2013–2018 Recreation and Leisure Services Youth Strategy

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Executive Summary

The Town of Whitby is proud to be a Platinum Level Youth Friendly Community. In order to remain a ‘Community of Choice,’ a Youth Strategy, guiding the focus of recreation and leisure services for youth ages 12 to 18 from 2013 to 2018 has been developed.

The objectives and strategies outlined below have been developed by Staff, through feedback received from the Youth Friendly application process, extensive community engagement, consultation with the Whitby Youth Council and key community partners.

Six areas of focus have been identified and the recommended objectives and associated strategies are as follows:

1. Communication

1.1 Objective

To effectively communicate with Whitby youth by introducing new methods of communication, including the use of social media.

1.2 Strategies

1.2.1 Introduce new methods of communication to engage youth, including the development of age appropriate technology tools such as web-based newsletters, calendars and surveys and a youth-specific website.

1.2.2 Introduce the use of social media including Facebook, Twitter and YouTube.

1.2.3 Continue to use traditional forms of communication (newspaper ads, media releases, The Whitby Perspective, Activity Guides, posters) to reach parents, adult champions and youth who are not engaged in technology.
1.2.4 Continue to promote the Platinum Youth Friendly Community recognition throughout the broader community using new and innovative communications methods and mediums.

1.2.5 Reach out and increase awareness of the Whitby Youth Council and Town of Whitby youth programs through enhanced partnerships with the Durham District School Boards.

1.2.6 Utilize the Town’s facilities to enhance the awareness of youth programs and the Youth Council, such as through a rink board campaign and other methods.

2. Youth Council Development

2.1 Objective

To ensure that the Whitby Youth Council structure and composition continues to meet the needs of youth in the community.

2.2 Strategies

2.2.1 Review the current structure of the Whitby Youth Council, to ensure it meets and reflects the changing demographics of the Town of Whitby.

2.2.2 Introduce a Junior Whitby Youth Council comprised of Grade 7 and 8 youth.

2.2.3 Develop sub-committees within the Youth Council to accomplish specific projects.

2.2.4 Investigate the establishment of specific roles and duties within the Youth Council.
2.2.5 Continue to increase the awareness of the Whitby Youth Council through its presence at Town special events and at annual Council presentations.

3. Youth Programs and Events Enhancements

3.1 Objective

To ensure that youth programs and services offered directly by the Municipality remain accessible and engaging for and reflective of the youth of the community while maintaining fiscal responsibility.

3.2 Strategies

3.2.1 Create a program development plan that ensures services for a broad range of youth populations that addresses identified gaps, including but not limited to youth with special needs, ethnically and culturally diverse populations and after school opportunities.

3.2.2 Develop evaluation tools that will ensure constant review of all services, events and programs in order to provide high quality opportunities for youth participation.

3.2.3 Continue to pursue government and private sector grant opportunities to support program and services development in the youth area.

3.2.4 Complete a full audit of current youth events and make recommendations for future youth events based on feedback and best practices from other municipalities.

3.2.5 Pursue development of enhanced and new 'neighbourhood' based programs to address the youth needs and recreation opportunities throughout the community.
3.2.6. Continue to promote the Canadian Tire Jumpstart and Town Access Program to allow youth from low-income families to participate in sport and leisure programs.

3.2.7 Promote youth volunteer development through Town special events and camps.

4. Positive Youth Development and Training

4.1 Objective

To ensure that the Town of Whitby remains a champion for a Youth Friendly Community, and that the municipality creates an environment that values and encourages youth participation and engagement.

4.2 Strategies

4.2.1 Ensure that management policies, general practices and training reflect Positive Youth Development.

4.2.2 Work with community partners to define the role of the Department as a conduit for youth volunteerism, including event volunteers, forty hours of volunteer work and long term volunteer development opportunities.

4.2.3 Commit to informing and including community partners and other adult Youth Friendly Champions about the importance of Positive Youth Development and the opportunity to work together, recognize and engage more adults.
5. Community Development

5.1 Objective

To review current services and programs and create new opportunities for Whitby youth through partnerships with community service providers and organizations.

