-pad arena** (ice surfaces and the two program/activity rooms), total use of the activity rooms through community bookings totaled 17,648 person *occasions* in 2008 (2009 statistics were available only up to June). Public skating accounted for 4,223 person occasions from September through April. The facility supported 8,233 person occasions associated with Town of Whitchurch-Stouffville programs. All three of these totals account for repeat visitors. Due to renovations, room bookings were up substantially in 2008 (17,648) over previous years (4,860 in 2007 and 3,120 in 2006). Participation in programs at the arena facility was also up in 2008, compared to previous years (7,324 in 2007 and 5,524 in 2006). Use of the ice surfaces also increased from 2006 through to 2008 (147,445 in 2006, 163,830 in 2007, 164,940 in 2008 and 87,330 from January to June in 2009 – up from 69,530 in 2008 for the same period).

**The total of all memberships at the Lebovic Leisure Centre** has been relatively steady in recent years, ranging between a low of 1,041 in 2008 and a high of 1,115 in 2007. Although membership in the ‘Fitness-only’ component has declined steadily from 753 to 613, membership in ‘Fitness Plus’ has been steady increasing 147 to 160 over the past four years (2006-2009). However, total membership in ‘fitness’ and ‘fitness plus’ has declined from 900 in 2006 to 871 in 2007 and 762 in 2008, with a slight increase to 773 in 2009. Aquatic memberships are on the increase with ‘Group Fitness/Aquatic’ membership increasing from 140 in 2006 to 201 in 2009. ‘Aquatic’ membership increased significantly from 53 in 2006 to 126 in 2008.

**Lebovic Leisure Centre Membership, 2006-2010**

**Figure 2-3**

Yearly Average	Fitness	Fitness Plus	Group Fitness/Aquafit	Aquatic	Total
2009	613	160	201	126	1,100
2008	619	143	177	77	1,041
2007	726	145	167	102	1,115
2006	753	147	140	126	1,093

**Overall use of the Lebovic Leisure Centre** has also been relatively steady in recent years, with total use ranging from a low of 143,967 person occasions in 2007 to a high of 157,138 in 2009

(refer to **Figure 2-4** below). Annual use statistics are gathered under four broad headings: ‘Member Usage/Visits’ ‘Pay-as-you-go and Tickets’, ‘Programs’, and ‘Bookings’. ‘Member Usage’ includes visitation by all members as noted above (Fitness, Fitness Plus, Aerobic/Aquafit and Aquatic), and the numbers in figure 2-4 reflect repeat visitation. ‘Pay-as-you-go and Tickets’ are divided into Fitness, Group Fitness, Aquafit and Aquatic. ‘Programs’ are divided into Community, Lifestyle and Aquatic. ‘Bookings’ refer to the total number of people using the multi-purpose rooms.

**Figure 2-4** summarizes annual use by the three main categories and their sub-categories for the period 2006-2009. By far the heaviest use under the ‘Pay-As-You-Go and Tickets’ category is in ‘aquatic’ activities, which has shown considerable increase since 2006. Similarly, under the ‘Programs’ category, ‘aquatic’ programs are attended the most, again with steady and significant growth since 2006 (30.6%). Over the four years, participation in ‘Community’ and ‘Lifestyle’ programs has been relatively steady when comparing 2009 with 2006. Participation in ‘Community’ programs was off in 2008, while participation in ‘Lifestyle’ programs peaked in the same year. However, *combined* participation in ‘Community’ and Lifestyle’ programs was highest in 2008 (14.3% higher than 2009, 19.5% higher than 2007 and 25.5% higher than 2006). Use of the multi-purpose rooms ranged between 28,202 person occasions in 2006 to 25,250 in 2009.

**Annual Use of the Lebovic Leisure Centre, 2006-2009**

**Figure 2-4**

Year	Total Memberships	Member Usage/ Visits	Pay-as-You-Go and Tickets				Programs			Bookings of the Multi-Purpose Rooms	Total Facility Use
			Fitness	Group Fitness	Aquafit	Aquatic	Community	Lifestyle/ Specialty Fitness	Aquatic		
2009	1,093	63,005	569	3,691	3,969	16,986	1,508	5,983	36,177	25,250	157,138
2008	1,115	57,064	704	3,000	3,440	16,955	966	7,596	32,280	26,689	148,694
2007	1,041	62,246	600	2,779	3,180	14,489	1,233	5,947	27,735	25,758	143,967
2006	1,100	64,085	701	2,244	2,992	14,987	1,440	5,380	27,698	28,202	147,731

**Notes:** ‘Member Usage/Visits’ includes visitation by all members as noted above (Fitness, Fitness Plus, Aerobic/Aquafit and Aquatic). The numbers account for repeat visits.

### 2.5.6 Indicators of Barriers to Participation

Utilizing the results of the household survey conducted for this strategy, the following are indicators of possible barriers to participation in leisure programming in Whitchurch-Stouffville. Survey respondents were asked to select from a list, the reasons for NOT participating in desired leisure activities. An ‘other’ category was provided to capture any reasons not listed.

*Note: Due to the relatively small sample size, the results should be interpreted with caution. However, the responses with very high numbers would likely be validated by a sufficiently large random sample of the entire community. Due to this limitation, only the top ‘barriers’ are listed below. These top barriers correlate to the analysis of other data. Refer to **Appendix B** for the entire response to this question.*

1. Program/activity was available at the **wrong/inconvenient time** (50.4%).
2. **Facility was not available** to support the desired program/activity/event (44.8%) (curling, indoor soccer, racquetball, squash, indoor tennis, movies, visual arts).
3. Facility or equipment was **not accessible** (21.6%).

4. **Insufficient personal time** to participate (20.0%).
5. **Quality of facility** is inadequate (20.0%).
6. **Program was full** (19.2%).
7. Program **costs too much** (19.2%).
8. Program was offered **too far from home** (17.6%).

## 2.6 Indicators of Current Under-Serviced and Future Demand

The following sources have been utilized to provide indicators of current under-serviced and future demand for leisure programming and events in Whitchurch-Stouffville.

### 2.6.1 The Profile of the Community

The following are **highlights of key characteristics** of the Whitchurch-Stouffville community profile. Community characteristics - particularly age, education, income, ethno-cultural background and commuting patterns - influence interest and the ability to participate in leisure activities. Most of the data was derived from the 2006 national census. See **Appendix A** for more detail.

- 2001 population: 22,008
- 2006 population: 25,628 (adjusted to account for undercount)
- 2001-2006 growth rate: 16.45% (3,660)
- The 2006 population was younger than the Ontario average. The median age was similar, but the average age was younger.
- Consequently, the proportion of elementary school, secondary school, mid-life and empty-nester age groups were notably *above* the provincial average, and the proportion of young adults and senior citizens were notably *below*.
- Family size was a little larger than the provincial average.
- The percentage of lone parent families was lower than the provincial average.
- The percentage of one-person families was considerably lower than the provincial average (reflecting the below average proportion of lone parent families and seniors).
- Home ownership was strong, with the percentage in rental accommodation at half the provincial average.
- Education levels were generally high.
- Income levels were well above all provincial benchmarks.
- Employment by sector was quite well balanced with employment in business services, manufacturing and construction industries leading.
- Occupations were concentrated in the sales and service, business/finance/administration, management and trades sectors. Since 2001, there was a significant increase in sales and service, and the slight decline in business, finance and administration occupations. The proportion of trades, transport, and equipment operators and related occupations were also down notably, as was the case for natural and applied sciences and related occupations.
- Most Whitchurch-Stouffville residents drive to work.
- 20% of residents worked within the Municipality, while 29.3% travelled to work within the Region of York and 27.3% travelled outside of the Region.
- Although the visible minority population is relatively small in Whitchurch-Stouffville, it has

been growing steadily (3.85% in 1996, 4.53% in 2001 and 7.37% in 2006). By comparison, the 2006 provincial average was 22.8% and for the Toronto CMA (of which Whitchurch-Stouffville is part), it was 42.9%). The proportion of the visible minority population in Whitchurch-Stouffville is above average for a small community and is under the influence of Toronto as a geographic area that is attractive to immigrants. In 2006, the largest local visible minority group in Whitchurch-Stouffville was Chinese, followed by South Asian and Black.

- ❑ Other cultures comprise significant portions of the local population – principally: the United Kingdom, Italian, German, French and Dutch origins - which, in 2006, all comprised a larger percentage of the population than the largest visible minority group (Chinese). Foreign-born residents accounted for 4,395 residents or 18.23% of the population in 2006 (up from 3,655 residents and 16.7% of the population in 2001).

### Implications for Current Demand for Leisure Programming and Events

These characteristics of the local population suggest the following about *current* demand for leisure activities:

- ❑ An above average ability to afford leisure opportunities for an above average proportion of the population (although not for all residents);
- ❑ Due to long commutes, a challenge exists for at least one third of the working population to participate in leisure programming or to take their children to during weekday evenings;
- ❑ Above average market potential for family-oriented leisure activities;
- ❑ Above average market potential for arts, culture and heritage programming;
- ❑ A growing market for programming and events of interest to an increasing variety of ethno-cultural backgrounds; and
- ❑ Below average market potential for leisure activities of interest to young adults and older adults (although this pattern will change as these two population groups continue to increase in proportion and size).

## 2.6.2 Looking to the Future

The following are highlights of what is anticipated for Whitchurch-Stouffville over the next ten to twenty years. Data sources include: population projections by John Kettle, the 2006 national census, and Projections of the Diversity of the Canadian Population (2006-2031) by Statistics Canada. See **Appendix A** for more detail.

- ❑ The **full build-out population** has been established at 53,000.
- ❑ The 2007 Kettle projections predicted the following **population growth pattern**:
  - 2001            22,008
  - 2006            25,628
  - 2011            33,767
  - 2016            42,047
  - 2021            50,594
  - Full build-out 53,000 (around 2023)
  - 2026            59,201 (the full build-out limit would have to be amended)
  - 2031            67,289 (the full build-out limit would have to be amended)
- ❑ By full built-out, the **age profile** of the population is projected to change from 2006 in the following ways (*note the small increase for the secondary school age group, compared to all*

*categories of adults – and the large increase in the young adult and older adult age groups):*

- Pre-school 1,371 to 3,233 (increase of 1,862) (5.3% to 6.1%)
- Elementary School 3,535 to 5,989 (increase of 2,454) (13.8% to 11.3%)
- Secondary School 1,497 to 2,332 (increase of 843) (5.8% to 4.4%)
- **Young Adult 4,329 to 12,773 (increase of 8,444) (16.9% to 24.1%)**
- Mid-life Adult 8,541 to 12,985 (increase of 4,444) (33.3% to 24.5%)
- Empty-nester 2,933 to 6,996 (increase of 4,063) (11.4% to 13.2%)
- **Senior Citizen 3,422 to 8,692 (increase of 5,270) (13.4% to 16.4%)**

- ❑ **A shift in the ethno-cultural fabric of Whitchurch-Stouffville is underway.** Between 2001 and 2006, there was a *decline in the proportion of the population* from the following origins: (United Kingdom, French, Dutch, Ukrainian, Canadian, Southeast Asian, Arab, West Asian, and Korean). During the same period, there was an *increase in the proportion of the population* from the following origins: (Chinese, Polish, Aboriginal, Russian, Portuguese, East Indian, South Asian, Filipino, Japanese, and Black).
- ❑ It is predicted that the **visible minority population** in Whitchurch-Stouffville and all residents from ‘other’ origins will continue to increase in absolute number and as a proportion of the population. Extrapolating from 2010 Statistics Canada predictions about diversity, it is not unreasonable to predict a visible minority population in the range of 15%-20% for the Town of Whitchurch-Stouffville by 2031. Based on the projected full-build-out population of 53,000 and a percentage increase of 15-20% by 2031, the number of residents representing a visible minority would range between 7,950 and 10,600 (up from 1,775 in 2006). And based on Statistics Canada projections, the top ten visible minority groups will likely be (in ranked order): South Asian, Chinese, Black, Filipino, Arab, Latin American, West Asian, Southeast Asian, Korean and Japanese.
- ❑ If the 26.5% national figure and predicted ratios of the source of the **foreign-born population** represents the Whitchurch-Stouffville population in 2031, the following would be the numbers (based on a foreign-born population of 14,045):
  - Asian 7,781
  - Europe 2,879
  - the Americas 1,952
  - Africa 1,334
  - Oceania and others 112

### **Implications for Future Demand for Leisure Programming and Events**

These shifting characteristics of the local population suggest the following about *future* demand for leisure activities:

- ❑ Continued above average ability to afford leisure opportunities (although not for all residents);
- ❑ Due to long commutes, the challenge will continue to exist for at least one third of the working population to participate in leisure programming or to take their children during weekday evenings;
- ❑ Continued above average market potential will exist for family-oriented leisure activities, although that pattern will begin to decline as the population ages and in-migration slows as full build-out is reached;
- ❑ Due to below average growth rates, the market potential for leisure activities of interest to children and youth will grow slowly, compared to all adult age groups;

- Increasing market potential will exist for leisure activities of interest to young adults and older adults – as these market segments increase in proportion and number over the next twenty years;
- Accelerated above average market potential will exist for arts, culture and heritage programming; and
- A growing market will develop for programming and events of interest to an increasing number of residents of an increasing variety of ethno-cultural backgrounds – with emphasis on the following: South Asian, Chinese, Black, Filipino, Arab, Latin American, West Asian, Southeast Asian, Korean and Japanese.

### 2.6.3 Recent Patterns in Participation in Leisure Programs

A large number of specific programs and events offered by the Department of Leisure and Community Services (including the Culture and Museum Services Division), and at the Public Library have shown **significantly increasing demand** over the past five years, and others are **at or near capacity** – and include the broad categories of aquatic, group fitness, instructional tennis, instructional visual art, and tours and events at the Museum - across all age groups. The following specific programs and events have been identified:

- Adapted aquatics – children and youth (near capacity, classes added)
- Our Time Together – pre-school (near capacity)
- Pre-school program (well attended and growing)
- CSP Star – children
- Go Girl Go Cardio-Lates – children
- Go Girl Yoga (near capacity)
- H40 Swimmer – children (consistently growing, classes continually added)
- Membership - Aquatics only
- Karate Kids – children (over capacity)
- Skipping (Team/Demo Team and recreational) – children (over capacity)
- Spockids (mountain biking) - children
- Steve Nash Basketball (age 6-9 and 10-13) (no place to expand) (over capacity)
- Summer Camp - children
- Swimmer 1-6 - children
- Tennis (Junior Beginner 1 and 2, Junior/Intermediate (Junior Beginner 1 at capacity – age 6-9)
- Child minding service
- Family Karate
- Bronze Star – youth (at capacity)
- Go Girls Go Cardio-Lates – youth
- Go Girl Yoga – youth (near capacity)
- Skipping – Youth (at capacity)
- Youth Week activities
- Adapted Gentle Fit – adult (new and steady, but at capacity)
- Adult 102 – 103 (not full, but growing)
- Automated External Defibrillator (near capacity)
- Belly Dancing – adult (at capacity and no place to expand)
- Hike Club – adult (at 30% capacity, but growing)
- Aqua fitness memberships - adult

- Strollerfit – adult (near capacity, adding classes)
- Tai Chi – adult (not near capacity, but growing)
- Swimming lessons – adult (growing and adding classes)
- Triathlon Swimming and Triathlon Training – bike – adult (swimming near capacity)
- Volleyball – adult (steady, but near capacity)
- Walking with Poles – adult (growing, but not at capacity)
- Yoga – adult (near capacity, no place to expand)
- Family tennis (growing, but not at capacity)
- Drop-in PD Day activities
- Family day activities
- Group fitness programs – pay-as-you-go
- Aquatic programs – pay-as-you-go
- ESL – adult – offered by the Library (increased from 4/class to 12 in past year)
- Mother Goose on the Loose offered by the Library (at capacity with waiting list)
- Strawberry Tea – pre-school program offered by the Library (new, but at capacity)
- Most pre-school drop-in programs offered by the Library (at capacity)
- Children’s programs offered by the Library (PA Day crafts, Family PD Day activities, Candy Corn Bingo, Halloween party, Paws to Read, Chess Club, Whitbread Art Camp, John Roberts Art Classes) all at capacity
- Shopper Drug Mart make-up demo – Library program for youth (at capacity)
- Life Writing with Sue Reynolds offered by the Library (at capacity)
- Tax session offered by the Library – adult (at capacity)
- Website development offered by the Library (at capacity)
- Directors of short films program offered by the Library (near capacity)
- Adult group tours of the Museum (at capacity)
- Lectures at the Museum – adult (at capacity)
- Victorian Tea at the Museum – adult (near capacity)
- Pancake Brunch at the Museum – family (near capacity)

A small number of specific programs and events offered by the Department of Leisure and Community Services (including the Culture and Museum Services Division), and at the Library that **have shown significantly decreasing demand** over the past five years – mostly child and youth programs and events. The following specific programs and events have been identified:

- Pre-school Dance – Level 2 (cancelled)
- Acro Dance – children 6-12 (cancelled)
- Hip Hop Dance – beginner and intermediate – children and youth (cancelled)
- Lifeguard Club – children
- Fitness memberships (dipped due to increased competition, but rebounding)
- Boating License – adult
- Yoga on Ice – adult (no demand – did not run)
- School tours of the Museum by children age 6-12 – diminishing attendance, but still at 84% capacity - staff suggest this may be due to declining interest from increasing proportion of foreign-born children and others from various ethno-cultural backgrounds
- Museum outreach initiative to elementary schools
- Adult craft workshops at the Museum – due to diminishing demand and staff realignment, this type of programming has been converted to an ‘upon request’ format
- Twilight to Dawn – Library program for youth age 12-18 (cancelled)
- Writing Magic with Charlene Jones – Library adult program (cancelled)

## 2.6.4 Indicators of Current Unmet/Under-served Demand for Leisure Opportunities from the Household Survey

The following are expressions of need that were strongly indicated from the household survey conducted for this strategy. See **Appendix B** for details.

- ❑ **Interest in the following leisure interests appears to significantly exceed current program offerings and in some cases, facility supply.** *There is a strong correlation to the above-noted list of Department of Leisure and Community Services and Public Library programs and events that are in high demand.*
  - adult fitness programs,
  - a wide variety of aquatic programs and activities,
  - tennis,
  - creative arts programming,
  - cooking classes,
  - skating lessons,
  - soccer,
  - pre-school activities,
  - child and youth camps,
  - gymnasium sports, and
  - music classes.
  
- ❑ **The scheduling of some programs appears to be providing a notable barrier** to more than a few and likely an increasing number of residents. Child and parent, as well as fitness programs were mentioned often. *This was the top ranked barrier, identified by half of the respondents.*
  
- ❑ **There is significant interest in a number of leisure activities for which there is no facility or program in the community.** Examples include: curling, squash, racquetball, movies, bowling, gymnastics and indoor soccer. *45% of respondents noted this as a barrier to participation in desired activities – the second ranked barrier.*
  
- ❑ **The survey provided an indication that there may be a disconnect between the expectations of a proportion of residents and the quality of certain leisure facilities and programs.** One example that was expressed via the survey is tennis courts and associated programming. (Although not expressed in the survey, other research indicates that there is also significant unmet demand for other types of culture and recreation facilities.)
  
- ❑ **There is an increasing desire for more programming to be provided in the rural parts of the Town, particularly in Ballantrae.** While 29% of respondents live outside of the urban area, 18% noted this as a barrier.
  
- ❑ Trend research supports indications from the survey that **demand is increasing for a number of leisure activities** that were noted as very popular by survey respondents and are within the mandate of the Municipality. Examples include:
  - fitness and wellness programming/activities;
  - walking and running for fitness and pleasure;
  - avid reading;

- swimming for fitness and recreation;
- visiting and otherwise utilizing libraries;
- gardening;
- bicycling for fitness and pleasure;
- volunteering;
- photography;
- recreational skating;
- attending drama, music and dance concerts;
- woodworking;
- gourmet cooking (lessons);
- soccer;
- tennis;
- nature appreciation;
- visiting museums and historic sites;
- drama, music, dance programs/productions;
- child and youth camps; and
- creative art and hand craft activities.

☐ A fifth of respondents noted that **cost to participate is a barrier**.

☐ The top ranked **sources of information** about recreation, arts, culture and heritage programming, events and facilities identified by survey respondents are:

- Town of Whitchurch-Stouffville Leisure Guide (74.8%);
- The Sun Tribune (Town advertizing, the weekly Town page, ‘What’s on in Whitchurch-Stouffville’ - twice monthly) (62.6%);
- Word of mouth (53.1%);
- Flyers/hand out materials, pamphlets/brochures, posters, bulletin boards (45.6%);
- Stouffville Free Press (monthly town advertising) (40.8%);
- Town of Whitchurch-Stouffville and Library web sites (38.1%);
- By visiting a municipal facility (32.7%); and
- The ‘Exploring Whitchurch-Stouffville’ booklet (25.2%).

☐ The top ranked **providers of leisure opportunities** identified by survey respondents are:

- The Whitchurch-Stouffville Department of Leisure and Community Services (64.0%);
- The Whitchurch-Stouffville Public Library (49.3%);
- Commercial operators (golf, fitness, pre-school programs, summer and school break camps, dance, martial arts, music, equestrian, etc.) (43.4%);
- Sports clubs and associations (28.7%);
- The Lebovic Centre for Arts and Entertainment (24.3%);
- Non-sport and arts/culture volunteer groups/clubs/associations (23.5%);
- The Latcham Gallery (21.3%);
- Local conservation authorities (18.4%);
- Arts and culture clubs/associations (13.2%); and
- The Whitchurch-Stouffville Museum (8.8%).

A few key excerpts from the survey are noted below. Refer to **Appendix B** for more detail.

**Favourite Leisure Interests and Activities of Household Members** (all of the leisure interests and activities in which the respondent and members of the household participated in on a regular basis). The following are the **top 25** most frequently mentioned leisure interests and activities (out of over 100 listed and reported). Those **highlighted** represent interest areas that the Department of Leisure and Community Services and the Public Library can quite easily respond to, within their collective mandates.

1. Watching TV; **Attending farmers markets** (61.1%)
2. **Physical fitness/wellness programs (not including aqua-fit programs) (60.5%)**
3. Eating out/social dinners (56.7%)
4. Surfing the Internet (53.5%)
5. **Recreational walking (52.2%)**
6. **Avid book reading (51.6%)**
7. Traveling (50.3%)
8. **Swimming for pleasure (49.0%)**
9. **Running/jogging/walking for exercise/health; Listening to recorded music (45.9%)**
10. **Visiting/utilizing libraries (44.6%)**
11. **Flower and vegetable gardening (40.8%)**
12. **Recreational biking; Golf (38.2%)**
13. **Volunteering (35%)**
14. **Recreational skating (34.4%)**
15. **Photography; Swimming for fitness/wellness and aqua-fit programs; Swimming lessons (33.1%)**
16. **Recreational skating; Attending drama, music and dance concerts (34.4%)**
17. Home workshop/do-it-yourself activities; **Gourmet cooking/fine food preparation (29.9%)**
18. Video games and **recreational use of computers; Canoeing, rowing, kayaking (29.3%)**
19. **Soccer (27.4%)**
20. **Hockey (26.8%)**
21. **Tennis; Nature appreciation/nature study/bird watching, orienteering, eco-tourism, adventure travel; Visiting museums and historic sites (26.1%)**
22. **Attending multicultural events/festivals (24.2%)**
23. **Drama, music, dance programs/productions (23.6%)**
24. **Child and youth camps (22.9%)**
25. **Creative art and hand craft activities (22.3%)**

**Programs in Which Respondents Wanted to Enroll or Participate During the Past Year, but Were Unable to Do So for Some Reason** (the number in brackets represents the frequency of response)

1. Curling (20)
2. Swimming lessons (19)
3. Physical fitness and wellness programs (not including aqua-fit programs) (17)
4. Tennis (15)
5. Recreational swimming (11)
6. Fine art, Painting, Sculpture (10)
7. Cooking lessons (9)
8. Pilates; Yoga (7)
9. Squash; Racquetball; Movies (6)
10. 5/10 pin Bowling; Zumba (a fusion of Latin and International music); Golf; Visiting museums and historic sites; Ballroom dancing; Visiting/utilizing a library (5)

11. Skating lessons; Badminton; Gymnastics; Drama productions (4)
12. Soccer; Spinning/power cycling; Aquafit classes; Pre-school activities; Camp; Farmers Market (3)

**Reasons for Not Participating in Desired Leisure Activities** (from the activities listed in the above question)

The reasons that are **highlighted** are those to which the Department of Leisure and Community Services and the Public Library can respond, and represent two-thirds of the nineteen that were listed. Several of the other reasons can be partially reduced through public initiatives. For example, the response to provision of a higher level (and quality) of programming and instruction represents a policy decision and would vary by activity, depending on factors such as: i) the current and potential role of other providers to fill the gap, ii) the quality of Municipal facilities to be able to support higher level programming, iii) the availability of qualified instructors, and iv) financial viability. A response to ‘insufficient personal knowledge and skill’ could be to offer an instructional program (or encourage other providers to do so) to ready the potential customer to participate in a particular activity.

- 1. Program/activity was available at the wrong/inconvenient time (50.4%)**
- 2. Facility was not available to support the desired program/activity/event (44.8%)**
- 3. Facility or equipment was not accessible (21.6%)**
4. Insufficient personal time to participate (20.0%)
- 5. Quality of facility is inadequate (20.0%)**
- 6. Program was full (19.2%)**
- 7. Program costs too much (19.2%)**
- 8. Program was offered too far from home (17.6%)**
9. Seeking higher level of competition/instruction (8.8%)
- 10. Quality of instructor was inadequate (8.0%)**
- 11. Program of interest was not offered (6.4%)**
- 12. Program was cancelled (5.6%)**
- 13. Not an inclusive/adaptive program for special needs (2.4%)**
14. Insufficient personal knowledge or skill to participate (1.6%)
15. Health reasons (1.6%)
- 16. Unaware; No child-minding service; Adult general interest programs not offered at the high school; Chlorine in the swimming pool bothers my skin (0.8%)**

**Suggestions for New and Expanded Programs and Events** (Recreation, Culture and Heritage)

This question asked for separate responses from the respondent, other adults, children age 5 years and under, children age 6-12, youth age 13-18 and individuals with special needs residing in the household. See Figure B-1 in Appendix B for a summary of the results. With only 113 respondents to this question, the numbers of responses per suggestion were small. The largest response was from the survey respondent answering for themselves. In total, 331 specific suggestions were offered. The Department of Leisure and Community Services and the Library can respond to most of the top suggestions for expanded and improved programming. In the case of curling, squash, racquetball, gymnastics and indoor tennis, the Municipality can encourage the private or non-profit sector to respond and/or could enter into a partnership to provide facilities such as a curling rink, indoor tennis and indoor soccer.

The top suggestions across all categories combined include:

- More **fitness** classes (Spinning; more fitness classes in afternoon; more fitness classes in evenings (gentle fit, high intensity); abs classes in afternoon and evening; group fitness for men; active seniors fitness) (18)
- Skating lessons**; hockey instruction for older women; daytime skating lessons; adult lessons; after school lessons for pre-school; after school; after work hours; affordable and on weekends; hockey lessons (16)
- Increase opportunity and programs to support **recreational dancing** (e.g., Ballroom, Ballet, Line, sprung floor; dance classes) (16)
- Tennis**; outdoor tennis under the lights; improved opportunities for tennis; tennis club; lessons (14)
- Gymnasium sports** (badminton; family badminton; volleyball; Gymboree; basketball; floor hockey) (13)
- Curling** (11)
- Increased opportunities for **bicycling** (on and off-road) (10)
- Art** classes (10)
- Cooking** classes (10)
- Racquetball** (9)
- More **recreational swimming** (8)
- More **soccer** (7)
- Squash** (7)
- Music** classes (7)
- Indoor tennis** (6)
- Gymnastics** (6)
- More **swimming lessons** (6)
- Walking and hiking** on trails (6)
- Summer camps** (half day; science/nature discovery; reading; sports; general interest; youth) (6)
- More events and activities for **older adults** (e.g., digital camera and computer instruction; Spanish classes) (5)
- More **Yoga** classes, including opportunities for adults and children together, daytime, part of fitness membership; Pilates and Yoga classes offered weekday mornings (5)

## 2.6.5 Whitchurch-Stouffville Public Library Programming Gaps

The analysis of programming offered by the Whitchurch-Stouffville Public Library indicates that very little is offered via the Library for children under the age of three and for youth age 12-18. Space constraints and staff availability are key deterrents.

The following information was gleaned from the household survey and workshops conducted for the 2008 *Community Needs Assessment for the Whitchurch-Stouffville Public Library - Phase Two Report* – prepared by dmA Planning and Consulting Services.

Some base information from the survey:

- 54% of survey respondents were regular users of the Library (this figure is reported to be below the norm for similar-size communities).
- Most (41%) users were ‘occasional; 12% were avid users; 18% were infrequent users.

- Use of the Library was much higher for urban Stouffville residents.
- 15% of non-users stated that the ‘current location was not convenient’.

The highest level of interest was expressed for the following adult programs:

- home and garden improvement programs (20% very likely; 43% somewhat likely);
- instructional arts, crafts and hobbies (13% very likely; 45% somewhat likely); and
- financial/investment programs (12% very likely; 33% somewhat likely).

The lowest level of interest was expressed for:

- book clubs (70% not at all interested);
- book and movie discussion series (stated as ‘low interest’ - percentage not provided in the report);
- foreign movie nights (stated as ‘low interest’ - percentage not provided in the report); and
- parenting programs (stated as ‘low interest’ - percentage not provided in the report).

In the workshops, students stated that they did not connect well with libraries - they perceived libraries as catering mostly to ‘old people’ and ‘little kids’. The most frequent rationale for non-use included:

- use the school library;
- get everything we need on-line;
- facility too big – can’t find my way around; and
- not a ‘social’ space that is conducive to noisy, youth-oriented’ behavior.

From the workshops, students expressed some interest in:

- creative writing seminars for teens;
- attending author visits, if the materials were of interest to teens; and
- being part of a Teen Advisory Group, if they could receive a credit toward community service hours.

Adult participants in the workshops who were already frequent users of the Library were more likely interested in on-line book clubs, creative writing series and author visits. There was little interest in a Library Blog, but many felt that a page on the Library web site that listed ‘librarian recommended books’ would be popular. Not many were interested in book and movie discussion groups. Many stated that the Library has to improve its physical capacity to offer adult programs before they host them.

Business representatives were more likely to be interested in on-line book clubs, creative writing series and author visits (if they were already frequent users). Some were interested in book and movie discussion series and were already frequent participants in movie nights. There was considerable agreement that the program spaces at the Library are unsuitable and the facility is too noisy at peak periods. There was some interest in the business community hosting information sessions of interest to business, but available spaces are not suitable. The meeting rooms are not sound proof with noise from adjacent space being too distracting. There was much discussion about the Library:

- ‘fostering debate and dialogue in the community’;
- being a venue for learning about the ‘big issues of this generation’; and
- ‘contributing to meeting many of the emerging interests of older adults for lifelong learning’.

## 2.6.6 Relevant Information from the Town of Whitchurch-Stouffville Community Satisfaction Survey

For this May, 2008 community survey, prepared by DPRA Canada, a stratified random sampling process was employed and weighted to correspond to population distribution by ward. A total of 591 surveys were completed. Any residents not selected for the telephone survey were invited to take part in a mail-back or on-line survey – resulting in 29 mail-back and 23 on-line surveys. The telephone version was valid 19 times out of 20 with an error margin of +/- 4.0%. The follow are the key findings that are relevant to this Leisure Programming Strategy.

- The majority of residents (94.4%) are **satisfied with the overall quality of life** of the community.
- The five **most important issues** identified included (note that none relate to leisure services):
  - Improve the road system (39.1%),
  - Traffic (24.5%),
  - Urbanization/overcrowding (22.3%),
  - Land use development/sprawl (18.6%), and
  - Cost of living/taxes/user fees (10.2%).
- Three of the top five rated services/programs deemed *satisfactory* or *very satisfactory* are leisure-oriented.**
  - Fire and emergency services (89.5%),
  - Garbage/recycling/green bin collection (87.5%),
  - **Public Library** (80.5%),
  - **Lebovic Swimming/Fitness Centre** (77.9%), and
  - **Aquatic and swimming programs** (76.6%).
- Four of the eight services that ranked *above* the mean in ‘importance’ and ‘satisfaction’ were leisure-oriented.**
  - Library,
  - Lebovic Leisure Centre,
  - Aquatic programs, and
  - Parks maintenance.
- Five key services emerged that may require attention** (where the level of satisfaction was *below* the mean level of 3.68); one of those services relates to this strategy - **child/youth recreation programs and camps** (a satisfaction level just below the mean at 3.67)
- Half of the ten services identified that were *below* the mean in ‘satisfaction’ and ‘importance’ were leisure-oriented.**
  - Skateboard park,
  - Museum,
  - Walking/bike trails,
  - Adult and senior recreation programs, and
  - Baseball and soccer fields.

- ❑ **Three of the four services that were *below* the mean in ‘importance’ and *above* the mean in ‘satisfaction’ were leisure-oriented.**
  - Ice rinks/arenas,
  - Community centres, and
  - Community special events.
  
- ❑ **Of all leisure-oriented *programs* surveyed, respondents were *most satisfied with*:** the library (80.5%), aquatic programs (76.6%), and community special events (73.1%). **Respondents were *least satisfied with*:** museum programs (49%), walking/bike trails (47.5%), child and youth programs (55.8%), and adult/seniors programs (56.1%). **Respondents identified the following programs as *most important*:** the library program (93.2%), aquatic programs (88.7%), community special events (84.6%) and child/youth programs (83.3%). **The following programs were identified as *least important*:** Museum programs (61.4%), adult/seniors programs (79.3%), and walking/bike trails (82.9%).
  
- ❑ **Of all leisure-oriented *facilities* surveyed, respondents were *most satisfied with*:** the condition of the Lebovic Leisure Centre (77.9%) and community centres (63.4%) - while they were ***least satisfied with*:** the condition of baseball and soccer fields (54.9%) and the skateboard park (41.1%). Respondents identified the Lebovic Leisure Centre as ***most important*** (89.4%), followed by baseball and soccer fields (81.8%). **The *least important facilities*** were identified as ice rinks/arenas (77.3%) and the skateboard park (60.6%). Only 35% of respondents had visited the skateboard park.
  
- ❑ **In all cases, respondents ranked the importance of programs, services and facilities higher than their satisfaction** – which identifies a measurable gap between expectations and service levels. **The greatest gaps were identified for:** walking/bike trails, child/youth programs, sports fields and ball diamonds, and adult and seniors programs. **The gap was smallest for:** the Museum, community special events, and community centres.
  
- ❑ **Overall, respondents were very satisfied with the level of customer service provided by municipal staff:** the amount of time it took to get served (85%), accessibility of services (88.9%), overall quality of service (86%), and the staff who provided the service (90.5%).
  
- ❑ **The Public Library and the Department of Leisure and Community Services were the service areas most ‘visited’.** Most (86.5%) respondents visited in person or by telephone (34.9%).
  
- ❑ **Respondents indicated that the ‘Town’ page in the Stouffville Sun-Tribune was the preferred source of information about Town services and programs (77.2%),** followed by the Town web site (36.5%) and community bulletins (19.3%). *Although the **Leisure Guide** (unfortunate oversight) was not listed as a source of information from which to chose, some respondents identified it as one of the sources under ‘other’ which was utilized by 6.4% of respondents to provide additional information.*
  
- ❑ Close to 45% of respondents indicated that they had **accessed the Town web site** in the past 6-12 months, but with 31.4% of all respondents indicating that visitation was infrequent (less than monthly). Only 13% indicated monthly and 2.9% weekly. 5.2% of respondents

indicated that they had no access to the Internet. The most frequent uses of the Town web site were: obtaining information and forms (83.9%), program registration (80.5%), and on-line payments (63%).

## 2.6.7 Leisure Trends

### Overview of Leisure Trends

As noted in [Section 2.6.1](#) above and [Appendix A](#), the Whitchurch-Stouffville population is little younger than the provincial average. This is due in part to the recent rapid growth in population which, with most new residents being young to middle age and family-oriented, has counter-balanced the aging of the big Baby Boom population. Although the population will age over the next twenty years, it will remain a little younger than the Ontario population. Refer to [Appendix A and C](#) for more details.

Although the generic/provincial leisure trends will generally apply to Whitchurch-Stouffville, the downward trends in demand for leisure activities that will be felt the most in older and medium to slow-growing communities will be less pronounced in Whitchurch-Stouffville. The activities that are expected to grow in popularity due, in part to the aging of the population, will do so in Whitchurch-Stouffville, but the impact will not be quite as pronounced as in most of the older and medium to slow-growing communities. And, it is important to remember that the influence of the values and interests of the big Baby Boom generation and the smaller, but still quite large Echo generation (age 17-32 in 2011) will strongly influence demand for leisure by younger and older adults and the way in which services are provided.

Additional influences will come from the above average income and education levels of the Town's population, as well as the above average level of ethno-cultural diversity for the size and nature of the community.

[Figure 2-5](#) below provides a summary of the upward and downward trends in leisure activities that are expected over the next decade or two. ***However, both the upward and the downward trends are expected to be little less noticeable in Whitchurch-Stouffville, as explained above.***

Refer to [Appendix C](#) for more information on generic leisure and related trends, and their application to Whitchurch-Stouffville.

**Upward and Downward Trends in Leisure Activities - based on:  
Provincial Trends and the Influences the Current and Anticipated  
Future Characteristics and Growth Potential of the Local Population**

**Figure 2-5**

Leisure Activities that are Trending DOWNWARD	Leisure Activities that are Trending UPWARD
<ul style="list-style-type: none"> <li><input type="checkbox"/> most arena activities - <i>especially minor hockey and figure skating as the Echo generation ages into their young adult years, and eventually into older adult hockey as the Baby Boom generation ages out – however, there should continue to be an increase in girls hockey until the participation rate peaks (but the numbers will be relatively small compared to the decline in child and youth male participation) – and there should be an increase in young adult hockey as the Echo generation ages into their young adult years – but their participation rate will be lower than for minor hockey</i></li> <li><input type="checkbox"/> hardball</li> <li><input type="checkbox"/> child and youth softball</li> <li><input type="checkbox"/> children’s camps (<i>except for specialty camps</i>)</li> <li><input type="checkbox"/> Scouting and Guiding</li> <li><input type="checkbox"/> swimming lessons for children</li> <li><input type="checkbox"/> badminton</li> <li><input type="checkbox"/> volleyball</li> <li><input type="checkbox"/> basketball</li> <li><input type="checkbox"/> mountain biking</li> <li><input type="checkbox"/> long distance bicycling</li> <li><input type="checkbox"/> water skiing</li> <li><input type="checkbox"/> tobogganing</li> <li><input type="checkbox"/> snowmobiling (<i>unless the sport can find ways to retain enough of the aging market through sled design and other attractions</i>)</li> <li><input type="checkbox"/> hunting</li> <li><input type="checkbox"/> attending sporting events (<i>except for horse racing which will be driven by the growing appetite for gambling</i>)</li> <li><input type="checkbox"/> watching sporting events on TV</li> <li><input type="checkbox"/> volunteering (<i>the Baby Boom generation is less likely to participate in the way that the current older adult market has, and they will participate less than when they were younger – unless volunteer engagement practices change dramatically to entice this generation into sustained volunteering</i>).</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> nature appreciation/nature study activities, orienteering/adventure travel and eco-tourism,</li> <li><input type="checkbox"/> gardening,</li> <li><input type="checkbox"/> visiting botanical/display gardens and related facilities,</li> <li><input type="checkbox"/> reading,</li> <li><input type="checkbox"/> walking, hiking and backpacking,</li> <li><input type="checkbox"/> tennis, racquetball and squash (<i>although the trend in these sports has been down for a decade or two, if the Echo generation is encouraged to take up tennis, racquetball and squash, and adequate facilities are provided and promoted, demand could grow</i>),</li> <li><input type="checkbox"/> cross-country skiing on shorter and gentler trails,</li> <li><input type="checkbox"/> alpine skiing (<i>although the trend has been down for a decade or two, if the Echo generation is encouraged to take up alpine skiing, demand could grow</i>),</li> <li><input type="checkbox"/> going on self-guided/directed tours (<i>local and travel-oriented</i>),</li> <li><input type="checkbox"/> golf (<i>especially for women</i>),</li> <li><input type="checkbox"/> lacrosse (<i>influenced by recent increasing interest in professional lacrosse</i>),</li> <li><input type="checkbox"/> fitness and related activities that support health and holistic wellness – mental and physical well-being,</li> <li><input type="checkbox"/> fitness/physical and well-being programs - tailored specifically to <i>older adults</i>,</li> <li><input type="checkbox"/> swimming for pleasure,</li> <li><input type="checkbox"/> therapeutic and health-related aquatic programs,</li> <li><input type="checkbox"/> outdoor soccer (<i>across Canada, the participation rate is peaking – youth participation appears to have peaked, but there is still some growth in girls and women’s soccer and participation by men</i>),</li> <li><input type="checkbox"/> indoor soccer (<i>demand is increasing dramatically from competitive youth and adults, house league children and youth, and adult recreational, especially women – demand will be driven by the availability of facilities</i>),</li> <li><input type="checkbox"/> Ultimate Frisbee (<i>a relatively new sport with growing interest – demand will be driven by the availability of indoor soccer facilities and excess time at suitable outdoor fields</i>),</li> <li><input type="checkbox"/> in-line hockey (<i>relatively new sport with growing interest</i>),</li> <li><input type="checkbox"/> recreational in-line skating (<i>relatively new sport with growing interest</i>),</li> <li><input type="checkbox"/> attending theatre and concerts,</li> <li><input type="checkbox"/> participating in creative art and hand craft activities,</li> <li><input type="checkbox"/> attending multi-cultural events/festivals,</li> <li><input type="checkbox"/> attending handcraft exhibitions/shows,</li> <li><input type="checkbox"/> visiting art galleries/attending art shows,</li> <li><input type="checkbox"/> visiting museums and historic sites,</li> <li><input type="checkbox"/> attending historic re-enactments and heritage festivals,</li> <li><input type="checkbox"/> curling,</li> <li><input type="checkbox"/> bowling (<i>if up-scaled and packaged with other complimentary facilities/activities that also appeal to people in their 40s and 50s</i>),</li> <li><input type="checkbox"/> cricket,</li> <li><input type="checkbox"/> casual/recreational skating, especially in attractive, amenity-rich outdoor settings,</li> <li><input type="checkbox"/> dancing (<i>ballroom, line, square, etc.</i>),</li> <li><input type="checkbox"/> bicycling,</li> <li><input type="checkbox"/> fishing and fishing tournaments,</li> <li><input type="checkbox"/> camping,</li> <li><input type="checkbox"/> boating,</li> <li><input type="checkbox"/> eating out,</li> <li><input type="checkbox"/> driving for pleasure,</li> <li><input type="checkbox"/> computer and Internet use, and</li> <li><input type="checkbox"/> gambling.</li> </ul>

### **Technical Analysis and Local Perceptions**

Technical data relating to character, quality and use of facilities, as well as other technical analysis will also influence future demand for each activity and facility, as well as unique local participation patterns and public perspectives.

## **2.7 Summary of Key Findings and Conclusions**

Information has been presented in this chapter and in the appendices about the current and future nature of the community; the philosophy, mandate and roles of the Municipality regarding leisure and library services; the roles and leisure programming offered by other providers; the array of available leisure programs and related events across all providers and age groups; programming offered by market and provider; the system-wide approach to promotion of leisure opportunities; municipal policies and procedures related to planning for and provision of leisure programming, as well as community development; participation/registration patterns, indicators of current under-serviced demand; and indicators of possible future demand for leisure programming, activities and events.

This final section of Chapter Two presents key findings and conclusions that will form the basis of the recommendations to be presented in Chapter Three. In some cases, information from a number of sources has been integrated to provide additional conclusions.

### **2.7.1 Leisure Program and Event Providers**

The Department of Leisure and Community Services, through the Recreation Division and the Culture and Museum Services Division, is the principal public provider of recreation, culture and heritage programming and related events within the Town of Whitchurch-Stouffville. Although the Library provides some eighty programs, only about a dozen and a half are recreation, culture and heritage in nature - and many are single event, short-run programs and events that typically accommodate a relatively small numbers of registrants. Respondents to the household survey identified the Department of Leisure and Community Services and the Public Library as the top two providers of recreation, arts, culture and heritage programming and events for their household.

There are dozens of other providers of recreation and culture programming and events within the public, non-profit and commercial sectors. Collectively, they offer more programs than the Municipality, although they may not serve as many customers annually.

The principle provider of cultural heritage programming is the municipal Culture and Museum Services Division. Followed by sports groups in the 'non-profit' sector, the principle provider of sports and physical recreation programming is the municipal Recreation Division, with almost half of the mainly fitness, aquatic and ice-related programming aimed at adults. The principle providers of arts programming are the 'non-profit' and 'commercial' sectors. Accounting for programming that relates to all market groups, over 700 programs and events are provided throughout the year by all of the providers operating within the Municipality.

The commercial sector has seized the opportunity to provide profit-oriented programs that the Municipality has chosen not to provide (based on policies/philosophy), is unable to provide (often due to insufficient and/or inadequate facilities) or where there is excess demand. In some cases, the Municipality has chosen to partner with a commercial operator to assist with/encourage the provision of programs.

## **2.7.2 Philosophy, Mandate and Role of the Municipality in Leisure Services**

The Town of Whitchurch-Stouffville Corporate Strategic Plan and the unofficial Mission and Goal statements of the Department of Leisure and Community Services provide strong support for the philosophy, mandate, roles and policies that provide the foundation and direction for municipal leisure services, including the provision of parks and facilities, direct programming, community development, volunteer enhancement, the forging of partnerships and strategic alliances, promotion of the opportunity of leisure, and facility and program planning.

The Municipality supports a broad concept of ‘leisure’ activities and events. The cornerstone of the Municipality’s leisure services mandate and philosophy is ‘universal access’, and a goal of the Municipality is to minimize barriers to participation. For the most part, the Municipality focuses on entry-level/introductory programming, often providing encouragement for residents to advance to higher level programs offered by others. Where there is identified demand in the community for leisure programs, events and activities that are within the mandate of the Municipality and typically within the list of ‘core’ programming, it is the philosophy of the Town to provide many of those programs and events directly through the Department of Leisure and Community Services. Where feasible and acceptable, the Municipality often encourages and sometimes assists others in the non-profit sector to provide adequate, accessible leisure programming and events for residents.

A role of municipal leisure, museum and library programming and events is to foster personal growth, social and leadership skills, and literary development; and to also improve the health and wellbeing of residents, and to provide knowledge development and information learning.

It is the responsibility of the Municipality to:

- plan for, provide, manage, operate and maintain municipal indoor and outdoor leisure facilities and parks to accommodate a wide range of leisure programs, activities and events;
- directly support library and public museum services, programs, activities and facilities; and
- assist in the system-wide promotion of opportunities for leisure.

## **2.7.3 Accelerating Demand for Leisure Programming**

This is one of the most important conclusions emerging from the research and analysis. Driven in large part by the recent significant increase in population, participation in programming offered by and through the Department of Leisure and Community Services has accelerated, especially in the past few years and particularly in the past two years. A large number of specific programs and events offered by the Department (including the Culture and Museum Services Division), and the Public Library have shown significantly *increasing* participation/registration numbers and demand over the past five years, and others are at or near capacity – and include the

broad categories of aquatic, group fitness, tennis, visual art, and tours and events at the Museum - across all age groups. During the same period, a small number of specific programs and events aimed mostly at the child and youth markets have shown significantly *decreasing* demand.

Between 2006 and 2009, total registration in Recreation Division programming increased by 33% - compared to 10.5% for the previous four-year period. Registration was up significantly in all broad program categories – for example: pre-school children (9.7%), children and youth (45.7%), adult general (28.7%) adult lifestyle/specialty fitness (43.7%), aquatics – all ages (20.9%), summer camps (14.5%). Registration/participation in Culture and Museum Services Division programming, events and visitation also increased significantly in the past few years (39% overall from 2006-2009). Although the total number of memberships at the Lebovic Leisure Centre has been steady over the past four years (with fitness memberships down, and group fitness, aquafit and other aquatic memberships up), registration for non-member programming increased by 26.5%, lead by aquatics with a 30.6% increase.

Ten of the top twenty leisure activities identified by survey respondents are at the core of municipal programming.

With the population projected to increase by about 60% to around 53,000 by around 2023, the overall demand for leisure programming is anticipated to continue to increase in at least direct proportion to population growth, with demand likely highest for:

- a wide variety of adult programming (especially for younger and older adults),
- aquatic programming across all age groups,
- adult fitness/wellness/lifestyle programming - utilizing both indoor and outdoor facilities, and
- all categories of arts and culture programming across all ages, but particularly adults.

As participation and demand continues to grown and evolve, the need for expansion, improvement and the addition of new types of facilities to support leisure programming and overall participation in leisure will be required.

## **2.7.4 The Growing Disconnect Between What is Offered and Expectations**

As the community continues to grow, mature, attract residents from larger communities and the average household income remains considerably above average - the disconnect will increase between the expectations of an increasing number of residents and many of the leisure facilities that were considered adequate in the past. Expectations for the quality and type of municipal programming will also increase - whether provided directly by the Recreation Division, the Culture and Museum Division and the Public Library, or by community-based groups. Some of the first clues of this disconnect were contained in the household survey conducted for this strategy and the 2008 community satisfaction survey.

## **2.7.5 Barriers to Participation**

As noted earlier, the ‘cornerstone’ of the Municipality’s leisure services mandate and philosophy is that *‘everyone should be able to access recreation, arts, culture, heritage and literary programming, events and other activities and services provided by and via the Municipality’*.

A goal of the Municipality is to minimize **barriers to participation**. Where barriers are identified, it is the policy of the Municipality to explore options to reduce or remove them.

The household survey conducted for this strategy and other sources of information identified a number of significant barriers that are restricting participation in leisure programs and activities currently and/or will become increasing impediments in the future as the community continues to grow and change.