5.2 Strategies

5.2.1 Formalize a youth partnership network, inclusive of current and potential partners, to formally connect youth service providers in order to utilize resources to identify and address gaps in youth recreation services and engagement.

5.2.2 Consider reinforcing relationships with non-traditional partners to address broader gaps in youth services and community building, including, but not limited to, the Business Sector and Social Service providers. These programs may include after school initiatives and investigation of a Whitby based Youth Community Health Centre.

6. Facilities

6.1 Objective

Plan for indoor and outdoor facilities that will address the recreation and leisure service community needs now and in the future while ensuring youth have input into the long term planning of facilities.

6.2 Strategies

6.2.1 Continue to monitor demographics, resident patterns and youth needs for the development of facilities and programs across the Town.
6.2.2. Consider the establishment of a youth room in South Whitby.

6.2.3 Consider the prioritization for the development of future facilities identified through youth feedback including but not limited to aquatic facilities, leash free dog parks, skate parks and a performing arts centre within the municipal capital budget/plan.

6.2.4 Investigate and develop relationships with community providers that may address identified facility requests from the youth survey.

6.2.5 Develop practices that reinforce involvement of youth in the planning stages of capital projects, service changes and/ or on Advisory Committees.

Appendix F outlines measurable accomplishments for each of the six objectives along with an expected implementation date.

The areas of focus for the short, mid and long term time frame are as follows:

Short-term Priorities (2013/2014)
1) Implement Social Media platforms to reach Whitby Youth.
2) Develop a Junior Whitby Youth Council to include representatives from Grades 7–8.
3) Complete a full review of current programs and events in order to make recommendations for partnerships, and modifications.

Mid-term Priorities (2015/2016)
1) Development and delivery of Positive Youth Development Staff Training workshops.
2) Implementation of new or modified programs and services through community partnerships.
3) Pursue the development of a Youth Friendly Business Recognition Program.
Long-term Priorities 2017/2018

1) Facility planning to address community youth needs.
2) Establishment of sustainable programming for after school initiatives.
3) Investigation of a Whitby based Youth Community Health Centre.

Budget Implications

The proposed draft Recreation and Leisure Services Youth Strategy identifies a number of implementation strategies and measurable accomplishments. These can be achieved through a reallocation of staffing hours within the Youth Sections’ budget in order to result in no increase on the operating budget related to human resources. Further budget implications related to implementation of specific youth strategies will be identified through future reports for consideration by Council and during the annual operating and capital budget review process.

Summary

The Town of Whitby is a Platinum Youth Friendly Community and is committed to ensuring that youth are engaged and involved in their community. Youth have played an active role in providing feedback and information relating to their needs and wants that have been taken into consideration throughout this document. Development and adoption of this Youth Strategy reinforces this commitment and ensures that youth and the staff working with them have direction and focus moving forward.

The adoption and implementation of the draft 2013 to 2018 Recreation and Leisure Services Youth Strategy will ensure that Whitby continues to consider the needs of youth and be a model community for youth and their families to live, work and play.
Purpose

The Town of Whitby has been recognized as a Platinum Level Youth Friendly Community. To remain the ‘Community of Choice’ for youth, the Community and Marketing Services Department with the approval and direction of Council undertook the development of a new Youth Strategy that establishes goals, desired outcomes and actions for the delivery of youth leisure and recreation services over the next five years (2013–2018).

It is important to note that the scope of this Strategy is to focus on the mandate of the Town of Whitby Youth Services Section, specifically the delivery of recreation and leisure services for Whitby Youth between the ages of 12 to 18. This Strategy will not focus on the needs of youth outside the scope of recreation and leisure services.