- With a large commuter population and many families with two working parents, **the scheduling of most leisure programs during weekdays and especially on weeknights has become a barrier** to a significant and increasing proportion of the population.
- The availability of quality indoor and outdoor facilities to meet the increasing and broadening demand for many leisure activities is becoming an increasing impediment to program provision and participation in leisure activities in general.** For some types of facilities, the issue is insufficient quantity and quality. But for some activities, the issue is not having any of the types of facilities required to meet leisure interests.
- Even though income levels are above the provincial average, **the cost to register/participate in some leisure programs and activities appears to be an impediment to 3-5,000 residents (10-20%).** This requires additional research. Limited subsidies are available for some recreation and museum programs.
- With more than one quarter of the population living outside of urban Stouffville where most of the leisure facilities are located and almost all of the leisure programs are offered, **a significant number of residents have to travel a good distance to participate in programs and use facilities – and this has been expressed as a barrier to participation.**
- Although many leisure programs and the opportunity to participate in leisure activities are quite well promoted and the methods are typical of most communities, **information about the full range of the available leisure programs, facilities and activity opportunities is found in an un-coordinated array of sources, and there is the opportunity to create a more co-ordinated, comprehensive, one-stop promotion mechanism.**

As introduced earlier, the following are the barriers that the Municipality can directly control or influence:

- financial access to programs, events and facilities (participation/registration/rental costs and subsidies);
- barrier-free access to and within facilities, and accessible customer service;
- effectiveness of promotion;
- type, quantity and quality of programs and events;
- type, quantity and quality facilities that accommodate programs and events;
- quantity and quality of program instruction/leadership development;
- the geographic location/distribution of programs and events; and
- the time(s) in the day, day(s) of the week, and season(s) that programs and events are offered.

## **2.7.6 System-wide Co-ordination of Planning for Leisure Programming**

Although the Department of Leisure and Community Services works toward monitoring the programming that is provided by others in the community, the Department has not yet taken a more pro-active stance to work system-wide with other providers to attempt to plan for and co-

ordinate the most effective and efficient provision of programming, and work to reduce overlaps, mediate conflicts and fill gaps.

### **2.7.7 Planning for Programs and Events Offered by the Municipality**

The Recreation Division, the Museum Services Division and the Public Library each employ planning procedures for leisure programming that are unique to their philosophy, operations and requirements – with each being typical of the norms across the industry. The decision about what the Municipality will provide in any given season to any of the interest and age groups is influenced by the mandate of the Town, cost sustainability and the programs previously offered by the Municipality and others in the public, non-profit and commercial realms. Since few cultural heritage programs are offered by others, the Culture and Museum Services Division is less concerned about co-ordinating provision.

Although the Library does not have a policy of non-competition, efforts are made to be aware of what other providers are offering and to not overlap. However, the Library provides a few programs that are also offered by others – such as: crafts for pre-schoolers; Kindermusik; and summer, PA Day and March Break crafts for children, as well as some leisure and social programming for older adults. These types of programs may increasingly be on the edge of the programming mandate of the Library, especially as other providers are more able to expand their program offerings into these areas.

### **2.7.8 Staffing**

Within the Recreation and the Culture and Museum Services divisions, the ability of staff to offer more direct programming has been reached along with the ability for staff to work with community groups to expand volunteer-based programming and to assist them in their development as program providers.

### **2.7.9 Conclusions about the Leisure Activities, Interests, Programs and Events that Should Experience Significant Growth in Demand in Whitchurch-Stouffville in the Near Future**

The following list represents both broad and specific leisure activities, programs and events that are anticipated to maintain a high level of interest or should increase in popularity currently and in the near future. Some activities, programs and events are listed because current facilities and programming is perceived to be below expectations and/or are under-serviced to meet current demand and interests. Others are included because there are indications of likely growth in demand in the near future.

Demand indicators from all sources were combined, including:

- the projected above average rate of growth of the population of Whitchurch-Stouffville over the next fifteen to twenty years;
- anticipated age-specific population growth and change (with some age groups expected to experience accelerated growth while for others, population growth will be much slower);

- the predicted increasing size of the visible minority and foreign-born population, and the expected shifts in ethno-cultural background;
- recent trends/patterns in program registration/participation;
- results of the on-line household leisure survey conducted for this strategy;
- results from the 2008 Community Satisfaction Survey;
- municipal staff perspective; and
- generic trends in leisure – adapted to Whitchurch-Stouffville.

It is anticipated that there will be growth in demand for leisure programming from all age groups and for all leisure interests; however, demand should increase the most for the types of leisure activities of interest to young adults, seniors and pre-school age children - with slower growth expected for activities of interest to children, youth and mid-life adults.

The following list of leisure activities, programs and events to consider for increased emphasis and enhancement in the near future is NOT in ranked order. This list is NOT intended to be inclusive of ALL possible leisure programming, activities and events. Additional market research will be required to further test and refine most programming opportunities. It is expected that the opportunity to provide increased and improved service will be shared among the public, non-profit and commercial sectors.

- Adult group and membership-based fitness/wellness programs/opportunities
- Linear recreation activities (walking, cycling, hiking, skiing - for fitness, pleasure and social interaction)
- Gardening (including learning opportunities)
- Pilates and Yoga
- Tennis, especially for young adults (instructional, recreational, competitive, club) – higher quality facilities – higher quality facilities will be required
- Racquetball – facilities will be required
- Squash – facilities will be required
- Martial arts training
- Skating lessons – for all ages (especially as the ethno-cultural population increases)
- Gymnasium sports (e.g., badminton, basketball, volleyball, floor hockey, Gymboree) – facilities will be required
- Gymnastics – facilities will be required
- Soccer (outdoor and especially indoor) – indoor and outdoor facilities will be required
- Cricket (as the East and West Asian populations increase as anticipated) – facilities will be required
- Golf (lessons, practice, games)
- Lacrosse
- Beach volleyball – facilities will be required
- Ultimate Frisbee (indoor and outdoor)
- Visual/creative arts and crafts instruction and exhibition – improved/additional facilities will be required
- Woodworking – facilities will be required
- Performing arts (especially dance, music and drama – e.g., ballroom, ballet, Zumba) – expanded facilities will be required
- Photography
- Attending music and dance concerts and drama
- Aquatic programs (lessons, specialized training, recreational swimming, fitness and wellness, Adapted Aquatics, aqua fitness) – additional facilities will be required
- Attending farmers markets, themed festivals, themed exhibitions, gardens and trade shows
- Visiting art galleries and art shows/exhibitions – improved facilities will be required

- Attending museums, historic sites, historic re-enactments and heritage festivals
- Lectures for adults
- Nature appreciation, bird watching, etc.
- Themed events like the Strawberry Tea, Victorian Tea, Pancake Brunch, antique auto shows
- Culinary arts for youth and adults
- Pre-school programming – demand should especially increase after 2015 as growth in this age group accelerates (full range - child-only and child with parent/caregiver - principally for age 0-3)
- Child and youth programs – demand should especially increase after 2025 as growth in this age group accelerates
- Curling – facilities will be required
- Bowling – facilities will be required
- Attending movies – additional facilities will be required in the region
- Summer camps, particularly themed/specialty camps
- Lectures and informational/educational sessions for adults (wide variety of contemporary topics)
- Visiting and otherwise utilizing libraries – expanded facilities will be required
- Programming and events tailored specifically to the older adult (fitness/wellness, intellectual, social, team, individual and physical) – improved and additional facilities will be required
- Programming and events tailored specifically to families
- Themed events like the Strawberry Tea, Pancake Bruch, antique car shows, art shows, etc)
- Improved quality of the skateboard facility – improved facilities will be required
- Creative writing (youth and adults)
- Attending author visits (youth and adults)
- Increased opportunities for ‘life-long’ learning for adults, especially older adults

Desire was expressed for increased quality in program instruction and facilities for some activities (e.g., tennis instruction and participation, visual art instruction, dance, gymnasium sports, gymnastics and skateboarding).

As noted earlier, facility expansion, improvements and additions will be required to meet a good deal of this anticipated growing and changing demand for leisure activities, and support the required programming. Increased, affordable access to school facilities will also provide increased capacity for community programming.



# Chapter Three: Recommended Leisure Programming Strategy

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## 3.1 Introduction

Building upon the *Corporate Strategic Plan*; the 2008 *Leisure Facilities Strategy*; the Mission Statement and Goals embraced by the Department of Leisure and Community Services; the current philosophy, mandate, roles, practices and policies of the Department; indicators of current and future local demand for leisure; industry norms in service provision; the planning and provision principles from the *Leisure Facilities Strategy* (and expanded upon in [Section 3.3](#)), the Charter for Recreation and Parks in Ontario, leisure trends; and the current and evolving characteristics of the community – the following are the recommendations of this *Leisure Programming Strategy*.

## 3.2 Municipal Philosophy, Mandate and Role in Leisure Service Provision

The current leisure services philosophy and mandate of the Municipality, expressed through the Corporate Strategic Plan; and the current mission statement, goals, policies and practices of the Department of Leisure and Community Services and the Whitchurch-Stouffville Public Library represent a solid foundation and desirable strategic direction upon which to continue to evolve leisure services, and particularly the programming and related services and roles of the Department of Leisure and Community Services and the Public Library. A number of recommendations specific to philosophy, mandate and role are provided in this section of the Strategy – separately for the Department of Leisure and Community Services and the Whitchurch-Stouffville Public Library.

### 3.2.1 Embrace a Broad Concept of ‘Leisure’ Activities and Interests

*The term ‘leisure’ encompasses a broad range of activities, interests and programs that are experienced by individuals and groups – including: individual and team sports, physical fitness and health/wellness activities, other physical recreation pursuits, social activities and events, volunteering, culture (including visual arts, crafts, performing arts, literary arts, civic arts, design arts, festivals and events, electronic arts, design arts, communications media, arts education, and heritage – folkloric, built and material), relaxation and reflection, personal growth and development, nature appreciation and interpretation, and educational experiences.*

**It is recommended** that this broad definition of ‘leisure activities and interests’ be supported and promoted as the foundation of the marketing promotion strategy to increase awareness about the broad scope of ‘leisure’ and available community leisure opportunities, as well as to promote increased participation and the benefits of engagement in leisure activities.

### 3.2.2 Mission Statement and Goals

Although the current Mission Statement that has been embraced (not formally adopted as noted in Chapter Two) by the Department of Leisure and Community Services reasonably reflects the *business* in which the Department is engaged, it does not incorporate the four elements that are typical of a fully developed mission statement.

Essentially a **Mission Statement** describes ‘the *business* that an organization is in’ - and answers four questions:

1. **Why** (purpose, raison d’être),
2. **Who** (customers/stakeholders),
3. **What** (customer needs/services/products), and
4. **How** (method of service delivery).

***Current Mission Statement:** To enhance the quality of life in Whitchurch-Stouffville by planning, providing and facilitating opportunities for all residents to participate in and enjoy leisure activities.*

**It is recommended** that the **Mission Statement** be revised as follows.

*To support a high quality of life, expressed through healthy residents, a vibrant downtown and strong neighbourhoods, a healthy natural environment, and a prosperous community, the Department of Leisure and Community Services plans for, co-ordinates and facilitates the provision and promotion of opportunities for leisure to meet the interests and needs of all residents – through services provided directly by the Municipality, as well as in concert with other public, non-profit and commercial providers.*

In Chapter Two, **Section 2.3.3**, nine goals were identified that have unofficially been adopted by the Department of Leisure and Community Services. **It is recommended** that those goals be reordered and amended as follows to update the language and align with the intent of this *Leisure Programming Strategy*, the *Cultural Strategy* and the *Volunteer Engagement Strategy*.

1. To co-ordinate with all providers to provide sufficient quantity and quality of parks and open space, leisure facilities, and leisure programs and community events to meet the evolving needs and interests of residents and visitors.
2. To work with all property owners to protect and enhance the natural heritage resources of the community.
3. To protect and enhance the tangible and intangible cultural heritage resources of the community that define and distinguish the community.
4. To continuously and comprehensively research and plan for leisure services - co-ordinated with all service providers.
5. To ensure the effective and efficient utilization of municipal leisure resources.
6. To assist in the provision of adequate support to and nurturing of community groups and organizations.
7. To assist in the enhancement, sustainability and adequate utilization of quality volunteer resources in the community.
8. To co-ordinate the adequate, system-wide promotion of the benefits of leisure and available leisure opportunities.

9. To ensure the individual's right of access to all municipal facilities and services in accordance with provincial legislation and municipal policies and by-laws, and where barriers are identified, explore options to reduce or remove them.

**It is also recommended** that the revised Mission Statement and Goals be conditionally accepted by Municipal Council as part of this *Leisure Programming Strategy*, and upon sufficient consultation with staff, stakeholders and Municipal Council, the *Mission Statement and Goals*, along with the *Belief Statement* and the *Planning and Provision Principles* that are recommended in **Section 3.3** be officially approved by the Municipality to help define the philosophy, mandate and roles of the Department of Leisure and Community Services.

As is the case in many Ontario communities, **it is recommended** that the **Charter for Recreation and Parks in Ontario** (that was discussed in Chapter Two) be also formally adopted by Municipal Council.

### **3.2.3 Gradually Assume a More Significant Leadership Role in Planning for and Promotion of Leisure Services**

As supported by the Corporate Strategic Plan and the Department's Mission Statement and Goals, **it is recommended** that the Department of Leisure and Community Services gradually take on *an increasingly significant system-wide leadership role* in the provision of leisure services. In the following two integrated areas of involvement, the Municipality would take the lead and encourage other key providers and groups of providers to work with the Department in these endeavours – with the **objective 'to achieve a comprehensive, and well-planned, co-ordinated and promoted culture and recreation system that engages and integrates the efforts of all providers who would work co-operatively to reduce overlaps and minimize gaps in service provision and demand'**.

#### **Community-wide Research, Planning and Co-ordination for Leisure Services**

Through recent and ongoing plans and strategies prepared by the Department of Leisure and Community Services and the Planning Services Department, the Municipality is already involved in community- and system-wide planning for culture and recreation – facilities, parks/open space, programming and delivery. However, although other providers and sectors are noted in many of these plans and strategies, and there are recommendations that suggest roles for other providers and for the Municipality to pursue alliances and partnerships, the focus of recommendations has been on the role of the Municipality.

As supported by the Corporate Strategic Plan and the Department Mission Statement and Goals, **it is recommended** that the Municipality, mostly through the Department of Leisure and Community Services, but also involving the Planning Services Department, continually assess current leisure interests, anticipate future demand, and prepare plans and strategies to strive to match programming, facilities, and the parks and open space system to the evolving needs and desires of the community - within the resources of the Municipality and in co-operation and sometimes through partnerships and strategic alliances with other providers. This planning

imperative is supported by the Corporate Strategic Plan as it encourages *master planning for municipal operations*.

**It is also recommended** that as future plans and strategies are undertaken, the Municipality should more actively involve the other major players in leisure service provision in the research/needs assessment components of the planning process, as well as the development of recommendations for specific initiatives – involving both provider-specific undertakings, and partnerships and other strategic alliances among two or more providers.

Specifically from the planning of *leisure programming* perspective, **it is recommended** that the Department of Leisure and Community Services take an even more pro-active leadership role to work toward improved co-ordination of planning for and provision of leisure programming and leisure-oriented festivals and community events (especially cultural events) provided by all sectors and entities. Essential to this activity will be ongoing discussion with all major providers about what is known about current leisure interests and trends, what each provider is interested in offering, the intended schedule of offerings, and who is most suited to offer specific programs and events, and the optimum scheduling of events. A decision-making/dispute resolution mechanism will have to be co-operatively developed to deal with any future disagreements about who offers what programs and events. This initiative will be aided by the improved co-ordination of marketing promotion of leisure programming and events, as recommended below.

Since few entities offer cultural heritage programming, **it is recommended** that co-ordination and provision of cultural heritage programming rest with the Culture and Museum Services Division.

Other than increased co-ordination with other providers as noted above, there are no recommendations to alter the current specific philosophy, policies and procedures employed by the *Recreation Division* and the *Culture and Museum Services Division* for planning of programs specifically within the municipal mandate.

The process of planning for *Library* programming is similar to that of the Recreation Division. There are no recommendations to alter the current specific philosophy, policies and procedures employed by the *Library* for planning of programs specifically within the Library mandate – other than increased co-ordination with other providers.

### **System-side Promotion of the Benefits of Leisure and the Opportunity of Leisure**

A high level of awareness of available leisure opportunities and the ‘opportunity’ and benefits afforded by leisure activity is essential to increasing the level of engagement of residents. Although improving, most communities do not place sufficient emphasis on this initiative, which becomes a barrier to participation – and one that is less visible than barriers such as cost, location, inadequate facilities, scheduling, etc. Although the Town of Whitchurch-Stouffville promotes leisure programming and events in a manner that is typical of most municipalities, **it is recommended** that greater emphasis be placed on this initiative and that the promotion of leisure services initiative becomes *more inclusive* of all providers operating within the community.

The focus of the Municipality, through the Department of Leisure and Community Services and the Public Library, is to advertise programs and community events (as well as public parks, facilities and related services) that are either directly or indirectly provided by the Department and the Public Library utilizing a variety of media including the semi-annual Leisure Guide and newspaper advertising. Via the Leisure Guide, a good number of the community-based groups who also provide leisure programming are listed and some promote their programs through their own advertisements. The Library, Nineteen on the Park, Latcham Gallery and the Museum are provided with their own sections in the Leisure Guide. Additionally, some commercial providers advertise in the Guide.

Although the Leisure Guide is an excellent resource and is improving with each addition, it can become an even more valuable tool to promote ‘the opportunity of leisure’ across the entire community and involving all providers.

As human resources permit, the Department of Leisure and Community Services is in a position to assume a stronger leadership role in the co-ordination of leisure service provision in the community, including the promotion of leisure opportunities.

**It is recommended** that a goal of the Leisure Guide should be to become a more comprehensive and complete catalogue of leisure opportunities no matter the provider or if they are public, non-profit or commercial, and to actively promote the ‘benefits’ of participation in leisure activities to the individual and the community. The information that is typically provided in the Guide about most community-based groups is very minimal and **it is recommended** that this be expanded and better categorized. There are many providers in the commercial sector who are not in the Leisure Guide by virtue of not choosing to advertise. If the goal of the Leisure Guide is to provide as complete an inventory as possible and to become the *primary marketing tool for leisure opportunities*, most providers will want to be included. The expanded advertising revenue will help to cover the additional staff time and expenses required to produce, print and distribute the Guide.

There is also great opportunity to much better utilize the Internet as another tool to promote the opportunity of leisure, the benefits of leisure activities and all available facilities, programs and events in the community and nearby area. Another related method of promoting leisure opportunities is an electronic newsletter that could be posted to the municipal web site and sent via e-mail to any residents who register to be included. This technique is especially useful as a reminder about upcoming events, programs, etc. and to raise awareness about changes have been made to programming and events.

**It is recommended** that the Municipality, through the Department of Leisure and Community Services and the Public Library, create and maintain a high quality, comprehensive web site dedicated to promoting as many leisure opportunities as possible that are available to local residents, no matter the provider. The content generated for the Leisure Guide can be shared with this web-based marketing promotion tool, although the information will have to be organized and presented differently to optimize the opportunity of a web site. Advertising can be included in the web site to help off-set costs associated with development and ongoing maintenance. This one-stop information portal can be linked to many sources, including the Municipal web site, and can be promoted through the Leisure Guide and all other marketing opportunities utilized by the Municipality. This system-wide initiative may become a ‘project’

that is shared among several interested providers, with encouragement and leadership provided by the Municipality via the Department of Leisure and Community Services and the Public Library.

**It is also recommended** that the Department of Leisure and Community Services and the Whitchurch-Stouffville Public Library initiate and maintain an electronic newsletter as described above.

### **3.2.4 Continue to Increase the Municipal Role in Community Development and Indirect Provision of Leisure Programming**

One of philosophical cornerstones of the Department of Leisure and Community Services is to support others in the community who can also provide leisure programming and sometimes facilities, as well as other community initiatives, festivals and events. A good number of programs and community events are large undertakings, involving hundreds of volunteer hours each year. For the most part, the Department supports and/or partners with non-profit, leisure-oriented groups, as well as organizations whose goal is to fundraise to support community activities and initiatives. Sometimes the Municipality partners with for-profit entities who need some form of assistance to offer affordable programming, usually for children, youth and older adults. As noted in **Sections 2.3.3, 2.4.2** and the *Volunteer Engagement Strategy*, the Municipality provides support to non-profit groups in various forms, such as: subsidized (or no cost) facilities; promotion of volunteer organizations, programs and events in the Leisure Guide and other media; logistical assistance with events; coaching and training from Department staff to support board/organizational development and the enhancement of volunteer resources; and/or other assistance with program delivery.

However, it was also noted earlier that more assistance is required to sustain the current role that community-based groups play, and there is potential for volunteer-based groups to provide increased leisure programming, if more and different assistance can be provided by the Municipality. For every hour of assistance provided by Municipal staff, many hours of volunteer investment in program provision will result, along with more effective organizations.

And as demand for leisure programming, events and activities continues to increase and broaden, the ability of the Municipality to keep pace with demand through direct programming will be increasingly challenged. Therefore, the role of other public, non-profit and commercial service providers will become increasingly important.

**It is recommended** that that the Municipality, primarily through the Department of Leisure and Community Services, actively encourage others to assist with the provision of leisure programming, events and facilities to supplement programming provided directly by the Municipality.

**It is also recommended** that the Department of Leisure and Community Services increase the current investment in community development to expand the role of community-based groups providing leisure programming and events, and others who financially support community programming and initiatives through fundraising. The priority for assistance should be to non-profit entities, particularly to help them to be as effective as possible in developing and

delivering programs, increasing community awareness of their roles and what they can offer, and assisting them with leadership training, and developing and maintaining their volunteer resources.

The assistance should focus on the following:

- Assist existing, well established community-based groups/interests.
- Encourage the initiation of new groups to serve the expanding and changing population, and increase service to under-serviced markets such as older adults, youth and the cultural sector.
- Nurture new groups toward self-sufficiency (both financial and human resources support).
- Assist with organizational and board leadership development/governance (including policy development, volunteer enhancement, fundraising, grantsmanship, financial sustainability, marketing, etc.).

**It is recommended** that the Municipality consider increasing the role/impact of annual community grants to non-profit groups, programs and events.

**It is recommended** that the Municipality consider establishing a community foundation to assist in fund development to support community-based groups and initiatives, and to enhance the subsidy program.

### **3.2.5 Continue to Increase the Municipal Role in the Enhancement of Volunteer Resources**

The *Volunteer Engagement Strategy* that is being developed in tandem with this *Leisure Programming Strategy* contains findings, conclusions and recommendations relating to the way that volunteers are currently utilized and supported in the leisure service and library sectors.

**It is recommended** in the *Volunteer Engagement Strategy* that the current Municipal role in support of volunteers and volunteer-base groups be enhanced in the following ways:

- Endorse the importance and value of volunteers and the need to invest in their engagement and nurturing.
- Adopt the *Canadian Code for Volunteer Involvement* and apply it to all aspects of volunteer engagement within the Municipality.
- Create a position with the responsibility for ‘volunteer engagement’, and initially position this staff resource within the Department of Leisure and Community Services. (Refer to [Section 3.6](#) for other ‘staffing’ recommendations.)
- Provide board and leadership development training.
- Provide volunteer enhancement training.
- Enhance and formalize the *foundation for effective volunteer engagement* which has been already initiated (including: effective policies and procedures; administration of the initiative; definition of volunteer roles and assignments; screening/risk management, database management/record management/forms; recruiting and marketing; interviewing/screening/placement/orientation; ongoing support and evaluation; recognition; extension of support to other volunteer-based (non-culture and recreation) groups and organizations in the community; and develop partnerships with the non-profit sector re: community events and programs, advertising and web-based promotion, and grants and fund development opportunities.

### **3.2.6 The Municipal Role in Direct Provision of Leisure Programming**

Where there is identified demand in the community for specific leisure programs, events and activities that are within the mandate of the Municipality, it is the philosophy of the Town of Whitchurch-Stouffville to provide some of those programs and events directly through the Department of Leisure and Community Services, and the Whitchurch-Stouffville Public Library. This is particularly the case where the Municipality already owns and maintains quality facilities to support quality and higher levels of programming and/or where the Municipality is the only provider of suitable facilities and employs qualified staff to support associated programming.

**It is recommended** that the Municipality continue to pursue this programming philosophy, particularly in the areas of aquatics, fitness/wellness, cultural heritage, performance arts, and instructional and introductory/base level programming for all ages. For the most part, programs provided directly by the Department of Leisure and Community Services are identified as ‘core’ services. Support for the relevant organizational structure to ensure priority to core services is a goal of the Corporate Strategic Plan.

### **3.2.7 Continue to Focus on ‘Introductory’ and ‘Entry-level’ Programming**

**It is recommended** that the Municipality, through the Department of Leisure and Community Services and the Public Library, continue to follow this philosophy for most programming which also supports the goals of ‘maximum affordability’, and complementing the higher levels of programming that are often offered by commercial operators and through some non-profit specialty programming. However, as noted in **Section 3.2.6** above, there are some types of programming where the Municipality is able to provide a wider range of quality and levels, and should continue to do so.

### **3.2.8 Foster Personal Growth and Development, Civic Leadership and Engagement, as Well as Improved Health and Wellbeing through Leisure Services**

It is a goal of the Corporate Strategic Plan to ‘develop and maintain effective community health and safety services’, including the essential role that leisure services plays in enhancing the health and wellbeing of residents, fostering social and leadership development and civic engagement, building character and reducing anti-social behaviour.

**It is recommended** that the Department of Leisure and Community Services and the Public Library continue to foster personal growth and the development through the cultivation of personal and civic leadership and social skills, and literary development; and to also contribute to improving the health and wellbeing of residents, and encouraging knowledge development and learning through programming, activities and events.

**It is also recommended** that the Municipality continue to participate in York Region and Greater Toronto Area initiatives to encourage collaborative action to increase the health of residents through increased physical activity.

### 3.2.9 Provision and Operation of Municipal Facilities to Support Leisure Programming

**It is recommended** that the Municipality, through the Department of Leisure and Community Services and the Public Library, continue to provide, manage, operate and maintain municipal indoor and outdoor leisure facilities to accommodate a wide range of leisure programs, activities and events - as determined through long-range planning for leisure, where:

- there is an identified need and no other suitable provider is available,
- existing facilities do not provide opportunities for all sectors of the public,
- the volume of demand is too great for existing municipal and/or non-municipal facilities to meet, and
- a comprehensive feasibility study has been prepared to define need, priority and financial feasibility.

**It is recommended** that the Department of Leisure and Community Services:

- assume a leadership role in identifying opportunities where for-profit organizations may be able to address some of the identified leisure facility needs or gaps in the community; and
- co-ordinate the use of municipal facilities by community-based leisure groups to ensure efficient utilization of existing municipal facilities and meet defined needs.

As demand continues to increase, and the community continues to grow, mature and change, and the Municipality is able to justify additional investment in facilities, **it is recommended** that additional *quantity* of some types of leisure facilities be provided. Concurrently, the *quality* of some types of facilities should be improved with the same goal. The 2008 *Leisure Facilities Strategy* identified a number of facilities that will be required as the Town grows to full build-out. For some types of facilities, **the recommendation is** for increased *quantity* and *quality*, while for other types of facilities, **it is recommended** that they be *introduced* to the array of facilities already available in Whitchurch-Stouffville.

This *Leisure Programming Strategy* has confirmed and refined the list of desirable facilities that should be considered for provision through a collaborative effort between the public, non-profit and commercial sectors. *The Municipality's ten year capital forecast and the proposed 2014 Leisure Services Strategy will provide revised recommendations - based in part, on this Leisure Programming Strategy and the Cultural Strategy.*

**The following is a list of desirable town-wide/regional scale leisure facilities that has emerged from the 2008 Leisure Facilities Strategy, this Leisure Programming Strategy and the Cultural Strategy – for consideration by the Municipality and other providers over the next twenty years:**

- a gymnasium – size to be determined (dedicated to municipal and community-based programming);
- an indoor running/walking track (associated with expanded fitness facilities and possibly a gymnasium);
- additional walking and cycling trails, and an expanded on-street cycling network;
- additional or expanded fitness/wellness facilities;
- an indoor soccer facility;
- additional outdoor soccer pitches;
- a cricket pitch(s);

- racquetball and squash courts;
- additional and improved tennis courts;
- a new and improved lawn bowling green;
- a beach volleyball court;
- an accessible children's playground;
- a new and enhanced skateboard facility;
- a curling rink;
- a visual arts centre, including a larger public art gallery, and adequate studios and workshops to support visual art and crafts programming;
- an outdoor performance/event facility (such as 'Stouffville Common' proposed for a rejuvenated Memorial Park);
- a second (and larger) indoor performance facility;
- facilities to support programming associated with older adults;
- a second indoor aquatic facility;
- a new outdoor aquatic facility; and
- additional/improved multi-purpose space to support a wide variety of leisure programming and other community activities for all age groups.

### **3.2.10 Provision and Operation of Municipal Parks to Support Leisure Programming**

**It is recommended** that the Facilities and Parks Division of the Department of Leisure and Community Services continue to provide, manage, operate and maintain municipal parks and associated public open spaces (and associated outdoor facilities) to support and accommodate a wide array of leisure programs, activities, events and festivals.

### **3.2.11 The Unique Mandate, Vision, Values, Mission Statement, Definition of Core Functions and Policies of the Whitchurch-Stouffville Museum**

Although the operation of the Whitchurch-Stouffville Museum is incorporated within the Department of Leisure and Community Services, **it is recommended** that the unique mandate, vision, values, mission statement, definition of core functions and museum-specific policies, as well as the unique approach of the Museum to program planning be maintained, even as consolidation of some policies and procedures is undertaken to increase consistency and share the strengths/positive attributes of certain policies that were independently developed by the Recreation Division and the Culture and Museum Services Division.

### **3.2.12 The Unique Mandate/Role of the Whitchurch-Stouffville Public Library**

**It is recommended** that the unique mandate and role of the Whitchurch-Stouffville Public Library be maintained. **It is also recommended** that as the programming role of other providers such as the Department of Leisure and Community Services, the Latcham Gallery and Nineteen on the Park continues to evolve and mature, the programming role of the Library should focus on

the literary arts and informational programming, with a gradual reduction in programming for music, visual arts and crafts, and recreational and social programming for older adults.

### 3.3 Planning and Provision Principles

Nine Planning and Provision Principles were developed for the *Leisure Facilities Strategy* that was completed in 2008. Those principles have been included in this *Leisure Programming Strategy* and four others have been added. The principles are intended to provide the guiding philosophy for planning, service provision and decision making regarding leisure programming and related services, municipal parks and leisure facilities in Whitchurch-Stouffville for now and into the future.

Some of the principles are based on the **personal, social, economic and environmental benefits of parks, recreation and culture** (see **Appendix E**). Others reflect **contemporary planning principles** for the provision of parks, leisure facilities and related programs, activities and services. The principles also reflect the **Charter for Recreation and Parks in Ontario** which, in part, states that:

*“Everyone in Ontario has a right to quality, accessible and inclusive recreation and parks services in their communities – services that are essential for the health of Ontarians, the quality of life in our communities, and the sustainability of our environment.”*

*“Every citizen in Ontario has the right and freedom to: participation, active living, access to nature and the outdoors, enriching experiences, a welcoming and inclusive community, and engagement.”*

The Charter was discussed in more detail in Section 2.3.3.

#### **Principle One: Utilize the Benefits of Parks, Recreation and Culture and the Charter for Recreation and Parks in Ontario as the Foundation of the Leisure Programming Strategy**

The personal, social, economic and environmental benefits of parks, recreation and culture are becoming increasingly well documented and widely known, and have become the credible foundation of contemporary leisure delivery systems. Published in 2009 by Parks and Recreation Ontario, the Charter for Recreation and Parks in Ontario identifies the *recreation and parks rights* of Ontarians, the *rational for leisure services*, *goals for communities* and the *role of recreation and park leaders*. The benefits and the Charter have been translated into the following **‘belief’ statement** that has been tailored to the Town of Whitchurch-Stouffville.

***We believe that an investment in parks, recreation and culture in Whitchurch-Stouffville is an investment in the beauty and appeal of our community; 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 culture builds important social skills and produces leaders that are better able to serve their community.
- ❑ **Strong neighbourhoods and a vibrant downtown** - recreation, parks and culture can be a catalyst for building a strong and self-sufficient community, a vibrant downtown and appealing and safe neighbourhoods.
- ❑ **Reduced crime and lower costs for policing and justice** - increased opportunities in recreation, sports and culture will reduce self-destructive and anti-social behaviour, alienation and racism.
- ❑ A **cleaner and 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 tournaments, festivals, and culture contribute to the positive economic and social environment necessary for business success – stimulating spending and employment, increasing productivity and increasing the attractiveness of Whitchurch-Stouffville to new residents, tourists, and new and existing businesses.
- ❑ **Building strong families** - families that play together – stay together. Culture and recreation supports and strengthens families.
- ❑ **Balanced human development - *mind, body and spirit*** - involvement in recreation, play, sports, 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.

### **Principle Two: Ensure the Sustainability of Leisure Facilities, Programming and Parks and Open Space**

Ensure that the capital and net operating costs associated with existing and planned public facilities are affordable in the short term and sustainable for the future. Also ensure that culture and recreation programs and related services are aligned with the growing and changing needs and interests of residents - and are 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.

### **Principle Three: Ensure Accessible and Inclusive Leisure Opportunities**

Ensure that all existing and new public facilities are fully accessible for persons with disabilities and mobility impairments. 'Accessibility' is defined by the Ontario Building Code (1992), the Ontarians with Disabilities Act (OADA), and the Accessibility Standards for Customer Service (Ontario Regulation 429/07) - compliance required by January 1, 2010. 'Accessibility' also infers ensuring that opportunities exist for integrated, accessible and supported programming, and that programs and other leisure opportunities are affordable and in harmony with the diversity of the community.

### **Principle Four: Support an Active, Healthy 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. Emphasis will be placed on creating awareness of the importance of a healthy lifestyle, as well as the availability of leisure opportunities that support physical activity and social interaction.

**Principle Five: Be Environmentally Responsible**

When facilities undergo major renovation, strive to improve energy efficiency where possible and economically feasible. For new construction, provide facilities that, through design and operation, embrace contemporary energy conservation technology and measures. Strive for at least a **LEED ‘Silver’ Certification** or equivalent for all new facilities, including the site and site development, as well as other factors including support of alternative transportation, light pollution, recycling, optimum energy performance, and low emitting materials. LEED stands for: **Leadership in Energy and Environmental Design** scoring system, as regulated by the Canadian Green Building Council.

**Principle Six: 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.

**Principle Seven: Maintain a Community Development Approach**

Historically, Whitchurch-Stouffville 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 culture and recreation opportunities that reflect the needs, interests and desires of the citizens of Whitchurch-Stouffville. The Municipality should ensure consistent policy and, when feasible – increased human and financial support for both formally affiliated, as well as other community-based organizations.

**Principle Eight: Enhance Volunteer Engagement**

The fundamental energy and drive that supports the majority of our culture and recreation opportunities comes from the many hundreds of volunteers who, as part of their own culture and recreation choices, create and sustain leisure opportunities for the citizens of Whitchurch-Stouffville. Their contribution must be both celebrated and supported.

**Principle Nine: Strive for Adequate Distribution and Location of Facilities**

Locate facilities to be as accessible as possible to where most residents currently live and will live in the future. Also, consider locations that are easy to access by well travelled roads and trails. Where required, local parks, leisure facilities and services should be provided for smaller communities of residents who live in the more remote parts of the Municipality.

Although the ‘Stouffville’ urban area will become an even more dominant population concentration at full built-out, it is important to provide as much leisure programming and opportunities for self-directed leisure activity as possible in the parts of the rural area where opportunities exist. Fortunately, there are a number of strategically located indoor and outdoor municipal facilities in the rural area that are suitable for a variety of leisure programming including Ballantrae Park and Community Centre, Lemonville Community Centre and the soon

to be expanded and renewed Whitchurch-Stouffville Museum which will replace the nearby Vandorf Community Centre as a community focal point and be able to offer space for a much wider array of community and leisure programming and events. Adjacent Vandorf Park supports tennis, baseball, picnicking, outdoor skating and hiking.

These facilities should continue to be well promoted, maintained at a high level and utilized to provide an expanded range of leisure programming and events for all age groups – as rural demand warrants and programming can be offered in a financially sustainable fashion.

#### **Principle Ten: Cluster Facilities**

When and where appropriate, new indoor and outdoor facilities should be clustered to optimize efficiency of operation and appeal - as well as to improve programming and marketing potential. Where appropriate, consideration should be given to including education, library and other complimentary facilities along with leisure facilities.

#### **Principle Eleven: Strive for Facility Visibility and Prominence**

Whenever possible, locate major leisure facilities in visible locations to help promote their use and to showcase what the community has to offer.

#### **Principle Twelve: Optimize Facility Use**

Relative to the characteristics of each type of facility, ensure that use is maximized before additional facilities are provided. Facilities at the Town-wide and Regional levels of provision should always be programmed for the highest and best use in prime time.

#### **Principle Thirteen: Continue to Evolve Partnerships and other Strategic Alliances**

The delivery of leisure programs and events, and providing the opportunity to engage in a wide array of leisure activities in Whitchurch-Stouffville is beyond the mandate of any single entity to provide. And as community expectations for culture and recreation services continue to increase and broaden, and the Town expands its leisure services role, the need to partner with the voluntary sector and others in the public, non-profit and commercial realms will become even more important. Currently, the Municipality shares the provision of leisure opportunities with other public entities, as well as many groups and organizations in the non-profit sector, and dozens of for-profit enterprises who deliver programs, host events and maintain either rented or owned facilities. In some cases, the Municipality is in some form of strategic alliance with other providers who share in program provision; for example: non-municipal program instructors, and sport program and event organizers.

Opportunities to partner and establish other strategic alliances with other providers in the public, quasi-public, non-profit and commercial sectors to deliver new infrastructure, leisure programs and other services should increasingly be sought, evaluated and established where there are benefits to the Municipality and the community. Also, as emphasized in the *Volunteer Engagement Strategy*, the role of the Municipality in support of improved volunteer engagement should continue to be increased to ensure a strong volunteer presence in leisure service delivery and other community initiatives. This principle aligns with two of the strategies and associated goals of the Corporate Strategic Plan and the goals embraced by the Department of Leisure and Community Services.

## 3.4 Universal Access and Reduction of Barriers

The ‘cornerstone’ of the Municipality’s leisure services mandate and philosophy - and inherent in the Mission Statement is ‘*to ensure the individual’s right of access to all municipal facilities and services in accordance with provincial legislation and municipal policies and by-laws*’. Intrinsic to ‘universal access’ is the need to **minimize barriers to participation**. Where barriers are identified, it is the policy of the Municipality to explore options to reduce or remove them.

### **The following are barriers that the Municipality can directly control or influence:**

- financial access to programs, events and facilities (participation/registration/rental costs and subsidies);
- barrier-free access to and within facilities and accessible customer service;
- effectiveness of promotion of leisure opportunities;
- type, quantity and quality of programs and events;
- type, quantity and quality of facilities that accommodate leisure programs and events;
- quantity and quality of program instruction and leadership development;
- the geographic location/distribution of programs and events; and
- the time(s) in the day, day(s) of the week, and season(s) that programs and events are offered.

Some of these barriers have been addressed in the *Planning and Provision Principles*, the recommended Mission Statement and Goals of the Department of Leisure and Community Services, and within the recommendations regarding an *increased leadership role for the Municipality*. The remaining barriers are addressed by recommendations contained in this section of the Strategy.

### 3.4.1 The ‘Cost’ Barrier

Over the past couple of decades, municipal governments have gradually increased the cost to participate in most leisure activities, with the cost typically highest for the most specialized and unique opportunities. Although this increased emphasis on the ‘user-pay’ philosophy has generated increased revenue to help offset operating costs, it has also increased the ‘cost’ barrier to an increasing proportion of the population of our communities. For Whitchurch-Stouffville, there are indications from the survey completed for this strategy that up to 20 percent of the local population could be restricted from participating in at least some public leisure opportunities. If the mandate of municipal government is to maintain ‘affordable’ culture and recreation opportunities to fulfill the very valuable personal, social, environmental and economic benefits of recreation – including improved health and wellness – then the cost to participate in a wide variety of leisure opportunities must be within the reach of all residents. This is supported by the Charter for Recreation and Parks in Ontario (*everyone has a right to quality, accessible and inclusive recreation and parks services*).

The ‘pricing’ goal for adult leisure programming provided by the Town of Whitchurch-Stouffville is to generate revenue at 20% above cost, and for programming for children and youth, the goal is to at least break even and reach the 20% above cost target whenever possible. The target for cultural heritage programming and services is to break even. For the Library, program and event fees are typically based on the cost of supplies. The Municipality is able to

provide limited subsidies and discounts, mainly for children from economically disadvantaged families, and children and adults with special needs.

**It is recommended** that the Municipality engage in additional and ongoing research to more accurately define the proportion of the population that cannot participate in leisure programming, especially activities and programs that provide crucial benefits to individuals and society such as improving health and wellbeing, building character, reducing anti-social behavior, and developing social and leadership skills. **It is further recommended** that the Municipality seek additional partners to help reduce the cost to participate in leisure programs, events and activities for financially challenged citizens.

### 3.4.2 Quality of Program Instruction

Although the quality of instruction for most public leisure programs matches the expectations of the level of the programming offered, inadequate instruction can limit the effectiveness and appeal of any program. Therefore, **it is recommended** that every effort continue to be made to match the quality of instruction to the performance expectations of each program offering.

### 3.4.3 Timing/Scheduling of Programming

Particularly since about one third of employed persons in Whitchurch-Stouffville travel outside of town into the Region of York to work and at least another third travel even further, it is becoming increasingly difficult for many families to access weekday evening programming for their children and to participate themselves in leisure programs during the week. This commuter-oriented characteristic of the community will continue to influence leisure participation patterns and remain a very significant participation barrier to many residents.

Therefore, **it is recommended** that the Department of Leisure and Community Services (and the Public Library) explore ways to offer more programming and access to facilities on weekends and possibly via earlier and later weekday hours for some programs and leisure opportunities. **It is also recommended** that the Municipality further investigate the degree to which this commuter phenomenon is a barrier and seek the most feasible and effective measures to mitigate this deterrent to participation in leisure programming and activities.

## 3.5 Work Toward Supporting Leisure Activities, and Offering Programs and Events that are in Strong and Growing Demand

The research into current participation in leisure activities and registration in programming, and the interpretation of anticipated future trends in leisure demand identified the following list of leisure activities, programs, festivals and events **to consider for increased emphasis and enhancement in the near future** (see [Figure 3-1](#) below).

**It is recommended** that the opportunity to provide increased and improved service in these identified areas be shared among the public, non-profit and commercial sectors. In Figure 3-1, the category or categories of provider who *may* be the most appropriate to support identified activities and offer noted programs and events are identified. In some cases, the Municipality is identified as one of the providers, more due to provision of the facility or site than the actual programming/activity.

**The list is NOT in ranked order of importance or demand.** This list is NOT intended to be inclusive of ALL possible leisure programming, activities and events. **It is recommended** that additional and ongoing market research will be required to further test and refine programming opportunities and identify additional programs and community events to provide.

**Leisure Activities, Programs and Events to Consider for Increased Emphasis and Enhancement in the Near Future, and the Most Appropriate Provider(s)**

**Figure 3-1**

Activity/Program/Event	Most Appropriate Provider(s)/Sector(s)				
	Department of Leisure and Community Services	W-S Public Library	Other Public	Non-Profit Groups & Organization/ Service Clubs	Commercial Sector
Adult group and membership-based fitness/wellness programs/opportunities	*				*
Linear recreation activities (walking, cycling, hiking, skiing - for fitness, pleasure and social interaction)	*			*	
Gardening (including learning opportunities)	*			*	
Pilates and Yoga	*			*	*
Tennis, especially for young adults (instructional, recreational, competitive, club) – higher quality facilities will be required	*			*	*
Racquetball – facilities will be required	*				*
Squash - facilities will be required	*				*
Martial arts training	*				*
Skating lessons – for all ages (especially as the ethno-cultural population increases)	*			*	*
Gymnasium sports (e.g., badminton, basketball, volleyball, floor hockey, Gymboree) - facilities will be required	*		*	*	*
Gymnastics - facilities will be required				*	*
Soccer (outdoor and especially indoor) – indoor & outdoor facilities will be required	*			*	*
Cricket (as the East and West Asian populations increase as anticipated) - facilities will be required	*			*	
Golf (lessons, practice, games)	*				*
Lacrosse	*			*	
Beach volleyball – facilities will be required	*				*
Ultimate Frisbee (indoor & outdoor)	*			*	*
Visual/creative arts and crafts instruction and exhibition – improved/additional facilities will be required	*			*	*
Woodworking - facilities will be required				*	
Lectures for adults	*	*		*	*
Photography				*	

Activity/Program/Event	Most Appropriate Provider(s)/Sector(s)				
	Department of Leisure and Community Services	W-S Public Library	Other Public	Non-Profit Groups & Organization/ Service Clubs	Commercial Sector
Attending farmers markets, themed festivals, themed exhibitions, gardens and trade shows	*			*	*
Performing arts (especially dance, music and drama – e.g., ballroom, ballet, Zumba) – expanded facilities will be required	*			*	*
Attending music and dance concerts and drama	*			*	*
Aquatic programs (lessons, specialized training, recreational swimming, fitness and wellness, Adapted Aquatics, aqua fitness) – additional facilities will be required	*				*
Visiting art galleries and art shows/exhibitions – improved facilities will be required	*			*	*
Attending museums, historic sites, historic re-enactments and heritage festivals	*				
Nature appreciation, bird watching, etc.	*		*	*	
Themed events like the Strawberry Tea, Victorian Tea, Pancake Brunch, antique auto shows	*	*	*	*	
Culinary arts for youth and adults			*		
Pre-school programming – demand should especially increase after 2015 as growth in this age group accelerates (full range - child-only and child with parent/caregiver - principally for age 0-3)	*	*			*
Child and youth programs – demand should especially increase after 2025 as growth in this age group accelerates	*			*	*
Curling - facilities will be required	*			*	*
Bowling - facilities will be required					*
Attending movies – additional facilities will be required in the region					*
Summer camps, particularly themed/specialty camps	*				*
Lectures and informational/educational sessions for adults (wide variety of contemporary topics)	*	*	*		
Visiting and otherwise utilizing libraries – expanded facilities will be required		*			
Programming and events tailored specifically to the older adult (fitness/wellness, intellectual, social, team, individual and physical) - improved and additional facilities will be required	*	*	*	*	*
Programming and events tailored specifically to families	*	*	*	*	*
Themed events like the Strawberry Tea, Pancake Bruch, antique car shows, art shows, etc)	*	*	*	*	
Improved skateboarding – improved facilities will be required	*				
Creative writing (youth and adults)		*	*		
Attending author visits (youth and adults)		*			
Increased opportunities for 'life-long' learning for adults, especially older adults		*		*	

### 3.6 Staffing Implications – Department of Leisure and Community Services

In [Section 2.3.5](#) it was identified that municipal staff capacity has been reached in a number of key service and support areas to meet the current and ever growing and broadening demand for full spectrum of leisure programming, festivals and events in the community, and to continue to build the capacity of community-based groups and volunteers to enable them to assist with the provision of leisure programming and community events.

Therefore, **it is recommended** that over the next three years, municipal staff capacity be increased in the following areas:

6. **Direct programming**, with focus on older adults, youth, and festivals and events - to assist the lead Recreation Programmer within the Recreation Division and other staff involved in program development and delivery.
7. **System-wide promotion** of the benefits of leisure and of available leisure opportunities in the community – to take the lead role in this endeavour, with the assistance of other key providers in the community and wider area.
8. **Community development**, with the initial focus on the enhancement of leisure and related services for older adults and youth, as well as the enhancement of opportunities for all aspects of culture
9. **Volunteer engagement** - to build volunteer capacity in the community and assist community-based volunteer groups to enhance their ability to provide leisure programs and events in sports, culture and other leisure interests. Refer to the *Volunteer Engagement Strategy* for additional rationale, and more on the specific tasks and educational requirements of this position.
10. Service and support to **customers with special needs**.

As promoted in the Corporate Strategic Plan, **it is recommended** that corporate support to leisure service provision continue to be enhanced - including human resources, staff training, information technology, purchasing and communications, including support to volunteers and community-based culture and recreation groups, and service clubs.

Also as promoted in the Corporate Strategic Plan **it is recommended** that sufficient attention be continue to be paid to customer/client service excellence, including in the direct and indirect provision of leisure programming, and the marketing promotion of leisure opportunities.



# Appendix A: Community Profile

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## A.1 Introduction

Interest in leisure pursuits is influenced by many factors, including demographic characteristics, the most influential of which are age, income, education, and ethno-cultural background. Future trends in participation in leisure will be influenced by changes in the profile of the community. The number and origin of new residents moving into a community can greatly impact demand, particularly if the new residents bring different values, interests and expectations. Increased requests are often made for higher quality leisure opportunities, and facilities and programs that have not been offered to date. In fast growing communities, the rate of growth in population usually has the greatest impact on future demand, because above average growth is usually driven by a younger in-migration population which reduces the aging influence of the big Baby Boom and the Echo generations.

For this strategy, the community profile will focus on:

- the current and past population and distribution pattern;
- the anticipated population growth and future distribution pattern;
- the current and anticipated future age profile;
- household composition, household size and family structure;
- education;
- income;
- employment and travel to work; and
- diversity and ethnicity.

The analysis will cover the 1991-2006 period. The data sources include the 1996, 2001 and 2006 Statistics Canada Census, the Town of Whitchurch-Stouffville Residential and Non-Residential Growth Forecast (C. N. Watson and Associates Ltd., 2004), Projections of the Diversity of the Canadian Population, 2006-2031 (Statistics Canada, March 3, 2010), and the 2003 Leisure Services Master Plan (LeisurePlan International, 2003).