Through the development and implementation of the proposed new Youth Strategy, the following Community Strategic Plan objectives will be addressed:

1. Develop a safe and healthy community
   1.1 Promote healthy lifestyles and wellness for all ages and abilities

2. Preserve and advance Whitby’s heritage, culture and natural environment
   2.3 Encourage and promote community based special events and activities
   2.5 Celebrate and promote the unique events and accomplishments of our citizens

4. Pursue excellence in local government
   4.3 Develop short and long term business and financial plans including performance measurements
4.6 Encourage and promote community volunteerism

4.7 Develop partnerships with public and private sector organizations for innovative service delivery arrangements

The development of the proposed 2013–2018 Recreation and Leisure Services Youth Strategy includes the following:

• background on how the Town of Whitby currently serves youth; how the Town partners with various government and non-profit community organizations to serve youth, along with a description of some of the core activities that provide unique and enriching experiences for youth in Whitby;

• a summary of the key trends impacting Whitby’s youth today and into the future;

• feedback from youth through an engagement process to understand service needs and expectations; and,

• recommendations for a Whitby Youth Strategy that establishes goals, desired outcomes and actions for Whitby’s delivery of youth leisure and recreation services for 2013 to 2018.
Current Youth Services and Programs

Over the past ten years, at the direction of Council, the Youth Section of the Community and Marketing Services Department (CMS) has created the Whitby Youth Council; introduced new youth programs and services; partnered with organizations and agencies to provide services to youth; and, opened three drop-in youth centres/rooms (one centre/room, the Brock Street Activity Centre, was closed on December 31, 2011).

The following timeline highlights these accomplishments.

<table>
<thead>
<tr>
<th>Youth Development Programs and Initiatives</th>
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<tr>
<td>2000  • Council approved the dmA Youth Strategy</td>
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<td>2002  • Development of the Whitby Youth Council</td>
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<td>2004  • Supervisor of Community Development and Special Events split into two roles, allowing the Supervisor of Community Development to focus on the Youth Section</td>
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<td>• Health Club Youth membership introduced at the Whitby Civic Recreation Complex (WCRC) for ages 16–17</td>
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<td>• Whitby Youth Fair launched</td>
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<td>• Council approved the Youth Section business plan</td>
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<td>2005  • Health Club Youth membership at WCRC lowered to age 14</td>
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<td>• Opening of the Youth Room in the McKinney Centre</td>
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<tr>
<td>• Whitby Idol introduced</td>
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<tr>
<td>• Recipient of a $16,000 Safer Communities Grant from the Ministry of Community Safety and Correctional Services to implement initiatives to make Whitby a safer community for youth and all residents</td>
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<tr>
<td>• Launch of the Brooklin Youth Room offering a drop in centre for youth Tuesdays, Thursdays and every second Friday</td>
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<tr>
<td>• Introduction of the Canadian Tire Jump Start Program</td>
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<tr>
<td>Year</td>
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| 2006 | • Introduction of Cullen Central Park and McKinney Centre children and youth camps  
• Council approved the Youth Section Business Plan  
• Opening of the Brock Street Activity Centre Youth Room  
• Introduction of youth dances in partnership with the Whitby Optimist Club  
• Introduction of Town of Whitby Access Program  
• Introduction of Celebrating Youth Awards  
• Introduction of Youth Week |
| 2007 | • Whitby recognized as a Youth Friendly Community through Play Works |
| 2008 | • Introduction of Youth Film Festival  
• Introduction of Grade 5 Action Pass  
• Introduction of Youth Leadership Conference |
| 2009 | • Received Safer & Vital Communities Grant to offer R.A. Sennett’s After School program  
• Facilitated partnership between Community Connection and CAPREIT to sponsor the White Oaks summer youth program  
• Introduction of Mayor’s Youth Bursary for Whitby Youth Council members who are going to post-secondary education |
| 2010 | • Opening of the Brooklin Community Centre and Library Youth Room  
• Introduction of Youth Cultural Event |
| 2011 | • Whitby recognized as a Platinum Level Youth Friendly Community by Play Works  
• Approval to close the Brock Street Activity Centre Youth Room and reallocate the funds to offer two after school programs at John Dryden and West Lynde Public Schools and free youth programs at the Centennial Building (implemented in January 2012) |
Youth Friendly Communities

As evidenced by the youth services and programs offered over the past decade, Whitby Council has invested in improving and enhancing youth facilities and activities. This is further proven by the fact the Town of Whitby has received the recognition of being a Platinum Level Youth Friendly Community.

The Youth Friendly Community Recognition Program celebrates communities that are taking steps to open their doors to youth by reinvesting in youth play. A youth friendly community is defined as one that actively supports and provides opportunities for the growth and development of youth.