## A.2 Total Population - Current and Projected

- In 2006, the population of the Municipality was reported by Statistics Canada to be 24,390 (based on 2006 census), with about half living in the urban area of Stouffville.
- Between 1991 and 2001, the population increased by 4,624. The rate of increase was 8.1% between 1991 and 1996, and accelerated to 15.9% between 1996 and 2001. The population increased by 2,382 between 2001 and 2006, a rate of increase of 10.8%, which was above the provincial average (6.6%).
- The 2004 C. N. Watson and Associates Ltd. Residential and Non-Residential Growth Forecast predicted the following population growth:
  - 2008      32,343 (39.1% between 2003 and 2008 or 7.8%/year)
  - 2013      42,343 (39.1% between 2008 and 2013 or 7.8%/year)
  - 2021      53,321 (25.9% between 2013 and 2021 or 3.2%/year)

- 2026      62,321 (16.9% between 2021 and 2026 or 3.4%/year)
- In October, 2007, another growth forecast was commissioned specifically for the 2008 Leisure Facilities Strategy. The objective was to generate an **age-specific forecast** to assist with predicting trends in demand for leisure services. Municipal staff suggested that the 2006 Statistics Canada Census counts were understated at 24,390. The Region of York estimated the 2006 population of the Town of Whitchurch-Stouffville at around 26,000. The Population Estimates section of Statistics Canada projected a 2006 population figure for the Town of 25,628. It was agreed to use that number as the 2006 base population for our projections, which were completed by demographer, John Kettle. The projections are in five year intervals, beginning in 2001 and produce the following figures to 2031.
- 2001      22,008
  - 2006      25,628
  - 2011      33,769
  - 2016      42,047
  - 2021      50,594
  - 2026      59,201
  - 2031      67,289
- Most of the new growth will be in the Stouffville urban area. This will produce a significant shift in population distribution. In 1991 and 2001, the population was evenly distributed between the Stouffville urban area and the rest of the Municipality. By 2003, 52.2% of the population was located in urban Stouffville. By 2013, approximately two thirds of the population is expected to be within the Stouffville urban area.

### A.3 Age Structure and Anticipated Changes

- The 2004 C. N. Watson and Associates Ltd. Residential and Non-Residential Growth Forecast examined the age profile of the Municipality **from 1986 to 2001**. As reported below, notable changes included the following and reflect the aging of the Baby Boom generation and the movement of the Echo generation through the elementary and secondary school years. It also underscores the steady decline in recent years in the number of young children being born that are following the Echo generation. This is a provincial trend and reflects the current low national birth rate of 1.51 and the relatively small size of the Baby Bust generation that is sandwiched between the Baby Boom and the Echo generations.

<b>Pre-School</b>	(age 0-4)	a slight increase of 90 in total size, but a significant decline in the proportion from 7.7% to 5.6%
<b>Elementary School</b>	(age 5-14)	an increase of 1,350 in total size, and a notable increase from 13.7% to 15.5%
<b>Secondary School</b>	(age 15-19)	a small increase of 430 in total size, but a drop in proportion from 7.5% to 7.2%
<b>Young Adults</b>	(age 20-34)	a slight decline of 360 in total size, and a substantial decline in proportion from 24.8% to 15.4%
<b>Mid-Life Adults</b>	(age 35-54)	a substantial increase of 3,460 in total size, and a substantial increase on proportion from 26.8% to 34.1%

<b>Empty Nesters</b>	(age 55-64)	an increase of 745 in total size, but a similar proportion (9.5% to 9.9%)
<b>Senior Citizens</b>	(age 65+)	a notable increase of 1,160 in total size, and a significant increase in proportion from 10.1% to 12.2%

- ❑ In 1996, the age profile of Whitchurch-Stouffville was similar to Ontario as a whole, although with a slightly higher proportion of pre-school aged children and empty nesters, and a slightly lower percentage of young adults and senior citizens.
- ❑ However, by 2001, the Whitchurch-Stouffville age profile had changed such that it was no longer similar to Ontario. Although the *median* age was similar to the provincial figure (38.6 compared to 38), the *average* age was younger. The proportions of elementary school, secondary school, mid-life, and empty nester age groups in Whitchurch-Stouffville were all notably *above* the Provincial average. The percentage of young adults and senior citizens were notably below the provincial average.
- ❑ The 2007 **Kettle age-specific projections** are able to provide a glimpse of how the age profile of Whitchurch-Stouffville will likely change over the twenty year period from 2006 to 2026. The following key observations are made about the *median* projection which compares the years 2001 and 2026. For the purposes of analysis, the population has been divided into the same lifestyle age groupings as above. Refer to Figure 1 for more detail.

<b>Pre-School</b> (age 0-4)	a decline in percentage from 5.7 to 5.3 between 2001 and 2006, with a further decline to 5.1 by 2011, and then an increase to 5.7 by 2016, 6.1 by 2021 and then a decline to 6.0 in 2026 and back to 5.3 by 2031 - <b>an increase in size from 1,313 in 2001 to 1,371 in 2006, 3,083 by 2021 and 3,233 by full build-out.</b>
<b>Elementary School</b> (age 5-14)	a decline in percentage from 15.2 in 2001 to 13.8 by 2006, 11.9 by 2011, 10.9 by 2016 and 2021, then an increase in percentage to 11.6 by 2026 and 11.9 by 2031 - <b>an increase in size from 3,489 in 2001 to 3,535 in 2006, 5,528 by 2021 and 5,989 by full build-out.</b>
<b>Secondary School</b> (age 15-18)	a stable percentage from at 5.8 between 2001 and 2011, and then a decline to 4.9 by 2016, 4.4 by 2021 and full build-out, and a further decline to 4.2 by 2031 - <b>an increase in size from 1,100 in 2001 to 1,497 in 2006, 2,216 by 2021 and 2,332 by full build-out.</b>
<b>Young Adults</b> (age 19-34)	a dramatic increase in percentage from 14.8 in 2001 to 16.9 in 2006, 22.4 by 2011 and 25.6 by 2016, and then a decline to 24.9 by 2021, 24.1 by full build-out and 22.6 by 2026 and 20.6 by 2031 as the Echo generation (currently age 14-29) moves through this age demographic - <b>an increase in size from 3,249 to 12,598 by 2021 and 12,773 by full build-out.</b>
<b>Mid-Life Adults</b> (age 35-54)	a decrease in percentage from 33.9 in 2001 to 33.3 in 2006, 29.1 by 2011, 25.3 by 2016, and 24.4 by 2021,

and then an increase to 26.1 by 2026 and 28.1 by 2031 - **an increase in size from 7,776 in 2001 to 8,541 in 2006, 12,321 by 2021 and around 12,985 by full build-out.**

**Empty Nesters (age 55-64)**

a significant increase in percentage from 9.8 in 2001 to 11.4 in 2006, 12.4 by 2011, 13.4 by 2016, and 13.8 by 2021, and then a decline to 13.2 by full build-out and 12.0 by 2026 and a large drop to 9.7 by 2031, as the Baby Boom generation (currently age 43-62) moves out of this age demographic - **an increase in size from 2,243 in 2001 to 2,933 in 2006, 6,987 by 2021 and 6,996 by full build-out.**

**Senior Citizens (age 65+)**

a steady and dramatic increase in percentage from 11.9 in 2001 to 13.4 in 2006, 13.3 by 2011, 14.3 by 2016, 15.5 by 2021, 16.4 by full build-out, 17.5 by 2026 and 19.2 by 2031, as the Baby Boom generation (currently age 43-62) dominates this age demographic - **an increase in size from 2,734 in 2001 to 3,422 in 2006, 7,861 by 2021 and 8,692 by full build-out.**

- ❑ This population projection illustrates that the proportion of children and youth (age 5-18) who have been the main market of municipal recreation for years will decline from 19.6% in 2006 to a low of around 15.3% by 2021 and 15.7% at full build-out, then increase slightly to 16.4% by 2031. However, because of overall population growth, this market group is predicted to increase in size by 65% (from 5,032 in 2006 to 8,321 by 2023 or full build-out). It should be noted that the growth in the 5-18 age group will be much slower than the overall population which is projected to grow by 107% during the same time period.
- ❑ The youngest age group (0-4) is one of four age cohorts that are projected to show growth as a percentage of the total population between 2006 and full build-out. However, most of the growth will not occur until after 2016. This growth in percentage is projected to translate into a 136% increase in number between 2006 and 2023 (anticipated year to reach full build-out). The growth in this youngest age group will begin to swell the ranks of the next age cohort by about the time of full build-out, around 2023.
- ❑ The population projection also illustrates that by 2023 (full build-out), the adult population (age 19+) will increase by 115% (from 19,225 in 2006 to 41,406). Most of the growth will be with young adults, empty nesters and senior citizens (195%, 139% and 154% respectively). The mid-life market is expected to increase by only 52%. The young adult market will be most influenced by the aging Echo generation (currently age 16-31), and the empty nester and seniors markets will be most influenced by the Baby Boom generation (currently age 45-64).
- ❑ As with every community in Ontario, the population of Whitchurch-Stouffville **will continue to age**, influenced mostly by the aging Baby Boom generation, and eventually by the size of the Echo generation. However, in Whitchurch-Stouffville, the aging of the population will be slower, due to above average population growth that is generated by the in-migration of mostly younger people. By 2026, the national senior citizen population (age 65+) is

projected to be about 21.4% of the population, compared to 17.5% anticipated for Whitchurch-Stouffville.

**Population Projections by Age, Town of Whitchurch-Stouffville to Full Build-out and 2026** **Figure A-1**

Lifestyle Age Groupings	2006	2011	2016	2021	Full Build-out	2026	% Change 2006 to Full Build-out
<b>Total Population</b>	<b>25,628</b>	<b>33,767</b>	<b>42,047</b>	<b>50,594</b>	<b>53,000</b>	<b>59,201</b>	<b>106.8▲</b>
0-4 Pre-School	1,371	1,737	2,381	3,083	3,233	4,530	135.8▲
5-14 Elementary School	3,535	4,002	4,582	5,528	5,989	6,881	69.4▲
15-18 Secondary School	1,497	1,961	2,060	2,216	2,332	2,458	55.8▲
19-34 Young Adults	4,329	7,566	10,748	12,598	12,773	13,388	195.1▲
35-54 Mid-Life Adults	8,541	9,832	10,639	12,321	12,985	15,455	52.0▲
55-64 Empty Nesters	2,933	4,188	5,622	6,987	6,996	7,114	138.5▲
65+ Senior Citizens	3,422	4,482	6,015	7,861	8,692	10,374	154.0▲
<hr/>							
0-4 Pre-School	5.3%	5.1%	5.7%	6.1%	6.1%	6.0%	
5-14 Elementary School	13.8%	11.9%	10.9%	10.9%	11.3%	11.6%	
15-18 Secondary School	5.8%	5.8%	4.9%	4.4%	4.4%	4.2%	
19-34 Young Adults	16.9%	22.4%	25.6%	24.9%	24.1%	22.6%	
35-54 Mid-Life Adults	33.3%	29.1%	25.3%	24.4%	24.5%	26.1	
55-64 Empty Nesters	11.4%	12.4%	13.4%	13.8%	13.2%	12.0%	
65+ Senior Citizens	13.4%	13.3%	14.3%	15.5%	16.4%	17.5%	

Source: John Kettle, October, 2007

## A.4 Families and Households

**Some family characteristics in Whitchurch-Stouffville are somewhat different than for Ontario as a whole.** Family size is a little larger in Whitchurch-Stouffville – reflecting a slightly younger population. In 2006, the average number of persons in married families was 3.2 (3.1 for Ontario), and in census families, the figure was 3.1 (Ontario 3.0). For common-law families, the figure was 2.7 (2.7 for Ontario). The percentage of lone parent families was much lower than Ontario at 10.25% of 7,125 families (15.8% for Ontario). As with Ontario, most lone parent families are female-led. The average number of persons in a lone parent family was similar to the Ontario average (2.6 compared to 2.5 for Ontario). However, the percentage of one-person households was lower at 17.1% of all households (1,460), compared to 23.5% for Ontario. Home ownership is strong in Whitchurch-Stouffville, with the percentage of rented dwellings being half that of the Ontario average (14.6% compared to 28.8% for Ontario in 2006).

## A.5 Education

**In Whitchurch-Stouffville, education levels were generally higher for all age groups than the Ontario average.** In 2006, a slightly higher proportion of the population had a university

certificate/diploma/degree, and a college certificate/diploma and a slightly lower percentage had a trade certificate/diploma, compared to the provincial averages.

## A.6 Income

**Income levels in Whitchurch-Stouffville are well above the Ontario averages.** In 2005, the median earnings for all persons age 15 and older who worked a full year in Whitchurch-Stouffville was \$52,709, compared to the Ontario average of \$47,748. Median income for individuals 15 years of age older was \$33,941 in Whitchurch-Stouffville, compared to \$27,258 for Ontario. The percentage of the population receiving Government transfers was lower in Whitchurch-Stouffville at 6.2% compared to Ontario (9.8%). Median ‘census family’ income (all census families) in 2005 was \$95,007, well above the Ontario average of \$69,156. The median income for lone parent families was similar at \$38,668 (\$38,448 for Ontario). Median household income for all private households in Whitchurch-Stouffville was \$86,364, compared to the Ontario average of \$60,455. The incidence of low income for individuals in Whitchurch-Stouffville was well below the Ontario average (5.6% compared to 14.7%).

## A.7 Employment and Travel to Work

In 2006, **employment by industry sector** was quite well balanced as follows:

<input type="checkbox"/> Business services	21.7%	(21.3%)
<input type="checkbox"/> Manufacturing and construction industries	20.5%	(19.2%)
<input type="checkbox"/> Wholesale and retail trade	15.1%	(18.1%)
<input type="checkbox"/> Other services	16.9%	(16.6%)
<input type="checkbox"/> Health and education	13.7%	(14.8%)
<input type="checkbox"/> Finance and real estate	9.0%	( 7.2%)
<input type="checkbox"/> Agriculture and other resource-based industries	3.0%	( 3.1%)

The figures in brackets represent 2001 levels. Note the significant reduction in the proportion of wholesale and retail trade occupations. Health and education occupations are also down, while the finance and real estate sector, the wholesale and retail trade sector and the business services sector were up over 2001.

In 2006, **occupations** were concentrated in the business, management, business, sales and trades sectors. The figures in brackets were the 2001 occupation levels. Note the significant increase in sales and service, and the slight decline in business, finance and administration occupations. The proportion of trades, transport and equipment operators and related occupations were also down notably, as was the case for natural and applied sciences and related occupations.

<input type="checkbox"/> Sales and service occupations	21.1%	(18.2%)
<input type="checkbox"/> Business, finance and administration occupations	20.6%	(22.6%)
<input type="checkbox"/> Management occupations	16.4%	(17.0%)
<input type="checkbox"/> Trades, transport and equipment operators and related occupations	13.3%	(14.8%)
<input type="checkbox"/> Social science, education, government service and religion	7.7%	( 7.8%)
<input type="checkbox"/> Natural and applied sciences and related occupations	6.5%	( 5.5%)
<input type="checkbox"/> Occupations unique to primary industry	4.8%	( 4.4%)
<input type="checkbox"/> Health occupations	3.7%	( 4.1%)

☐ Art, culture, recreation and sport	3.3% ( 3.2%)
☐ Occupations unique to processing, manufacturing and utilities	2.5% ( 2.5%)

In 2006, the **labour force participation rate** in Whitchurch-Stouffville was a little higher than the Ontario figure at 69.6% compared to 67.1%, as was the employment rate at 66.6% compared to 62.8%. The local unemployment rate in 2001 was well below the Ontario average (4.3% compared to 6.4%). Compared to 2001, the labour force participation and the employment rates were lower locally and provincially, and the unemployment rates were both higher.

In 2006, **most (84.3%) Whitchurch-Stouffville residents drove to work** (71% for Ontario), or were a passenger in a car, van or truck (7.6% compared to 8.3% for Ontario). A small percentage (4.0%) used public transit (12.9% for Ontario), while 3.6% walked or bicycled to work (6.8%/6.6 for Ontario). The use of car, van or truck decreased slightly both locally and provincially between 2001 and 2006, while the use of public transit increased slightly, as did car-pooling.

In 2006, **19.6% of the labour force worked within the Municipality**, while **29.3% travelled to work within the Region of York** and **27.3% travelled outside of the Region**. The additional time that it takes each day for travel makes it more challenging for adults to bring their children to leisure programs in the evenings and to participate themselves in leisure pursuits, especially activities that are scheduled around set times. *Therefore, unstructured leisure pursuits should be especially popular for many Whitchurch-Stouffville residents.*

## A.8 Diversity and Ethnicity

A picture of the ethno-cultural fabric of Whitchurch-Stouffville can be derived from two main sources: i) the visible minority population and ii) country of origin.

Although **the visible minority population in Whitchurch-Stouffville is relatively small, it has been growing steadily**. The percentage of visible minorities in Whitchurch-Stouffville grew slightly between 1996 and 2001 from 3.85% to 4.53%. However, between 2001 and 2006, this segment of the Whitchurch-Stouffville population increased to 7.37%. Although the Ontario average is 22.8%, the average for the portion of the province that is not within one of the 16 CMAs is 2.02%. By comparison, the 2006 figure for the Toronto Census Metropolitan Area (which includes the Town of Whitchurch-Stouffville) was 42.9%. Therefore, it appears that the proportion of the visible minority population in Whitchurch-Stouffville is above average for a small community and is under the influence of Toronto as a geographic area that is attractive to immigrants.

In 2006, the largest local visible minority group in Whitchurch-Stouffville was Chinese at 730 people (2.85%, up from 1.6% of the population in 2001), with the second largest group being South Asian (1.64%, up from 0.94% in 2001), and the third largest group being Black at 260 or 1.08% (up from 0.53% in 2001).

However, the ethno-cultural composition of Whitchurch-Stouffville comprises more than residents of visible minority. From the 2001 and 2006 census data on **foreign-born residents**, it is clear that other cultures comprise significant portions of the local population – principally: the

United Kingdom, Italian, German, French and Dutch, which, in 2006, all comprised a larger percentage of the population than the largest visible minority group (Chinese). Foreign-born residents accounted for 4,395 residents or 18.23% of the population in 2006 (up from 3,655 residents and 16.7% of the population in 2001). Of the 2006 total, 570 immigrated between 1991 and 2000, while 255 immigrated between 2001 and 2006. In 2006, the aboriginal population was 145, an increase from 115 in 2001.

As noted in the details below, **a shift in the ethno-cultural fabric of Whitchurch-Stouffville is underway**. Between 2001 and 2006, there was a *decline* in the proportion of the population from the following origins:

- United Kingdom,
- French,
- Dutch,
- Ukrainian,
- Canadian,
- Southeast Asian,
- Arab,
- West Asian, and
- Korean.

In the same period, there was an *increase* in the proportion of the population from the following origins:

- Italian,
- German,
- Chinese,
- Polish,
- Aboriginal,
- Russian,
- Portuguese,
- East Indian,
- South Asian,
- Filipino,
- Japanese, and
- Black.

The proportion of the **Whitchurch-Stouffville** population that represented a ‘**visible minority**’ in 2001 and 2006 was follows. Note the comparable **Ontario** average figures.

	<b>Whitchurch-Stouffville</b>		<b>Ontario</b>	
	<b>2001</b>	<b>2006</b>	<b>2001</b>	<b>2006</b>
<input type="checkbox"/> Total visible minority population	4.5%	7.37%	19.08%	22.82%
<input type="checkbox"/> Chinese	1.6%	3.03%	4.27%	4.8%
<input type="checkbox"/> South Asian	0.94%	1.64%	4.92%	6.6%
<input type="checkbox"/> Black	0.53%	1.08%	3.64%	3.9%
<input type="checkbox"/> Filipino	0.23%	0.35%	1.39%	1.69%
<input type="checkbox"/> Latin American	0.11%	0.10%	0.95%	1.22%
<input type="checkbox"/> Southeast Asian	0.46%	0.25%	0.77%	0.91%
<input type="checkbox"/> Arab	0.11%	0.04%	0.78%	0.93%

<input type="checkbox"/> West Asian	0.37%	0.23%	0.59%	0.80%
<input type="checkbox"/> Korean	0.21%	0.08%	0.48%	0.58%
<input type="checkbox"/> Japanese	0.11%	0.17%	0.22%	0.23%
<input type="checkbox"/> Other	0.11%	0.19%	0.70%	0.47%
<input type="checkbox"/> Multiple visible minority	0.18%	0.29%	0.38%	0.64%

Based on **Country of Origin** statistics in the 2006 and 2001 census, the **top ethno-cultural groups** in **Whitchurch-Stouffville** are the following.

- United Kingdom (13,880, 56.9%, down from 79.1% in 2001) ,
- Canadian (5,820, 23.9%, down from 39.1% in 2001) ,
- Italian (2,880, 11.8%, up from 6.9% in 2001),
- German (2,800, 11.5%, up from 10.9% in 2001),
- French (1,790, 7.3%, down from 8.4% in 2001),
- Dutch (1,175, 4.8%, down from 5.5% in 2001),
- Chinese (855, 3.03%, up from 1.6% in 2001) ,
- Polish (685, 2.8%, up from 2.0% in 2001),
- Ukrainian (595, 2.4%, down from 2.5% in 2001),
- Aboriginal origins (445, 1.8%, up from 0.53% in 2001),
- Greek (435, 1.8%, steady from 2001),
- Russian (360, 1.5%, up from 1.1% in 2001),
- Portuguese (330, 1.4%, up from 1.1% in 2001), and
- East Indian (325, 1.3%, up from 0.6% in 2001).

The ethno-cultural composition of Whitchurch-Stouffville is different from that of the Region of York. In 2006, the local population comprised a higher percentage of residents with roots in the United Kingdom, Germany, France, Holland and Greece, and lower percentages of residents of Chinese, Italian, Polish, Russian, East Indian and Jewish heritage – compared to the Region.

Based on **Country of Origin** statistics in the 2006 and 2001 census, the top ethno-cultural groups of communities within **York Region** in 2006 and 2001 were as follows:

- United Kingdom (23.8%, down from 38.1% in 2001),
- Canadian (12.6%, down from 19.7% in 2001),
- Italian (16.8%, down from 17.5% in 2001),
- Chinese (16.4%, up from 14.3% in 2001),
- Jewish (5.56%, down from 7.3% in 2001),
- East Indian (6.5%, up from 5.2% in 2001),
- German (4.9% , down from 5.0% in 2001),
- French (4.04%, down from 4.35% on 2001),
- Polish (3.56%, up from 2.7% in 2001),
- Russian (3.46%, up from 2.05% in 2001),
- Iranian (2.3%, up from 1.29% in 2001),
- Ukrainian (2.13%, up from 1.65% in 2001), and
- Dutch (1.95%, down from 2.2% in 2001).

In April, 2008, the Foundation Research Group conducted a **Community Satisfaction Survey** of Whitchurch-Stouffville residents. The survey asked about **‘languages other than English that are spoken most often at home’**. Eleven percent of respondents indicated that a language other than English was often spoken in their home. The specific responses were as follows:

<input type="checkbox"/> French	18%
<input type="checkbox"/> Italian	18%
<input type="checkbox"/> Macedonian	9%
<input type="checkbox"/> Cantonese	6%
<input type="checkbox"/> Dutch	6%
<input type="checkbox"/> Finnish	6%
<input type="checkbox"/> Spanish	3%
<input type="checkbox"/> Urdu	3%
<input type="checkbox"/> Hindi	3%
<input type="checkbox"/> Other	24%

### **Predictions**

Based on recent observations and a recent study published by Statistics Canada (*Projections of the Diversity of the Canadian Population, 2006 to 2031, March 3, 2010*), it is predicted that the visible minority population in Whitchurch-Stouffville and all residents from ‘other’ origins will continue to increase in absolute number and as a proportion of the population. As noted above, the proportion of the principle United Kingdom ‘place of origin’ population base has been declining significantly. And although the percentage of Canadian-born residents increased very slightly between 1996 and 2001 (from 82.54% to 82.8%), the percentage declined to 81.4 by 2006.

The Statistics Canada study noted above predicts that by 2031, the proportion of the visible minority population in Canada will increase from 16.2% in 2006 to between 29% and 32% (11.4 million and 14.4 million visible minority persons). By 2031, the visible minority population is expected to be over-represented in the younger age groups, with 36% of the population under age 15 belonging to a visible minority and 18% of the age 65+ population being a visible minority. In 2031, South Asians and Chinese should still be the largest visible minority group, followed by Black, Filipino, Arab, Latin American, West Asian, Southeast Asian, Korean, and Japanese. It is expected that Arabs and West Asians are the visible minority groups that will grow the fastest. By that time, the number of persons having a non-Christian religion is projected to more than double (from 8% in 2006 to 14% by 2031). Persons whose mother tongue is neither English nor French should rise from just under 10% in 1981 to 20% in 2006, and between 29% and 32% by 2031. The proportion of persons who are foreign-born is expected to reach between 25% and 28% by 2031, up from 20% in 2006.

By 2031, it is predicted that more than 71% of all visible minority persons would live in Canada’s three largest Census Metropolitan Areas, Toronto, Montreal and Vancouver - with three persons in five would belong to a visible minority. Nearly one person in four living in the Toronto CMA is expected to belong to the South Asian visible minority group (approximately 2.1 million). The Toronto CMA includes Whitchurch-Stouffville.

The Statistics Canada study did not make a prediction for the 2031 ethno-cultural composition of Whitchurch-Stouffville. However, there is no doubt that the visible minority and foreign-born population will increase in number and percentage in Whitchurch-Stouffville. The Statistics Canada study noted above predicts that the visible minority population of smaller CMAs should be much lower than for the Toronto CMA (see figure below), and that the outlying communities in the Toronto CMA such as Whitchurch-Stouffville should be less ethnically diverse than the

City of Toronto itself. For some of the CMAs, the 2006 visible minority figure was below that of Whitchurch-Stouffville (7.37%).

	<b>2006</b>	<b>Predicted at 2031</b>	<b>(Range of Percentage Increase)</b>
<input type="checkbox"/> Ottawa-Gatineau	19.43%	34.55%-36.28%	(78-87%)
<input type="checkbox"/> Windsor	16.07%	31.22%-35.22%	(94-119%)
<input type="checkbox"/> Kitchener	13.83%	26.51%-29.90%	(92-116%)
<input type="checkbox"/> Guelph	12.88%	23.87%-27.91%	(85-117%)
<input type="checkbox"/> Hamilton	12.37%	23.05%-26.25%	(86-112%)
<input type="checkbox"/> London	11.13%	20.54%-23.43%	(85-111%)
<input type="checkbox"/> Oshawa	10.20%	20.42%-26.59%	(100-161%)
<input type="checkbox"/> <b>Whitchurch-Stouffville</b>	<b>7.37%</b>	<b>14.74%-19.12%</b>	<b>(100-160%)</b>
<input type="checkbox"/> St. Catharines-Niagara	6.68%	13.17%-17.08%	(97-156%)
<input type="checkbox"/> Barrie	5.97%	10.68%-12.06%	(79-102%)
<input type="checkbox"/> Kingston	5.69%	9.76%-11.67%	(72-99%)
<input type="checkbox"/> Brantford	5.19%	9.62%-12.58%	(85-142%)
<input type="checkbox"/> Peterborough	2.47%	7.32%-8.96%	(196-263%)
<input type="checkbox"/> Thunder Bay	2.36%	5.65%-7.35%	(139-211%)
<input type="checkbox"/> Greater Sudbury	1.83%	3.30%-5.08%	(80-178%)
<input type="checkbox"/> Rest of Ontario	2.02%	4.28%-6.22%	(112-152%)

Since Whitchurch-Stouffville already has an above average visible minority population for a small community and will increasingly be under the influence of City of Toronto and immediate area as an attractive geographic region for visible minority persons, it is likely that the visible minority population of Whitchurch-Stouffville will continue to be above average for the size of community in the future. Based on the following additional rationale, it does not appear to be unreasonable to predict a visible minority population in the range of 15%-20% for the Town of Whitchurch-Stouffville by 2031 (an increase of between 100% and 160% from the 2006 figure).

- the national average for the visible minority population is predicted to reach between 29% and 32% by 2031, with over 71% expected to reside in the three largest CMAs;
- the figures for mid-sized CMAs such Barrie, Oshawa, and St. Catharines-Niagara are predicted to range from a low of 10.68% and a high of 26.59% (depending on the scenario utilized); and
- on average, the percentage is predicted to almost double or increase by up to around 1.4 times (for the Barrie CMA, the percentage is predicted to increase between 79% and 102%. For Oshawa, the percentage is predicted to increase from between 100% and 161%. For St. Catharines-Niagara, the percentage is predicted to increase between 97% and 156%).

Based on the projected full-build-out 2031 population of 53,000 and a percentage increase of 15-20%, the number of residents representing a visible minority would range between 7,950 and 10,600. In 2006, the visible minority population was reported to be 1,775. And based on Statistics Canada projections, the top ten visible minority groups will likely be (in ranked order): South Asian, Chinese, Black, Filipino, Arab, Latin American, West Asian, Southeast Asian, Korean, and Japanese.

Based on continent of birth and place of residence, the foreign-born population is predicted to represent 26.5% of the total national population in 2031 (19.8% in 2006). In 2006, the foreign-born population in Whitchurch-Stouffville was slightly lower than the national average at

18.23%. In 2031 it is predicted that nationally, the foreign-born population will be from: Asia (55.4%), Europe (20.5%), the Americas (13.9%), Africa (9.5%), and Oceania and others (0.8%). If the 26.5% figure and predicted ratios represents the Whitchurch-Stouffville population in 2031, the following would be the numbers and percentages of the total population (based on a foreign-born population of 14,045):

- Asian                      7,781 (14.7%)
- Europe                      2,879 (5.4%)
- the Americas              1,952 (3.7%)
- Africa                      1,334 (2.5%)
- Oceana and others        112 (0.21%)

## Appendix B: The Household Survey

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A survey was prepared to collect information and opinion from residents regarding leisure activities and preferences, barriers to participation, suggestions for new and expanded programming, promotion of leisure programming, and providers of leisure programming utilized by each household. The Internet-based survey was administered via the Town's web site and promoted through schools; newspapers; flyers; letters, telephone calls and e-mails to groups; and by word of mouth. There were 166 responses to the survey.

### B.1 The Sample

Due to the Internet method of administration, the sample could not be random or structured to be representative of the whole community. The following is the profile of respondents:

- Two thirds were female.
- 39% were age 36-49; 25% were age 60-75; 17% were age 50-59; 14% were age 26-35; 2.6% were age 75 and over; and 2% were age 19-25.
- 85% were married.
- For 36%, the household comprised 2 people; there were four people in 32% of households; three people in 13% of households; five people in 11% of households; 1 person in 6% of households; and more than five people in 3% of households.
- Most (61%) respondents have resided in the Town for more than five years; 34% for 1-5 years; and 5% for less than one year.
- 71% of respondents live in urban Stouffville; with 22% residing in Ballantrae; and the remainder (7%) spread quite evenly throughout the rural areas.
- Three-quarters of responding households have incomes of over \$75,000, with 22% reporting household incomes at \$150,000 and over.
- 96% speak English most often at home.
- The principle 'other' language spoken at home was French, followed by English, Italian, Spanish, Cantonese and German.
- When asked about ethno-cultural background, the most mentioned was British Isles/United Kingdom (37.1%), Canadian (36.2%), Western European (24%), American (19.1%), and Eastern European (9.4%). Other 'origins' included: Chinese (4.3%), South American (3.2%), Filipino (2.1%), West Indian (2.1%), and eight other backgrounds with a single response.
- Of respondents who work, 60% regularly commute outside of Whitchurch-Stouffville.

Compared to the 2006 census population, the survey sample over-represented the 36-49 and 60-75 age groups, as well as females, married couples, and place of residence in urban Stouffville. Mobility was similar to the 2006 population, as was English as the language most often spoken at home. The survey sample was somewhat under-representative of residents who community regularly outside of Whitchurch-Stouffville to work. Income is too dated to be comparable.

## **B.2 Favourite Leisure Interests and Activities of Household Members**

(all of the leisure interests and activities in which the respondent and members of the household participated in on a regular basis)

The following are the **top 25** most frequently mentioned leisure interests and activities (out of over 100 listed and reported):

26. Watching TV; Attending farmers markets (61.1%)
27. Physical fitness/wellness programs (not including aqua-fit programs) (60.5%)
28. Eating out/social dinners (56.7%)
29. Surfing the Internet (53.5%)
30. Recreational walking (52.2%)
31. Avid book reading (51.6%)
32. Traveling (50.3%)
33. Swimming for pleasure (49.0%)
34. Running/jogging/walking for exercise/health; Listening to recorded music (45.9%)
35. Visiting/utilizing libraries (44.6%)
36. Flower and vegetable gardening (40.8%)
37. Recreational biking; Golf (38.2%)
38. Volunteering (35%)
39. Recreational skating (34.4%)
40. Photography; Swimming for fitness/wellness, aqua-fit programs; Swimming lessons (33.1%)
41. Recreational skating; Attending drama, music, dance concerts (34.4%)
42. Home workshop/do-it-yourself activities; Gourmet cooking/fine food preparation (29.95)
43. Video games and recreational use of computers; Canoeing, rowing, kayaking (29.3%)
44. Soccer (27.4%)
45. Hockey (26.8%)
46. Tennis; Nature appreciation/nature study/bird watching, orienteering, eco-tourism, adventure travel; visiting museums and historic sites (26.1%)
47. Attending multicultural events/festivals (24.2%)
48. Drama, music, dance programs/productions (23.6%)
49. Child and youth camps (22.9%)
50. Creative art and hand craft activities (22.3%)

## **B.3 Top Fifteen Favourite Leisure Activities of Survey Respondents**

(up to five selected per respondent – note the profile of respondents described above – *the number in brackets refers to frequency*)

1. Physical fitness/exercise/wellness programs (not including aqua-fit programs) (53)
2. Golf; Recreational walking (30)
3. Swimming for fitness/wellness, aqua-fit programs (29)
4. Avid book reading (28)
5. Swimming for pleasure; Swimming lessons; Traveling (26)
6. Running/jogging/walking for exercise/health (25)

7. Hockey (21)
8. Soccer (20)
9. Watching TV (19)
10. Eating out/social dinners (17)
11. Visiting/utilizing libraries; Flower and vegetable gardening (16)
12. Curling (14)
13. Attending multicultural events/festivals (13)
14. Recreational biking; Tennis; Recreational skating (12)
15. Gourmet cooking/fine food preparation; Alpine skiing (11)

#### **B.4 The Top Twelve Recreation, Arts, Culture and Heritage Programs and Activities that the Respondent and Other Members of the Household Wanted to Enroll or Participate in During the Past Year But Were Unable to Do for Some Reason**

1. Curling (20)
2. Swimming lessons (19)
3. Physical fitness and wellness programs (not including aqua-fit programs) (17)
4. Tennis (15)
5. Recreational swimming (11)
6. Fine art, Painting, Sculpture (10)
7. Cooking lessons (9)
8. Pilates; Yoga (7)
9. Squash; Racquetball; Movies (6)
10. 5/10 pin Bowling; Zumba; Golf; Visiting museums and historic sites; Ballroom dancing; visiting/utilizing a library (5)
11. Skating lessons; Badminton; Gymnastics; Drama productions (4)
12. Soccer; Spinning/power cycling; Aquafit classes; Pre-school activities; Camp; Farmers Market (3)

#### **B.5 Reasons for Not Participating in Desired Leisure Activities**

(from the activities listed in the previous question)

1. Program/activity was available at the wrong/inconvenient time (50.4%)
2. Facility was not available to support the desired program/activity/event (44.8%)
3. Facility or equipment was not accessible (21.6%)
4. Insufficient personal time to participate (20.0%)
5. Quality of facility is inadequate (20.0%)
6. Program was full (19.2%)
7. Program costs too much (19.2%)
8. Program was offered too far from home (17.6%)
9. Seeking higher level of competition/instruction (8.8%)
10. Quality of instructor was inadequate (8.0%)
11. Program of interest was not offered (6.4%)

12. Program was cancelled (5.6%)
13. Not an inclusive/adaptive program for special needs (2.4%)
14. Insufficient personal knowledge or skill to participate (1.6%)
15. Health reasons (1.6%)
16. Unaware; No child-minding service; Adult general interest programs not offered at the high school; Chlorine in the swimming pool bothers my skin (0.8%)

## **B.6 Suggestions for New and Expanded Recreation, Culture and Heritage Programs and Events**

This question asked for separate responses from the respondent, other adults, children age 5 years and under, children age 6-12, youth age 13-18 and individuals with special needs residing in the household. See Figure B-1 for a summary of the results. With only 113 responding to this question, the number of responses per suggestion was small. The largest response was from the respondent for themselves. In total, 331 specific suggestions were offered. The top suggestions across all categories combined include:

- More **fitness** classes (spinning; more fitness classes in afternoon; more fitness classes in evenings (gentle fit, high intensity); abs classes in afternoon and evening; group fitness for men; active seniors fitness) (18)
- Skating lessons**; hockey instruction for older women; daytime skating lessons; adult lessons; after school lessons for pre-school; after school; after work hours; affordable and on weekends; hockey lessons (16)
- Increase opportunity and programs to support **recreational dancing** (e.g., Ballroom, Ballet, Line, sprung floor; dance classes) (16)
- Tennis**; outdoor tennis under the lights; improved opportunities for tennis; tennis club; lessons (14)
- Gymnasium sports** (badminton; family badminton; volleyball; Gymboree; basketball; floor hockey) (13)
- Curling** (11)
- Increased opportunities for **bicycling** (on and off-road) (10)
- Art** classes (10)
- Cooking** classes (10)
- Racquetball** (9)
- More **recreational swimming** (8)
- More **soccer** (7)
- Squash** (7)
- Music** classes (7)
- Indoor tennis** (6)
- Gymnastics** (6)
- More **swimming lessons** (6)
- Walking and hiking** on trails (6)
- Summer camps** (half day; science/nature discovery; reading; sports; general interest; youth) (6)
- More events and activities for **older adults** (e.g., digital camera and computer instruction; Spanish classes) (5)
- More **Yoga** classes, including opportunities for adults and children together, daytime, part of fitness membership; Pilates and Yoga classes offered weekday mornings (5)

## Suggestions for New and Expanded Programs and Events

(Shading highlights responses of 10 or more)

Figure B-1

Programs & Events	Adult Respondent	Other Adults	Children age 0-5	Children age 6-12	Youth age 13-18	Special Needs Individuals	Total
Tennis; outdoor tennis under the lights; improved opportunities for tennis; tennis club; lessons	6	4		2	2		14
Indoor tennis	5	1					6
Par three golfing; golf; golf lessons	1	1		1			3
Squash	5	2					7
Racquetball	1	8					9
Curling	10			1			11
More fitness classes (Spinning; more fitness classes in afternoon; more fitness classes in evenings (gentle fit, high intensity); abs classes in afternoon & evening; group fitness for men; active seniors fitness)	14	3				1	18
More Yoga classes, incl. opportunities for adults and & children together, daytime, part of fitness membership; Pilates and Yoga classes offered weekday mornings	5						5
More aquafit classes		2					2
Outdoor fitness facility (Memorial Park)	1						1
Cricket	1						1
Soccer; rep team		1	4	1	1		7
Indoor soccer				1			1
Rugby	1						1
Ultimate Frisbee	1						1
Baseball/Hardball				1	1		2
Lacrosse				1			1
Pickelball (indoor & outdoor)	1	2					3
Beach volleyball	2						2
Adult recreational skating; daily one-hour seniors skating (fall & spring); Adult skating at night	3	1					4
Increased opportunity for recreational skating			1	1			2
Skating lessons; hockey instruction for older women; daytime skating lessons; adult lessons; after school for pre-school; after school; after work hours; affordable & on weekends; hockey lessons	4		6	6			16
Shinny; family shinny			1	2			3
More hockey practice at arenas				1			1
Better times for men's recreational hockey		1					1
Croquet	1						1
Expand lawn bowling opportunity; indoor lawn bowling	1	2					3
Bingo	1						1
Adult interest courses at high school	1						1
Gym sports (badminton; family badminton; volleyball; Gymboree; basketball; floor hockey)	1	2	2	5	3		13
Gymnastics			3	3			6
Opportunity for martial arts (sprung floor)	1						1
Road hockey league					1		1
Skateboarding; classes				1	1		2
Youth hang out spot					1		1
Outdoor basketball				1	1		2

Programs & Events	Adult Respondent	Other Adults	Children age 0-5	Children age 6-12	Youth age 13-18	Special Needs Individuals	Total
Dodgeball					1		1
BMX racing; dirt biking; recreational vehicle use				1	2		3
More pre-school classes (e.g., reading); More mom and baby programs; Kindermusik	1	1	1				3
Pre-school classes/programs on weekends			1				1
Toddler programs on weekends			1				1
More child-minding opportunities	1						1
After school programs			1	1			2
Increased opportunity for indoor swimming	2						2
Longer recreational swim times; increased opportunity for recreational swimming; free swim times; rec. swimming on Sundays	3			5			8
Longer lap swim times & earlier on Monday, Wednesday & Friday	1						1
Increased opportunity for outdoor swimming	1	1					2
Swimming lessons; lessons on weekends; more one-on-one at more convenient times			4	2			6
Parent and Tot swim			2				2
More convenient times for competitive swimming & fewer swimming classes in the pool at same time				1			1
More aquatic leadership programs					1		1
Increased opportunity for cross-country skiing in Regional forests	1						1
Alpine skiing				1			1
Walking & hiking on trails	4	1		1			6
Sledding (require hills)			1	1			2
Indoor running	1	2					3
Increased opportunities for bicycling (on and off-road)	4	4		2			10
Opportunities of horseback riding	1			2	1		4
Opportunities for horse shows	1						1
5/10 pin bowling	3	1	2	1	1		8
Boxing for disabled persons	1						1
More events & activities for older adults (e.g., digital camera & computer instruction; Spanish classes)	3	2					5
More programs available outside urban area; more programs in Ballantrae – e.g., gym-based	2	1					3
Movies in movie theatre	1	1		1			3
Movie nights				1			1
Expanded Latham Gallery classes	1						1
Appreciating local heritage	1						1
Increased opportunities for social interaction (e.g., coffee shops)	1						1
Opportunities for community theatre	2						2
Drama class				1			1
Summer camps (half day; science/nature discovery; reading; sports; general interest; youth)			2	2	2		6
Increased opportunities for art displays/viewing	1						1
Music classes			6	1			7
Expanded farmers market opportunity	1						1

Programs & Events	Adult Respondent	Other Adults	Children age 0-5	Children age 6-12	Youth age 13-18	Special Needs Individuals	Total
Wood carving		1					1
Woodworking			1				1
Photography classes		1					1
Opportunity for community gardening	1						1
Art classes; creative programs (e.g., folk art)	3	2	2	1	2		10
Pottery	1						1
Bridge lessons	1						1
Guitar lessons		1					1
Cooking classes (e.g., cake decorating)	6	1	2		1		10
Zumba class	1	1					2
Increase opportunity and programs to support recreational dancing (e.g., Ballroom, Ballet, Line, sprung floor); dance classes	10	2	2	2			16
Opportunity to appreciate botanical garden	1						1
Public speaking workshops				1			1
Gardening classes	1						1
Volunteering					2		2
Opportunity for off-leash dog activity	2	2					4
Computer courses; web site development; video gaming class	1				2		3
Dragon boating	1						1
More activities for adults after 8 pm	2						2
Improved selection of books in library; more book clubs	1	1		1			3
Language instruction (French, German)			1				1
More wheel-chair friendly programs						1	1

## **B.7 Sources of Information that Whitchurch-Stouffville Residents Utilize to Learn About Recreation, Arts, Culture and Heritage Programs/Events/Activities that are Available Locally**

1. Town of Whitchurch-Stouffville Leisure Guide (74.8%)
2. The Sun Tribune (Town advertizing, the weekly Town page, 'What's on in Whitchurch-Stouffville' - twice monthly (62.6%)
3. Word of mouth (53.1%)
4. Flyers/hand out materials, pamphlets/brochures, posters, bulletin boards (45.6%)
5. Stouffville Free Press (monthly town advertising) (40.8%)
6. Town of Whitchurch-Stouffville or Library web sites (38.1%)
7. By visiting a municipal facility (32.7%)
8. 'Exploring Whitchurch-Stouffville' booklet (25.2%)
9. Whitchurch-Stouffville Public Library monthly newsletter (8.2%)
10. Television (2%)
11. Radio programs and advertising (1.4%)
12. Other Internet sources (1.4%)
13. Councillors (in person, newsletters) (1.4%)
14. Latcham Gallery web site and newsletter (0.7%)
15. SNAP magazine (0.7%)

## **B.8 Who is Meeting the Recreation, Arts, Culture and Heritage Programs/Events Needs of Your Household?**

(In the past year have you or any members of your household participated in any recreation, arts, culture and heritage programs and events that are available in Whitchurch-Stouffville that were provided by any of the following?)

The following was the response.

1. Whitchurch-Stouffville Department of Leisure Services (64.0%)
2. Whitchurch-Stouffville Public Library (49.3%)
3. Commercial operators (golf, fitness, pre-school programs, summer and school break camps, dance, martial arts, music, equestrian, etc.) (43.4%)
4. Sports clubs and associations (28.7%)
5. The Lebovic Centre for Arts and Entertainment (24.3%)
6. Non-sport and arts/culture volunteer groups/clubs/associations (23.5%)
7. Latcham Gallery (21.3%)
8. Local conservation authorities (18.4%)
9. Arts and culture clubs/associations (13.2%)
10. Whitchurch-Stouffville Museum (8.8%)
11. Service clubs (5.9%)
12. Heritage clubs/societies/committees/associations (4.4%)
13. York Region District School Board (leisure/general interest programs) (2.9%)
14. York Catholic District School Board (leisure/general interest programs) (2.9%)
15. York Region (forests) (1.5%)
16. Other municipalities (0.74%)

# Appendix C: Leisure Trends

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## C.1 Anticipated Population Growth and Change, and Other Trends Impacting Demand for Leisure in Whitchurch-Stouffville

With recent significant and accelerated growth, the Whitchurch-Stouffville population has become increasingly younger than the provincial average, with the proportions of elementary school, secondary school, mid-life, and empty nester age groups all notably *above* the Provincial average, and the percentage of young adults and senior citizens notably *below* the Ontario average.

The Whitchurch-Stouffville population is projected to grow to 50,594 by 2021 and peak out at 53,000, the current target for full build-out around 2023. It is anticipated that, although the average age of Whitchurch-Stouffville residents will continue to increase, the population will remain younger than Ontario, due to above average growth, mainly of young families. This younger-than-average population profile will be maintained as long as population growth remains above average.

The October, 2007 Kettle age-specific population projections that were prepared for the 2008 Leisure Facilities Strategy, predicted growth of 65% by full build-out for the 5-18 age group which is the traditional, principle customers of municipal recreation (even though this market group is predicted to decline in percentage from 19.6% to 15.7% of the total population). All other age groups are also expected to increase in number by full build-out, with young adults and senior citizens showing the largest percentage increase at 195% and 154% respectively. For adults, only the mid-life adult market (age 35-54) is anticipated to decline in overall percentage from 33.3 to 24.5 (see Figure A-1 in Appendix A and Figure C-1 below for details).

At the turn of this century, the Echo generation was much larger than the generation that preceded it, and had been greatly increasing demand for traditional sports and recreation activities and facilities for close to two decades. However, by 2001, when the Echo generation included children and youth age 7-22, demand began to peak for many activities participated in by this market, and for some activities, demand had already begun to decline. The Echo Generation is now age 16-31 and by 2013, it will have aged completely out of the child and youth years. However, the anticipated above average population growth in Whitchurch-Stouffville will help to compensate for the aging of this big generation. Although growth in this age group will be slower than for other age groups such as young and older adults, the age 5-18 market is expected to increase in number by around 3,300 or 65% between 2006 and full build-out (around 2023). Therefore, with this expected increase in the number of 5-18 year olds, demand for the types of leisure pursuits that interest children and youth could be close to double current levels by 2023 (see Figure A-1 in Appendix A and Figure C-1 on the next page for more details).

Although most of the Baby Boom has been busy raising their families, as adults, they are participating in greater numbers than ever before in an ever widening array of leisure activities from sports, fitness and the arts to walking and cycling.

Since the number of young adults is projected to triple by full build-out to about 13,000, the demand for the types of leisure activities of interest to this active adult age group will increase significantly, although, for most people, participation rates will be much lower than when they were younger.

Since the mid-life adult market (35-54 age group) is expected to increase by almost 4,500 by full build-out, to 13,000 people, the demand for the types of leisure activities of interest to this active adult age group will also increase significantly.

Similarly, the empty nester adult market is projected to more than double in size from 2,900 in 2006 to 7,000 residents by full build-out. That will greatly increase the demand for the types of activities that interest this age group.

By full build-out, demand will increase by a factor of 2.5 for the types of leisure pursuits that will interest the future generation of older adults. It is expected that this generation of older adults with their ‘Baby Boom’ values and life-long leisure interests will want to participate in a much wider variety of high quality individualistic and group activities than their predecessors. It is also anticipated that most of at least the younger of this older adult market will not want to join ‘seniors’ clubs or utilize ‘seniors-only’ facilities.

**Anticipated Changes in Population  
Between 2006 and Full Build-out (around 2023)**

**Figure C-1**

<b>Age Group</b>	<b>Percentage Increase</b>	<b>Increase in Number to the Total by Full Build-out</b>	<b>Change in % of Total Population</b>
0-4	135.8	1,371 to 3,233	5.3 to 6.1
5-18	65.4	5,032 to 8,321	19.6 to 15.7
19-34	195.1	4,329 to 12,773	16.9 to 24.1
35-54	52.4	8,541 to 12,985	33.3 to 24.5
55-64	138.4	2,933 to 6,996	11.4 to 13.2
65+	154.0	3,422 to 8,692	13.4 to 16.4

**Source: John Kettle, October, 2007**

## **C.2 Other Trends**

**Other trends** are combining with the gradual aging of the population to influence choices and participation in leisure. Chief among them are:

- shifting personal and societal values, attitudes and issues;
- stabilization of participation in many sports and declines in others – due in part to the aging of the Echo generation and the fewer number of children replacing that big age group;
- growth in unstructured, self-scheduled leisure activities;
- economic factors and trends, including the increasing disparity between rich and poor and more aggressive public user pay policies by all sectors – a major impact is the increasing proportion of the population that is unable to afford to participate in many public sector leisure opportunities;
- gender, with increasing participation from females – all ages;
- high levels of physical inactivity in all age groups leading to the national obesity health crisis - and the crucial role that sport and physical recreation can play;

- increasing desire for walkable communities with improved active transportation - and associated changes in urban design and increased emphasis on the provision of linear parks and trails;
- increasing use of all-season sport field surfaces and lighting to increase the capacity of facilities and reduce the pressure on limited open space resources;
- increased understanding of the personal, social, economic and environmental benefits of parks, recreation and culture;
- an increasingly time-stressed society, resulting in less ‘free’ time to participate in leisure activities;
- increasing ethnic diversity and the increasing proportion of the population that is foreign-born, leading to increasing interests in leisure activities that have not been mainstream;
- increased inclusion and integration of those with special needs – impacting facility design, programming, customer service, signage, etc.;
- an increasingly better educated population;
- increasing expectations for quantity and quality of leisure opportunities, and increasing pressure for elite sport facilities for training and competition;
- aging recreation infrastructure, leading to customer service and funding challenges;
- increasing interest in larger, multi-use community facilities, but preference also remains strong for a strong neighbourhood focus, especially in larger communities;
- increased emphasis on resource-sharing, including partnerships and other strategic alliances involving facilities, staffing, programming, planning and marketing promotion;
- changing work and workplace patterns;
- fewer volunteers are doing more work and the pressure this will put on the culture and recreation sector where volunteers are key resources;
- the environmental imperative, leading to increased environmental awareness and stewardship;
- greatly increasing energy costs;
- increasing interest in ‘green’ construction and facility retrofitting – with increased capital costs but lower operating expenses;
- social malaise and the prevention paradigm – pay now or pay more later;
- the decline of institutions;
- the increasing segmentation of leisure/social interests and abilities of older adults; and
- the crisis in traditional leadership.