Youth play is defined by any non-school activity that has elements of choice, leads to satisfaction, and encourages progressive learning and enjoyment. A youth friendly community helps to build a healthy and strong community that is socially responsible and attractive to new business, new people and new investment and recognizes the importance of investing in youth.

The rigorous process for the Youth Friendly application requires communities to apply and provide evidence of how they are meeting the sixteen criteria determined by Play Works.
The Town of Whitby is extremely proud that the community has demonstrated that all sixteen of the required criteria were achieved, and as such, the Town has received the highest possible recognition as a Platinum Youth Friendly Community. It is important to show that the entire community, including youth are involved in meeting the criteria and that it is not one agency or organization that took action. The Town was the lead on the Play Works application.

Listed below are the sixteen criteria that are considered through the Youth Friendly Community (YFC) Recognition Program and a summary of what Whitby currently offers to meet that criteria. Appendix G provides a list of other good practices other municipalities have implemented to meet these criteria.

1) Youth have options for play

YFC Criteria: The community offers a consistent and varied mix of play opportunities for youth. Play includes recreation, sport, arts, drama, dance, civic engagement, youth activism, volunteerism, social clubs and youth leadership. It is structured and unstructured, facility and non-facility based, competitive and recreational, active and passive and it is adult-led and peer-led. It is offered by public service, not-for-profit agencies, and private enterprise or through informal groups. There is evidence that a variety of activities are offered and that youth are actively participating in them.

Town of Whitby Good Practices:

- Whitby hosts over 50 different groups and organizations that consistently offer services and programs to youth
- Town of Whitby CMS Youth Section offers a variety of free programming and classes including: Cooking Outside the Kitchen; Freestyle Hip Hop Studio; Games Night; Homework Help; Jewellery Making for Youth; Make Up Application for Youth; Manicures for Youth; Skin Care for Youth; Special F/X Make-up for Youth; Sports Warrior; Youth Movie Nights
• The Town offers youth drop-in centres for unstructured play and social interaction, and recreation facilities such as arenas, swimming pools and sports fields for competitive and recreational play.

2) Youth are formally connected to the community

YFC Criteria: There are a variety of ways in which youth may formally be connected to the community that provide youth with a voice. Formal opportunities for youth involvement could include having designated seats for youth representatives at decision-making tables such as Business Improvement Associations, Recreation Committees, Staff Hiring Committees and/or Selection Committees for Recognition Awards. Youth could also have a formal connection through a regular column in the local newspaper or on a website.

Town of Whitby Good Practices:

• The Whitby Youth Council is a strong proponent for the youth voice in Whitby

• The Mayor’s youth involvement and dedication is very apparent in the community as exemplified by her annual meeting with the Youth Council, establishment of the Mayor’s bursary and Mayor/Council’s attendance at youth related events

• The Whitby Youth Council provides youth the opportunity to organize youth events, offer outreach programming and recruit new volunteers

• Community organizations also offer ways in which youth can have their voices heard. These include, but are not limited to, youth advisory committees or councils such as the Library Teen Advisory Group as well as the inclusion of youth representatives on school board committees
Youth feedback is a key component of public input sessions such as the youth focus group that was held for the development of the new Brooklin Community Centre and Library.

Youth also have a community voice through the local media as the Brooklin Town Crier makes space for guest youth reporters in a regular youth article section.

Ongoing presentations at Council meetings to recognize the achievements of youth in the areas of culture, sport, etc.

Whitby Environmental Youth Alliance (WEYA) is a group of Whitby youth dedicated to promoting awareness about problems affecting the environment and finding solutions to actively address these issues.

3) Facilities are dedicated to youth play

YFC Criteria: Dedicated space is not limited to one location, but to a number and in a variety of settings including indoor and outdoor spaces. Places where youth can meet socially are important to the community and may be provided by the municipality, not-for-profit agencies, schools, faith-based groups, private businesses or service clubs. Space is made available at times and locations suitable to youth participation and access to space increases as does the youth population.

Town of Whitby Good Practices:

- The Brooklin Youth Room is a great demonstration of Whitby’s commitment to youth play spaces. From the inception of the Brooklin Community Centre and Library, youth programming space was a priority which has translated into an amazing room truly dedicated to youth.