### **C.3 Anticipated Shifts in Leisure Interests and Demand**

Gradual shifts in interest are taking place along the following lines.

*Interest will gradually become less and may even decline for:*

- many team sports and large group activities;
- some rugged, strenuous activities;
- activities with a fitness-only focus (as opposed to holistic wellness);
- formal, highly structured or directed pursuits (e.g., highly organized and scheduled programs);
- consumptive activities (e.g., hockey in summer);
- expensive activities;
- indoor pursuits (other than home); and

- activities that provide a limited range of benefits (personal, social, economic, environmental).

*At the same time, interest will gradually increase for the following:*

- gentler, more passive activities;
- individualistic, self-directed, self-scheduled pursuits;
- activities that support flexibility and convenience;
- experiences that provide for learning and personal enrichment;
- pursuits that provide a cultural experience;
- casual, informal pursuits and activities that take less time;
- team and personal sports for women and girls;
- home-oriented pursuits;
- higher quality, higher levels of service and more comfort;
- outdoor activities;
- environmentally-friendly facilities and programs;
- pursuits that are self-fulfilling and provide a wide range of benefits, particularly to individuals and families;
- pursuits that are more economical and provide good value.

With the aging of the Baby Boom generation, more people will be available to participate in what used to be considered off-peak times and in the winter, spring and fall seasons. The age 50 plus market controls over half of the personal wealth in Canada, so the need for subsidies for this generation will decline.

Although the age profile of Whitchurch-Stouffville is currently younger than Ontario as a whole and is expected to remain so, the influence of the large Echo and Baby Boom generations will cause the population to continue to age. However, since there will be substantial population growth in the Town, the number of children and youth, as well as young adults is projected to increase, rather than decline as will be the case for children and youth for Ontario as a whole.

Therefore, although the generic/provincial leisure trends will apply to Whitchurch-Stouffville, the downward shifts, especially within the younger age groups, will be either slower to develop or will be overridden by the sheer number of new residents. However, it is important to understand that the influence of the values and interests of the big Baby Boom generation and the smaller, but still quite large Echo generation (the children of the Baby Boom generation) will dominate demand for leisure, no matter how many new and relatively young residents move into Whitchurch-Stouffville in the next decade or two.

Therefore, in Whitchurch-Stouffville, it is expected that there will be a **slowing in the growth in demand the following types of activities** over the next ten to twenty years. For some activities, growth may **stabilize or decline slightly**. Certainly, the *participation rate* (number per thousand of the total population) will decline for most of these types of activities as the *percentage* of 5-18 years olds declines over the next twenty years. However, the anticipated tripling of the young adult market in Whitchurch-Stouffville will help to compensate for the slower growth in the child and youth market, but, with young adults participating for many fewer hours per week in active recreation than when they were younger, it will take many young adults to replace the impact of one child/youth participant.

- some arena activities - especially minor hockey and figure skating as the Echo generation ages into their young adult years, and eventually older adult hockey as the Baby Boom

generation ages – however, there should continue to be an increase in girls hockey until the participation rate peaks (but the numbers will be relatively small compared to the decline in child and youth male participation) – and there should be an increase in young adult hockey as the Echo generation ages into their young adult years – but their participation rate will be lower than for minor hockey,

- hardball (although the trend has been down for a decade or two, if the Echo generation is encouraged to take up hardball, demand *could* grow),
- child and youth softball,
- squash (although the trend has been down for a decade or two, if the Echo generation is encouraged to take up squash, demand *could* grow),
- children's' camps (except for specialty camps),
- Scouting and Guiding,
- swimming lessons for children,
- badminton,
- volleyball,
- basketball,
- mountain biking,
- long distance bicycling,
- water skiing,
- tobogganing,
- snowmobiling (unless the sport can find ways to retain enough of the aging market through sled design and other attractions)
- attending sporting events (except for horse racing which will be driven by the growing appetite for gambling),
- watching sporting events on TV, and
- volunteering (the Baby Boom generation is less likely to participate in the way that the current older adult market has, and they will participate less than when they were younger).

Demand for some activities, programs and facilities that the Town has not traditionally provided, as well as other activities and programs that are currently provided will increase a great deal as the adult population increases by over 22,000 by full build-out and gradually ages. ***The impact will be felt most from the young adult (age 19-34) and older adult (age 55+) sectors, both of which will grow faster than the middle age adult market.***

It is predicted that the following types of activities will see a **very significant upswing in demand** and an increase in **participation rates** over the next twenty years:

- nature appreciation/nature study activities, orienteering/adventure travel and ecotourism,
- gardening,
- visiting botanical/display gardens and related facilities,
- reading,
- walking, hiking and backpacking,
- cross-country skiing on shorter and gentler trails,
- alpine skiing (influenced by growth in the young adult population as the Echo Generation ages),
- going on self-guided and self-directed tours (both for local participation and travel-oriented)
- golf (especially for women),
- lacrosse (influenced by recent increasing interest in professional lacrosse),
- tennis (influenced by growth in the young adult population as the Echo Generation ages),

- racquetball (although the trend has been down for a decade or two, if the Echo generation is encouraged to take up racquetball, demand could grow significantly),
- beach volleyball (influenced by growth in the young adult population as the Echo Generation ages),
- fitness and related activities that support holistic wellness – mental and physical well-being,
- fitness/wellness programs tailored specifically to the older adult,
- soccer (participation rate is peaking – youth participation appears to be peaking, but there is still growth in girls and women’s soccer and men’s participation, as well as indoor soccer),
- adult slo-pitch/softball, especially for women,
- ultimate Frisbee,
- in-line hockey,
- recreational in-line skating,
- swimming for pleasure,
- therapeutic and health-related aquatic programs,
- attending theatre and concerts,
- participating in creative art and hand craft programs,
- attending multi-cultural events/festivals,
- attending handcraft exhibitions/shows,
- visiting art galleries/attending art shows,
- visiting museums and historic sites,
- attending historic re-enactments and heritage festivals,
- curling,
- bowling (if up-scaled and packaged with other complimentary facilities/activities that also appeal to people in their 40s and 50s),
- casual/recreational skating, especially in attractive, amenity-rich outdoor settings,
- dancing (ballroom, line, square, etc.),
- bicycling,
- fishing and fishing tournaments,
- camping,
- hunting,
- boating,
- eating out,
- driving for pleasure,
- computer and Internet use, and
- gambling.

## **C.4 Other Related Trends**

There are other trends in facility and open space planning, and service provision that are shaping the future of open space and facility provision, and leisure delivery systems in communities across Canada. These trends are responding to the shifts in demand and community values and attitudes. They are also responding to:

- the desire for increased operational efficiency and net revenues;
- the need for improved programmability and usability;
- increasing desire for one-stop-shopping for facilities, information, registration, etc.;
- increasing understanding of the value of creating a higher physical profile for public leisure facilities (both location and critical mass);

- ❑ increasing desire for extended-season and year round participation in some sports;
- ❑ heavy promotion to potential young participants for some sports (e.g., softball 'Blast Ball', baseball, slo-pitch, lacrosse, rugby, tennis);
- ❑ increasing demand for activities that require large nature-oriented spaces;
- ❑ increasing desire to protect lands that are environmentally sensitive, and the trend toward ecosystem-based planning that acknowledges the link between natural systems, communities and people;
- ❑ the need to create open space networks and greenway corridors to support healthy ecosystems and low impact linear recreation activities;
- ❑ increased understanding that open space systems can provide essential environmental and health benefits; and
- ❑ increased understanding that park systems and other leisure services provide valuable personal benefits, are essential to a high quality of life, help to build strong, attractive communities; and help to sustain economic growth.

## **C.5 Key Leisure Facility Trends**

1. Toward multi-purpose indoor leisure facilities and away from single-purpose facilities.
2. Toward the inclusion of complementary facilities such as a library into leisure-oriented complexes.
3. Toward clustering of similar major (often lighted) outdoor facilities into a multi-facility complex with appropriate support facilities (e.g., ball diamonds, soccer fields, tennis courts).
4. Toward a greater percentage of outdoor sports facilities being irrigated and lighted to support increased frequency of use and to survive severe summer weather and the trend toward pesticide-free maintenance. However, many minor sports groups cannot afford the associated higher rental fees.
5. Since aquatic facilities continue to be one of the most requested facilities and it has become clear that most people like to swim for pleasure and fitness, pool designs have become more supportive of the wider range of swimming interests, including health and the needs of the less mobile. Aquatic facilities that cater well to a wide range of needs generate more revenue than traditional designs. Another trend that will continue to gain momentum is the increasing demand for a therapeutic tank and associated programming.
6. Interest in cultural facilities and spending on the arts has been growing, supported, in part by growing awareness, and an increasing adult market that is better educated and more affluent. Arts and culture have a positive impact on the economy of a community and help to increase the overall appeal of a community to business and residents. With the reduction of arts programming in schools, responsibility is shifting to other public, community and commercial providers to ensure balance in the growth and development of children and youth.
7. Gymnasia are increasingly being provided by municipal leisure service agencies as part of larger multi-purpose complexes. This has been influenced in part by recent difficulties in accessing school facilities in a way that is affordable to many traditional customers. In addition, municipal leisure service agencies are appreciating the flexibility of a gymnasium to accommodate a wide variety of leisure and other activities, as well as the benefit of having programming control at all times.
8. Emerging sports are demanding more and different types of facilities. For example, sports such as Ultimate Frisbee, in-line hockey, recreational in-line skating, cricket, field hockey

and indoor soccer are gaining in popularity. Some of the emerging sports are able to utilize existing facilities in ‘slow’ or off-season times, while other are placing increased pressure on already heavily utilized facilities (e.g., ultimate Frisbee and field hockey). Some activities require new types of facilities.

9. Toward an increasing number of revenue-generating ancillary space in public community centres (e.g., arcades, ATM machines, food and drink dispensers, increased food services, licensed food services, and pro shops).
10. Throughout Ontario, there are many leisure facilities that were built in the 1960s and 1970s that are outdated, inefficient and large consumers of energy, and are in need of considerable repair.

## **C.6 Key Park and Open Space System Trends**

1. Toward increased linking of parks and other public open spaces to create open space networks and natural open space greenways – at the local, community and municipality-wide/regional levels.
2. Increased desire to protect and enhance natural heritage resources such as wetlands, woodlots, valley lands, Environmentally Significant Areas, and Areas of Natural and Scientific Interest. There is an increasing desire to include/protect ‘locally significant’ natural heritage assets into the public open space system in urban areas.
3. Toward increased habitat protection and naturalization of parkland.
4. Increased desire to acquire and/or protect or restore as open space, waterfront lands along lakes and rivers in urban areas.
5. Toward locating major community leisure facilities and sports-oriented parks on high profile, visible sites with good frontage, rather than hiding them away on lower cost, less visible sites, sometimes with little street frontage.

## **C.7 Key Leisure Delivery System Trends**

1. Toward an increasing number of facility, operational and programming partnerships and other strategic alliances among municipal and other leisure-oriented providers, health organizations, educational institutions, organizations serving older adults, etc.
2. Toward increased promotion of community leisure opportunities and more joint ventures among leisure service providers to promote leisure opportunities and enhance the concept of ‘one-stop shopping’.
3. Toward an increasing role in facilitation/indirect provision and a return to community development and fostering ‘healthy communities’.
5. Toward fewer combined parks and recreation departments and a lower profile for leisure service operations (often incorporated into departments such as community services, public works, and operational services).
6. Even though recreation demand may be stabilizing for younger age groups, municipalities are still playing catch-up to bridge the gap between demand levels and current supply for many types of facilities.
7. Increasingly, residents are expecting higher quality in programming, facilities and parks, influenced in part by higher rental rates and program fees.
8. There is an increasing need for specially trained staff who are experienced in the areas of

research and planning, fund development, volunteer management, special events, and marketing.

9. Toward a more professional and better funded approach to volunteer management, founded on contemporary philosophy.
10. Toward non-traditional and more aggressive revenue generating initiatives and fund development programs such as 'adopt-a-park', program and facility sponsorship and naming rights, advertising in public buildings and on equipment, gift catalogues, etc.
11. Toward an increasing appreciation of the significant economic and social benefits of sports tournaments and regional/provincial Olympic events; major cultural, seasonal and arts events; major leisure-oriented trade shows; and the development of leisure venues that are of a scale to support sports tourism.
12. Toward an understanding that the annual net operating costs of leisure facilities are an ongoing *investment* in our communities and the local economy, rather than thinking about these ongoing costs as a *deficit*.



# Appendix D

## The Personal, Social, Economic and Environmental Benefits of Parks, Recreation and Culture

### OVERALL BENEFIT STATEMENT

*LEISURE ACTIVITIES, PARKS AND GREEN SPACE ARE ESSENTIAL TO OUR PHYSICAL, MENTAL, SOCIAL WELL-BEING and TO OUR QUALITY OF LIFE, ENVIRONMENT AND ECONOMIC SUSTAINABILITY*

### Health

*RECREATION, ACTIVE LIVING, SPORT, ARTS, CULTURE and PARKS ARE ESSENTIAL TO PERSONAL HEALTH - RECREATION IS A KEY DETERMINANT OF HEALTH STATUS.*

- Recreation helps people live longer - adding up to two years to life expectancy. (active living, fitness, sport)
- Recreation prolongs independent living for seniors by compressing the disease and impairment period typically associated with aging - keeping seniors vital and involved in community life. (active living, fitness, sport)
- Recreation significantly reduces the risk of coronary heart disease and stroke - the leading cause of death in Canada. (active living, fitness, sport)
- Recreation combats osteoporosis - significantly affecting postmenopausal women. (active living, fitness, sport)
- Recreation combats diabetes - the fourth ranking killer disease - after heart disease, cancer, and respiratory disease. (active living, fitness, sport)
- Recreation has been shown to help in restoring health and preventing site specific cancers - particularly in the colon, breast and lungs. (active living, fitness, sport)
- Recreation helps prevent arthritis & rehabilitate back problems affecting a high percentage of adults. (active living, fitness, sport)
- Leisure activities and parks contribute to mental health - reducing stress, reducing depression, and contributing to emotional, psychological and spiritual well-being. (recreation, fitness, sport, active living, arts, culture, parks and green space/infrastructure)
- Leisure activities and parks enhance overall physical fitness, health and well-being - critical to one's personal quality of life. (recreation, fitness, sport, active living, arts, culture, parks, green space/infrastructure)

- Leisure activities and parks are proven therapeutic tools utilized in hospitals, clinics and communities everywhere - helping to restore physical, mental and social capacities and abilities. (recreation, fitness, arts, culture, parks and green space)
- Recreation, fitness, sport, active living and parks reduce obesity resulting in many health benefits.

## **Human Development**

***RECREATION, SPORT, ACTIVE LIVING, ARTS, CULTURE and PARKS are all KEY TO BALANCED HUMAN DEVELOPMENT - HELPING CANADIANS REACH FOR THEIR POTENTIAL***

- Leisure activities and parks are essential to the holistic development of our children and youth:
  - they learn motor skills (physical) through play and sport
  - they gain physical fitness and enhance overall health/well-being
  - they learn social skills through play and sport
  - they learn creativity through play and arts/cultural activity
  - they develop intellectual capacities and concepts through play - and many other life skills.
 (recreation, fitness, sport, arts, culture, heritage, environmental conservation and parks)
- Leisure activities provide the opportunity for adults to develop their full and holistic potential (physical, social, creative, intellectual and spiritual) - work only does so much. (recreation, sport, arts, culture)
- In a society where life-long learning is essential – recreation, sport, arts and leisure learning provide exceptional opportunities and contribute to academic success.
- Parks, green space and natural environments have great spiritual meaning for many and provide a significant way of exploring our spirituality in places with nature.

## **Quality of Life**

***RECREATION, FITNESS, SPORT, ARTS, CULTURE, PARKS and GREENSPACE ARE ESSENTIAL TO QUALITY OF LIFE and a SENSE OF PLACE.***

- Leisure activities build self-esteem and positive self-image - foundations to personal quality of life. (recreation, sport, arts and culture)
- Leisure activities and parks enhance life satisfaction levels. (recreation, fitness, sport, arts, culture, parks and green space)

- Leisure activities and parks enhance perceived/actual quality of life and place/infrastructure - for individuals, families and communities. (recreation, sport, arts, culture, parks and green space)
- Leisure activities nurture growth, acquisition of life skills, and independent living for those with a disability. (recreation, sport, arts and culture)

## **Anti-Social Behaviour**

### ***RECREATION, SPORT, ARTS and OUTDOOR PURSUITS ENHANCE QUALITY OF LIFE BY REDUCING SELF-DESTRUCTIVE AND ANTI-SOCIAL BEHAVIOUR***

- Leisure activities and outdoor programs reduce self-destructive behaviour and negative social activity in youth - an antidote to smoking, substance abuse, suicide, and depression. (recreation, sport, arts, culture)
- Leisure activities and outdoor programs reduce crime - particularly effective with juvenile delinquents. (recreation, sport, arts, culture)
- Leisure activities and outdoor programs can reduce racism - building understanding between diverse cultures. (recreation, sport, arts, culture)
- Leisure activities and outdoor programs reduce isolation, loneliness and alienation. (recreation, sports, arts, culture)

## **Families/Communities**

### ***RECREATION, SPORT, ARTS, CULTURE AND PARKS BUILD STRONG, INDIVIDUALS, FAMILIES AND HEALTHY COMMUNITIES***

- Families that play together - stay together. Children and youth remain connected; families and couples that share leisure interests are more likely to stay together.
- Leisure activities and outdoor programs provide safe, developmental opportunities for the latch-key child. (recreation, sport, arts)
- Leisure activities and environmental programs produce leaders who serve their communities in many ways. (recreation, sport, arts, culture)
- Leisure activities and environmental programs build social skills and stimulate participation in community life. (recreation, sport, arts, culture, parks)
- Leisure activities and parks are often the catalysts that build strong, self-sufficient and

sustainable communities through sport groups, arts guilds, adopt-a-park, etc. (recreation, sport, arts, culture)

- Arts and Culture helps people understand their neighbours, community, history, and environment.
- Recreation, parks, sport, arts and culture builds a sense of place, belonging and pride in a community, province or country.
- Recreation, sport, arts, culture and parks all build a sense of place in the community.

## **Prevention**

***PAY NOW OR PAY MORE LATER! RECREATION, SPORT, ART, CULTURE AND PARKS REDUCES HEALTH CARE, SOCIAL SERVICE AND POLICE/JUSTICE COSTS!***

- Fitness and well-being reduce both the incidence and severity of illness and disability - lowering health care costs.
- Leisure activities and park programs support families - reducing costs of social service intervention and foster care. (recreation, arts, culture)
- Leisure activities and park programs reduce crime and social dysfunction - reducing police, justice, and incarceration costs. (recreation, arts, culture, sport)

## **Economic**

***RECREATION, SPORT, ART, CULTURE AND PARKS ARE SIGNIFICANT ECONOMIC GENERATORS IN YOUR COMMUNITY!***

- Recreation, sport, and fitness improve work performance - increased productivity, decreased absenteeism, decreased staff turnover, reduced 'on the job' accidents.
- Leisure programs, services and parks attract businesses to the community - prime economic development and relocation magnets. (recreation, sport, arts, culture, outdoor/environmental)
- Leisure programs, services and parks are the attractions that draw tourism - the third largest and one of the fastest growing industries in the world today. (recreation, sport, arts, culture, outdoor/environmental)
- Recreation, fitness, sport, arts, culture, parks and open spaces are significant employment generators on their own - providing many jobs.

- Small investments in recreation, sport, arts, culture and parks often yield large economic returns - money generated by events, capital development, and provision of ongoing services is spent several times in the community (the multiplier effect)
- Parks and open spaces increase property value, and therefore tax revenue, on adjacent land - many developers are automatically including parkland, golf courses, etc. as marketing features.
- Parks and open spaces are often the highest and best use of land as storm water retention areas - cheaper than sewer expansion.
- Leisure programs, services, parks and green spaces can increase the income/profits for non-profit and private businesses and increases tax revenues for all three levels of government. (recreation, sport, arts, culture)

## **Environment**

***PARKS, OPEN SPACES, NATURAL AREAS and GREEN SPACES are ESSENTIAL TO WELL BEING AND OUR ENVIRONMENTAL and ECOLOGICAL SURVIVAL!***

- Green space protects habitat, biodiversity, and our environmental and ecological integrity.
- Green space improves air quality - removing carbon dioxide, sulfur dioxide and other pollutants from the air.
- Outdoor recreation, parks, green space and natural areas are some of the best approaches to environmental education and personal health and well-being - a key to long term sustainability overall.
- Protecting land from development (as open space) mitigates against potential environmental disaster - flooding, slip zones, aquifer depletion and contributes to quality of life.
- Trail and pathway systems enhance fitness, overall well-being, save energy and protect air quality by encouraging non-motorized transportation.
- Arts, culture and parks programs or places are some of the best ways of expressing the spirituality of the land, thereby encouraging community building and stewardship ethics.
- Green infrastructure of parks, trails and open/natural areas are essential to overall good health, quality of life and well-being.



**Appendix E:**  
**The Charter for Recreation and Parks in Ontario**

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# Appendix F: Program, Membership and Facility Use Statistics

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The following information is included.

## **Overview of Leisure and Related Programs and Events Provided in the Town of Whitchurch-Stouffville, 2009/10, Figure D-1**

**Department of Leisure and Community Services 2008 Participation Summary (overview of memberships, facility usage and program subsidies for 2006-2008)**

**Registration in Department of Leisure and Community Services Programs (not including the Museum), 1999 – 2009**

## **Department of Leisure and Community Services Program Registration Summary – 2006-2010**

Department of Leisure and Community Services Program Registration, 2006

Department of Leisure and Community Services Program Registration, 2007

Department of Leisure and Community Services Program Registration, 2008

Department of Leisure and Community Services Program Registration, 2009

## **Department of Leisure and Community Services Facility Usage Summary – Lebovic Leisure Centre, 2006-2010**

Department of Leisure and Community Services 2006 Lebovic Leisure Centre Monthly Facility Usage Summary

Department of Leisure and Community Services 2007 Lebovic Leisure Centre Monthly Facility Usage Summary

Department of Leisure and Community Services 2008 Lebovic Leisure Centre Monthly Facility Usage Summary

Department of Leisure and Community Services 2009 Lebovic Leisure Centre Monthly Facility Usage Summary

## **Department of Leisure and Community Services Facility Usage Summary – Whitchurch-Stouffville Museum, 2006-2010**

Department of Leisure and Community Services Facility Usage Summary – Whitchurch-Stouffville Museum, 2006 Monthly Facility Usage Report

Department of Leisure and Community Services Facility Usage Summary – Whitchurch-Stouffville Museum, 2007 Monthly Facility Usage Report

Department of Leisure and Community Services Facility Usage Summary – Whitchurch-Stouffville Museum, 2008 Monthly Facility Usage Report

Department of Leisure and Community Services Facility Usage Summary – Whitchurch-Stouffville Museum, 2009 Monthly Facility Usage Report

**Department of Leisure and Community Services Membership Summary, 2006-2010  
(Lebovic Leisure Centre and the Museum)**

Department of Leisure and Community Services, **Lebovic Leisure Centre** - Members by Month for 2006

Department of Leisure and Community Services, **Lebovic Leisure Centre** - Members by Month for 2007

Department of Leisure and Community Services, **Lebovic Leisure Centre** - Members by Month for 2008

Department of Leisure and Community Services, **Lebovic Leisure Centre** - Members by Month for 2009

**Department of Leisure and Community Services - Facility Usage Summary – Stouffville Arena, 2006-2010**

Department of Leisure and Community Services Facility Usage Summary – Stouffville Arena, 2006 Monthly Facility Usage Report

Department of Leisure and Community Services Facility Usage Summary – Stouffville Arena, 2007 Monthly Facility Usage Report

Department of Leisure and Community Services Facility Usage Summary – Stouffville Arena, 2008 Monthly Facility Usage Report

Department of Leisure and Community Services Facility Usage Summary – Stouffville Arena, 2009 Monthly Facility Usage Report

**Leisure Programs and Community Events Offered Directly by the Department of Leisure and Community Services – Recreation Division, 2009-2010**

**Leisure Programs and Community Events Offered Directly by the Department of Leisure and Community Services – Museum, 2009-2010**

**Leisure Programs and Community Events Offered Directly by the Public Library, 2009-2010**

**Overview of Leisure and Related Programs and Events  
Provided in the Town of Whitchurch-Stouffville, 2009/10**

**Figure F-1**

**NOTE:** **RED** represents arts programming/events; **DARK RED** represents *cultural* heritage programming/events; **GREEN** represents *natural* heritage programming/events; **BLUE** represents sports/physical recreation, and **BLACK** represents 'other' programming/events.

**NOTE:** The following programs and events represent what was offered in the spring, summer and fall of 2009 and the winter of 2010. With program offerings always in a state of flux, a few of the spring and summer programs listed below are no longer offered and new ones have been added. *This list may not include all programs and events offered, especially in the 'other public, non-profit and voluntary' sector or the 'commercial' sector.*

<b>Pre-School (age 0-5)</b>			
<b>Providers</b>			
<b>Department of Leisure and Community Services (includes the W-S Museum)</b>	<b>Public Library</b>	<b>Other Public/Non-profit/Voluntary Sector</b>	<b>Commercial Sector</b>
Acrotots – exercise (age 3-4 & 5-6)	Storytimes (age 3-6)	Whitchurch-Stouffville Soccer Club (beginning at age 4)	Upper Canada Child Care Centres (toddlers, pre-school, Kindergarten, summer day camp – age 3 mons.-12 yrs.) ▪ Children’s House Child Care ▪ Harry Bowes Children Centre
Beginner Dance Lessons - Levels 1 & 2 (age 3-4 & 5-6)	Pre-school crafts (3-6 yrs.)	Whitchurch-Stouffville Softball Association (age 5+)	Willowgrove Primary School
Kindermusik Family Time (3 mons. – 6 years)	<b>Ontario Early Years programs (Songs &amp; Stories, Discovery Science, Family Fun, Breakfast with Santa, Family Literacy, Fun with Numbers, Family Math, Mother Goose, Kids in the Kitchen, Let’s Get Fit, Strawberry Tea &amp; Storytime, Game/Games/ Games)</b>	<b>Stouffville Pathways Early Years Program (early learning, crafts, creative play, art, gross motor play, songs &amp; stories, music &amp; movement)</b>	My First School Child Care
ABC’s and 123’s (age 2-3)	March Break pre-school crafts	Christ Church Child Care Summer Camp	Ballantrae Child Care Inc.
Our Time Together (parent/caregiver/child interactive activities) (age 18 mons. – 4 yrs.)	Kindermusik Village (up to 1.5 years)		Camp Robin Hood
Intro. to sports (Playball 1 & 2) (age 3-6)	Mother Goose on the Loose - age 2-3 with parent or caregiver (books, songs, crafts, music, puppets)		Swimming lessons
Intro. to hockey (Powerplay) (age 3-5).	Baby Goose – age 6-24 months with parent or caregiver		Sheri’s Music Studio - Kindermusik
Skating lessons – beginner & intermediate (age 3-6)	Jolly Phonics (2 programs - age 4 & 5-6)		Breck School of Highland Dance
Swimming lessons (begin at age 6 mons.)	Candy Corn Bingo on Halloween (age 3-6)		York Dance Academy (Early Childhood Dance)
Adapted aquatics program	PJ Storytime (age 3-6)		Stouffville Academy of Music & Dance/Newman Concepts in Dance (recreational & competitive) + Kinderdance, intro. music lessons (age 3-5, private & group)

Itty Bitty Me - stories, crafts, songs (18 mons.– 2 yrs. & 3-4 yrs.)	Summer Reading Program		Expressions School of Dance (Primary dance)
Jingle and Jump (music & movement, instruments, puppets, songs) (age 16 mons. – 3 yrs.)	Visits from various day care centres		STK Taekwondo & Karate (age 3+)
Preschool A-E 95 programs)			
Parent and Tot (1, 2 & 3) (3 programs)			
<b>Jr. &amp; Sr. Kindergarten school tours of the Museum</b>			

<b>Children (age 6-12)</b>			
<b>Providers</b>			
<b>Department of Leisure and Community Services (includes the W-S Museum)</b>	<b>Public Library</b>	<b>Other Public/Non-profit/Voluntary Sector</b>	<b>Commercial Sector</b>
Dance programs (Hip Hop)	John Roberts Art Workshop – July	Whitchurch-Stouffville Soccer Club	Sheri's Music Studio - piano lessons
Golf lessons	Whitebread's Art Camp – July & August	Whitchurch-Stouffville Minor Hockey Club	Willowgrove March Break Camp
Skipping (competition, demo, team, recreational) (age 6+)	Summer crafts (age 7+)	Stouffville Skating Club	Fletch & Sons Fundamental Sports Camps
'Go Girl' cardio-lates (age 10-14)	Jolly Phonics (5-6 yrs.)	Whitchurch-Stouffville Softball Association	Camp Robin Hood
'Go Girl' Yoga (age 10-14)	PA Day crafts (age 7+)	Stouffville Swimming Club – Ducks Swimming Club Inc. (beginning at age 9)	Stouffville Academy of Music and Dance/Neuman Concepts in Dance - Music (private & group lessons – piano, guitar, drums, violin, sax, clarinet – music theory & history), recreational dance programs (Jazz, Tap, Ballet, Acro, Musical Theatre, Hip Hop), competitive dance (full and part-time programs), summer camps for age 6+ (same as above + Lyrical, Break Dance, Contemporary), March Break Performing Arts camps (full range of dance, incl. Kinderdance)
Swimming lessons (H 40 Swimmer 1-6 and Swimmer 1-6)	After School Chess Club (8-16 yrs.)	<b>Latham Gallery:</b> <ul style="list-style-type: none"> <li>▪ March Break Workshops (age 5-12) (x5)</li> <li>▪ Winter Break Workshops (age 5-12) (x6)</li> <li>▪ Summer Art Camp (age 5-11) (x6 for different age groups)</li> <li>▪ Self-guided school tours (x4)</li> <li>▪ Staff-led school &amp; group tours with hands-on workshops by education stall (x3)</li> <li>▪ Artist in Schools Program</li> </ul>	Stouffville Montessori School Summer Camp
Adapted aquatics program	St. John Ambulance Babysitting course (age 11.5+)	Beavers/Cubs/Scouts	Stouffville Martial Arts Academy – Karate

<b>Holiday Hockey Camps</b> (Christmas Holiday, March Break, August)	Halloween party (age 7+)	Girl Guides of York Region	Swimming lessons
Leisure skating (pay-as-you-go)	Paws to Read – animal therapeutic reading program (age 7-14)	York Durham Academy of the Performing Arts – summer camps, concert bands, community choirs, Broadway musicals	Upper Canada Child Care Centres (summer day & residential camps, outdoor education centre – age 6-12 yrs.) <ul style="list-style-type: none"> <li>▪ Children’s House Child Care</li> <li>▪ Harry Bowes Children Centre</li> </ul>
Lifeguard course/club	<b>March Break Programs</b> (Smudge Fundes, crafts for age 7+, Magic Ian, Movies, Aboriginal Art: River Stones Workshop, Dufflebag Theatre)	<b>Lebovic Centre for Arts and Entertainment:</b> <b>Professional Series</b> (theatre & musicals, comedy, music performances – 7 performances in 2009) <b>Starlight Cinema</b> (Toronto International Film Festival film circuit) - partnership with the Stouffville Free Press – 7 nights in 2009 <b>Community-based</b> (local & regional) performances, exhibitions, fundraisers, & other programs & events <b>Partnerships with the business community</b> (dinner/show packages, cross promotional & sponsorship opportunities) <b>Partnership with the educational community</b> (school performances, York Region’s Music Alive festival, summer Theatre Camp)	Motus O Dance Theatre Company – camps and Christmas performance
Lifesaving course/fitness	Summer Reading Program	Christ Church Pantomime	Piano School of Sharon Wilkinson
Canadian Swim Patrol – Rookie, Ranger & Star – pre-leadership aquatic training	Chess Camp (age 8-12)		York Dance Academy (Acro, Jazz, Hip Hop, Musical Theatre, Tap, Classical Ballet, Latin, Yoga, Pilates, Social Ballroom)
<b>Tennis lessons</b> – outdoor (child & family) – junior beginner (age 6-9 & 8-10) + junior intermediate (age 10-14)	<b>Friday night summer movies</b> (July/August/09)		Breck School of Highland Dance
Karate (kids & family)	<b>Super Saturday</b> entertainment and reading program (end of summer)		Rose School of Highland Dancing
Safe boating course	Candy Corn Bingo (age 7+)		Expressions School of Dance (Classical Ballet, Jazz, Lyrical, Tap, Hip Hop, Break Dance, Drama for Dancers, classes, summer camps)
Kids in the Kitchen (cooking course)	PA Day activities at the Library		STK Taekwondo & Karate (age 3+)
Skateboarding lessons (beginner & intermediate)			
Sprokids – into. to mountain biking (age 8-12)			
Steve Nash Basketball (age 6-9 & 10-13)			

<b>We Rock School of Music</b> – lessons (vocals & instruments) – concerts & Open Mic./Acoustic Jam series (4/yr.)			
<b>Summer camps</b> (Arts Week, Environment Exploration Week, <b>Heritage</b> , Sports Week, Hockey, Theatre (19 on the Park), An Island Adventure, Jammin’ Week, Pirate’s Cove, tennis, <b>Museum Tours</b> )			
<b>March Break &amp; winter holiday camps</b> (hockey, Jr. Powerskating, Camp Willowgrove)			
<b>PA Day activities</b> (arena, Leisure Centre, <b>Museum workshops – 3/yr.</b> )			
<b>Birthday Party packages</b> (indoor & outdoor pool, skating, Tiny Tumblers at arena)			
<b>Family Day activities</b> ( <b>Museum</b> , swimming, fitness, Camp Willowgrove, Glenbrook Day Camp)			
Mayors Youth Club Halloween Haunted Fun House (one example of an activity)			
<b>Youth Week activities</b>			
Child Minding Service			
<b>School tours of the Museum</b>			
<b>Museum program delivered in schools - outreach</b>			
<b>Volunteer program at the Museum</b>			
<b>REACH Day – Brownies &amp; Guides (April) Really Experience Authentic Cultural Heritage</b>			
<b>Annual Exhibition at the Museum</b>			

<b>Youth (age 12-18)</b>			
<b>Providers</b>			
<b>Department of Leisure and Community Services (includes the W-S Museum)</b>	<b>Public Library</b>	<b>Other Public/Non-profit/Voluntary Sector</b>	<b>Commercial Sector</b>
<b>Fitness programs</b> ('Go Girl Go', age 14+ club members can use the fitness centre & enroll in courses)	Chess Club (8-16 yrs.)	Whitchurch-Stouffville Soccer Club	Cyber Camp – Robotics Academy
<b>Dance programs (Hip Hop beginner &amp; intermediate)</b>	St. John Ambulance Babysitting course (age 11.5+)	Whitchurch-Stouffville Minor Hockey Club	Fletch & Sons Fundamental Sports Camps
'Go Girl' cardio-lates (age 10-14)	Shoppers Drug Mart makeup demo. (age 11-18)	Stouffville Minor Girls Hockey Association	Camp Robin Hood
'Go Girl' Yoga (age 10-14)	Paws to Read – animal therapeutic reading program (age 7-14)	Stouffville Skating Club	Stouffville Academy of Music and Dance/Neuman Concepts in Dance - Music (private &

			group lessons – piano, guitar, drums, violin, sax, clarinet – music theory & history), recreational dance programs (Jazz, Tap, Ballet, Acro, Musical Theatre, Hip Hop), competitive dance (full and part-time programs), summer camps for age 6+ (same as above + Lyrical, Break Dance, Contemporary), March Break Performing Arts camps (full range of dance, incl. Kinderdance)
<b>Aquatic instructor</b> (Bronze Cross, Bronze Medallion + EFA/CPR B, Bronze Star)	Twilight till Dawn – a writing program for teens (age 14-17)	Whitchurch-Stouffville Softball Association	Stouffville Martial Arts Academy – Karate
Swim/lifesaving instructors	PA Day activities at the Library	Stouffville Swimming Club – Ducks Swimming Club Inc.	Summer School of Rock (camp)
Adapted aquatics program		<b>Latham Gallery:</b> <ul style="list-style-type: none"> <li>▪ Summer Art Camp (age 10-15) (x1)</li> <li>▪ Teen Art Program – open studio after school (age 11-17)</li> <li>▪ Self-guided school tours (x4)</li> <li>▪ Staff-led school &amp; group tours with hands-on workshops by education stall (x3)</li> <li>▪ Artist in Schools Program</li> </ul>	Athletes R' Us – volleyball & basketball sports clinic
Lifesaving fitness		Beavers/Cubs/Scouts	Swimming lessons
National Lifeguard Service		Girl Guides of York Region	<b>Motus O Dance Theatre Company</b> – camps and Christmas performance
Golf (age 10-15)		York Durham Academy of the Performing Arts – summer camps, concert bands, community choirs, Broadway musicals	Piano School of Sharon Wilkinson
<b>Skipping</b> (competition, demo, team, recreational) (age 6+)		<b>Lebovic Centre for Arts and Entertainment:</b> <b>Professional Series</b> (theatre & musicals, comedy, music performances – 7 performances in 2009) <b>Starlight Cinema</b> (Toronto International Film Festival film circuit) - partnership with the Stouffville Free Press – 7 nights in 2009 <b>Community-based</b> (local & regional) performances, exhibitions, fundraisers, & other programs & events <b>Partnerships with the business community</b> (dinner/show packages, cross promotional & sponsorship opportunities) <b>Partnership with the educational community</b> (school performances, York Region's Music Alive festival, summer Theatre Camp)	York Dance Academy (Acro, Jazz, Hip Hop, Musical Theatre, Tap, Classical Ballet, Latin, Yoga, Pilates, Social Ballroom)

Leisure skating (pay-as-you-go)		Christ Church Pantomime	Breck School of Highland Dance
Sprokids - mountain biking lessons			Rose School of Highland Dancing
Steve Nash Basketball (age 10-13 yrs.)			Expressions School of Dance (Classical Ballet, Jazz, Lyrical, Tap, Hip Hop, Break Dance, Drama for Dancers, classes, summer camps)
<b>Tennis lessons</b> - outdoor (youth & family) – Junior & Intermediate (age 10-14 yrs.)			SKR Dance Studio (Ballet, Contemporary, Jazz, Hip Hop, Street, Pop, Acrobatic, Tap, Break Dance, lessons, summer camp)
Hike Club (age 16+)			Sheri's Music Studio - piano lessons
Assistant Instructor - aquatics			STK Taekwondo & Karate (age 3+)
<b>We Rock School of Music</b> – lessons (vocals & instruments) – concerts & Open Mic./Acoustic Jam series (4/yr.)			
<b>PA Day activities</b> (arena, Leisure Centre, <b>Museum</b> )			
<b>Family Day activities</b> (Museum drop-in crafts, swimming, fitness, skating, Camp Willowgrove, Glenbrook Day Camp)			
<b>Birthday Party packages</b> (indoor & outdoor pool, skating, Tiny Tumblers at arena)			
<b>Youth Week activities</b>			
Safe boating course			
Emergency First Aid/CPR B courses			
Standard First Aid/CPR C and re-certification			
Automated External Defibrillator			
<b>Summer Theatre Camp</b>			
<b>School tours of the Museum</b>			
<b>Museum program delivered to schools</b>			
<b>Summer Camp tours of the Museum</b>			
<b>Annual exhibition at the Museum</b>			
<b>Volunteer program at the Museum</b>			
<b>REACH Day – Brownies &amp; Guides (April) Really Experience Authentic Cultural Heritage</b>			
<b>Craft workshop at the Museum</b>			

<b>Adult (age 19+)</b>			
<b>Providers</b>			
<b>Department of Leisure and Community Services (includes the W-S Museum)</b>	<b>Public Library</b>	<b>Other Public/Non-profit/Voluntary Sector</b>	<b>Commercial Sector</b>
<b>Specialty Fitness Programs</b> adapted gentle fit, Baby & Me Yogalates, Mambo Mamma's, Pilates, Running Clinic, Sporty Moms & Babies, Stroller Fitness, Triathlon training (bike, swimming), Walking with Poles, Yoga (Hatha style)	Computer classes	Men's hockey (SAHL, Junior 'A', at least 8 other groups)	Phoenix Fitness – personal training studio
<b>Group Fitness Classes</b> (pay-as-you-go) cardio dance, cardio mix, cardio step, cardio-lates, chisel ABT or core abs & back, circuit training, gentle fit, interval & step interval, kick box, muscle & vari conditioning, stretch & core, Yoga - Lunch, Yoga-lates - Lunch, Pilates - Lunch	English as a second language	Adult Skating Club, other recreational skating	Stouffville Martial Arts Academy - Karate
<b>Aquatic Programs</b> (pay-as-you-go) (e.g., Aquafit, Arthritis Aquafit, Baby & Me Aquafit, lane swim, leisure swim, parent & tot swim, senior swim)	<b>General information programs/classes</b> (e.g., pet care, newborn care, & tax advice & retirement planning, identity theft, the importance of dreams, the importance of math, health, Hospice)	Whitchurch-Stouffville Soccer Club	Stouffville Academy of Music and Dance - Music (private & group lessons – piano, guitar, drums, violin, sax, clarinet – music theory & history), recreational dance programs (Jazz, Tap, Ballet, Acro, Musical Theatre, Hip Hop), competitive dance (full and part-time programs)
<b>Tennis lessons</b> - beginner + intermediate (age 16+)	YMCA Employment Centre	Men's and women's recreational softball (3 groups)	Swimming lessons
Tai Chi (age 14+)	Book discussion groups	Competitive softball	Piano School of Sharon Wilkinson
Yoga on Ice	Visits to older adult homes (e.g., Stouffville Creek, Bloomington Cove, Parkview Village)	Stouffville Lawn Bowling Club	Sheri's Music Studio – piano lessons
Hike Club (age 16+)	Writing workshops/series (5 sessions in 2009)	Stouffville Swimming Club – Ducks Swimming Club Inc.	York Dance Academy (Acro, Jazz, Hip Hop, Musical Theatre, Tap, Classical Ballet, Latin, Yoga, Pilates, Social Ballroom)
Women's mountain biking intro	Author visits (2 visits in 2009)	<b>Latham Gallery:</b> <ul style="list-style-type: none"> <li>▪ Life Drawing Club (x4)</li> <li>▪ Art workshop (x1)</li> <li>▪ Artist Trading Cards Events (x2)</li> <li>▪ Artist Talks (x1)</li> <li>▪ Juried Talk Shows (x1)</li> <li>▪ Music events (x2)</li> </ul>	Breck School of Highland Dance
Road-based bicycle fitness program	<b>Exploring your Eastern European Roots</b>	Bach to Blues Company – adult choir	Rose School of Highland Dancing
Belly Dance	Experience the Labyrinth	York Region Fingerstyle Guitar Association	Expressions School of Dance (Classical Ballet, Jazz, Lyrical, Tap, Hip Hop, Break Dance, Drama for Dancers, classes,

			summer camps)
Volleyball – co-ed (age 16+)	Electronic database demos. (e.g., Silver Jubilee Srs Club)	Crazy Ladies Quilt and Craft Club	SKR Dance Studio (Ballet, Contemporary, Jazz, Hip Hop, Street, Pop, Acrobatic, Tap, Break Dance, lessons, summer camp)
Safe boating course	<b>Seniors services</b> (Books on Wheels, friendly visits, Puzzle Days, St. Patrick’s Day party, Wii Games, Health Day, outreach movie series, electronic demos., Christmas party)	Men of Note – male choir	Melodyman Productions
Assistant Instructor – aquatics		Toastmaster	Centre Line Productions
Adapted aquatics program		York Singles Social Club	STK Taekwondo & Karate (age 3+)
Adult swimming lessons		<b>Lebovic Centre for Arts and Entertainment:</b> <i>Professional Series</i> (theatre & musicals, comedy, music performances – 7 performances in 2009) <i>Starlight Cinema</i> (Toronto International Film Festival film circuit) - partnership with the Stouffville Free Press – 7 nights in 2009 <i>Community-based</i> (local & regional) performances, exhibitions, art classes, fundraisers, & other programs & events <i>Partnerships with the business community</i> (dinner/show packages, cross promotional & sponsorship opportunities) <i>Partnership with the educational community</i> (school performances, York Region’s Music Alive festival, summer Theatre Camp)	Phoenix Fitness (personal training studio with small group classes)
Swim/lifesaving instructors		Adult Badminton Club	
National Lifeguard Service		Ballantrae Tennis Club	
Standard First Aid – CPR C and re-certification		Ladies Ball Hockey	
Emergency First Aid/CPR B			
Golf instruction (age 16+)			
Women’s hockey primer			
Adult leisure skating			
Automated External Defibrillator			
Walk and Talk			
Adult 101, 201 & 301			
We Rock School of Music – lessons (vocals & instruments) – concerts & Open Mic./Acoustic Jam series (4/yr.)			
Craft workshop at Museum			
<b>Annual Exhibition at the Museum</b>			

Lectures at the Museum			
Group tours at the Museum			
Research/archival facilities/services at the Museum			
Volunteer program at the Museum			

<b>Family/General (all ages)</b>			
<b>Providers</b>			
<b>Department of Leisure and Community Services (includes the W-S Museum)</b>	<b>Public Library</b>	<b>Other Public/Non-profit/Voluntary Sector</b>	<b>Commercial Sector</b>
Indoor tennis lessons	<b>March Break programs</b> (Smudge Fundes, crafts for age 7+, Magic Ian, Movies, Aboriginal Art: River Stones Workshop, Dufflebag Theatre)	Annual Strawberry Festival - July	Pause Awhile Equestrian Centre
In-line skating	Movies on PD days & holidays	Winterfest Celebration	Motus O Dance Theatre Company – Christmas performance
<b>Pancake Brunch at the Museum</b>	<b>Party in the Park</b> (community event for all ages in Memorial Park – games, music, pool party – involves the Town, Library, Museum, Latcham Galley)	Concerts on Church Street at Stouffville United Church (4 x/yr.)	
<b>History Hands-On Days at the Museum (4/yr)</b>	PA Day at the Library	Bruce's Mill Sugarbush Maple Syrup Festival	
<b>Annual Exhibition at the Museum</b>		Annual Markham-Stouffville Hospital 5K Run/Walk	
<b>Annual Antique &amp; Classic Car Show at the Museum</b>		Music Mania – Stouffville United Church	
<b>Victorian Tea at the Museum (Nov.)</b>		Annual Sacred Music Night – Presb. Church	
<b>Travelling/portable exhibit provided by the Museum (Leisure Centre/ Library display case + other Municipal facilities)</b>		International Trails Day Celebration	
<b>Volunteer program at the Museum</b>		<b>Latcham Gallery</b> <ul style="list-style-type: none"> <li>▪ Free Family Art Days (x9)</li> <li>▪ New Year Art Extravaganza</li> <li>▪ 8-9 exhibitions/year</li> <li>▪ Studio Tour Artist Demos (x5)</li> <li>▪ Studio Tour (x1)</li> <li>▪ Doors Open W-S</li> <li>▪ Party in the Park</li> </ul>	
<b>Group tours at the Museum</b>		<b>York Region Forest events &amp; programs</b> (Spring Forest Festival, Fall Forest Festival, The Dirt on Bugs, Find Your Way in the Woods, Tree Talk, Get up with the Birds, Forest Fishes & Fungi, Its Time of the Birds, Forest Jingle Bell Walk)	
<b>Candlelight Christmas at the Museum</b>		<b>BIA events</b> – Trick or Treat on Main street, <b>Festival of Lights</b> , Easter Egg Hunt,	

		<b>Stouffvillious/Farmers Market</b> , June Art & Culture Festival	
<b>Family Day activities</b> (Museum drop-in crafts, swimming, fitness, skating, Camp Willowgrove, Glenbrook Day Camp)		Whitchurch-Stouffville Studio Tour & Sale (Oct.)	
Earth Day Celebrations (April)		Schoolhouse Group of Artists Annual Art Show (Oct.)	
<b>Party in the Park</b> (community event for all ages in Memorial Park – games, music, pool party – involves the Town, Library, Museum, Latcham Galley)		Palettes of Whitchurch-Stouffville Group of Artists Thanksgiving Weekend Art Show - Lemonville	
<b>'June is Recreation' initiatives</b> (Scavenger Hunt, International Trails Day, World Cross-country Fitness Challenge)		Country Pastime Annual Craft Show - Lemonville	
Family Karate		Annual Markham/48 Studio Tour & Sale (Sept.)	
<b>Winterfest Celebration (Musselman Lake) - Museum</b>		Oak Ridges Trail Association	
<b>Museum Doors Open Whitchurch-Stouffville</b>		<b>Lebovic Centre for Arts and Entertainment:</b> <i>Professional Series</i> (theatre & musicals, comedy, music performances – 7 performances in 2009) <i>Starlight Cinema</i> (Toronto International Film Festival film circuit) - partnership with the Stouffville Free Press – 7 nights in 2009 <i>Community-based</i> (local & regional) performances, exhibitions, fundraisers, & other programs & events <i>Partnerships with the business community</i> (dinner/show packages, cross promotional & sponsorship opportunities) <i>Partnership with the educational community</i> (school performances, York Region's Music Alive festival, summer Theatre Camp)	
<b>Heritage Agriculture Exhibition at the CNE</b>		<b>York-Durham Heritage Railway</b>	
<b>PA Day activities</b> (arena, Leisure Centre, Museum)		<b>Kinsman Santa Clause Parade</b>	
Hike Club – all ages			
Boat Operators Accredited Training			
Leisure/family swimming			
Leisure/family skating			

Insert 41 pages of charts