- Community Connection’s utilization of schools to offer youth programs ensures close proximity of programs to youth’s place of residence.
• The Town of Whitby has dedicated public space for youth play, programs and/or events. Youth feel a sense of ownership and belonging for these spaces

• The Town of Whitby has made significant investment in parks, municipal community centres (arenas, pools) and specialized outdoor facilities such as skate parks, libraries, art gallery, etc.

4) It is easy for youth to find information about play activities in the community

YFC Criteria: The community has a variety of youth friendly information vehicles such as websites, newsletters, bulletins, brochures, newspaper advertisements and articles, social marketing tools and community bulletin boards. Municipal services, community agencies, clubs, private businesses, schools and other service providers collaborate and/or are creative in finding easy ways for diverse groups of youth to access this information.

Town of Whitby Good Practices:

• Whitby’s Urban Ally: a resource book for youth listing youth service groups, clubs, organizations, locations, spaces and other youth interests published by the CMS Youth Section and distributed in Youth Rooms, Recreation Complexes and at the annual Youth Fair and Town Special events

• The Whitby Youth Council’s Youth Fair: brings together over 35 organizations in our community that service youth; this fair is attended by Grades 8, 9, 10 and 11 being bussed in from all over Whitby (approximately 1,200 students)

• Youth section on the Town of Whitby website

• Member of Council appointed to the Whitby Youth Council and regularly reports to Council regarding the activities/events of the Whitby Youth Council
5) The community supports public youth events

YFC Criteria: The community offers a wide range of youth-focused and youth-lead events supported by the community and various organizations. Through many of these events, local citizens are able to see youth in a positive and public light. Agencies and groups, such as health, police, local government, recreation, culture, service clubs and accessibility groups, are partners in the delivery of these events.

Town of Whitby Good Practices:

- Whitby Youth Council events include Whitby Film Fest, Whitby Idol, Youth Week events, Youth Leadership Conference, Whitby’s Got Talent and the Celebrating Youth Awards Dinner
- Harvest Festival’s Youth Fest is a great example of the community understanding the needs of youth and providing an event that was catered to them within a Town Event
- Other community events such as County Town Carnival and Harbour Day also include a youth component

6) The community celebrates and recognizes youth

YFC Criteria: The community offers a wide variety of youth awards, special recognition and/or scholarship programs to recognize youth participation and contributions as leaders, volunteers and/or engaged community members. This recognition is from sports organizations, local businesses, service clubs, schools, community agencies, etc. Formal announcements on these opportunities, and on the results of the
Youth Strategy

Youth Strategy

recognition, are publicized and promoted throughout the community such as in the newspaper, on the radio, on the municipal website, on agency websites, in program brochures and/or newsletters.

Town of Whitby Good Practices:

- Whitby’s Celebrating Youth Awards Night is an outstanding example of the respect and recognition given to local youth
- Whitby’s other Youth Events including: The Film Fest, Whitby’s Got Talent and Whitby Idol provide youth with an opportunity to share their talents with the community
- Scholarship and bursary programs are available to youth through many community organizations including the Mayor’s Community Development Fund
- Recognition of youth (such as athletes from local sports organizations and youth who have contributed to the culture of the community) at Whitby Council meetings

7) The community commits funding for youth play

YFC Criteria: The community has a variety of funding sources that support youth play, and a number of policies that reflect this investment. These should include the municipal budget and local service agencies (e.g. YMCAs, Boys and Girls Clubs, Youth Centres), where there is a line item for youth play and/or through which a youth programmer is hired. Support can also be provided by groups such as service clubs, special granting programs, sports groups and/or the business community. This funding opportunity is well known to groups who work with youth in the community and it is promoted through these groups and through the school system. Systems are in place to help youth to also regularly access these funds. Some youth play programs are free or have minimal costs. Where agencies/groups have subsidy programs, there is evidence that youth are being funded through these subsidies. The community commits funding for current and long-term capital for diverse facility
development and improvement, such as indoor/outdoor parks, skate parks, creative arts spaces, dance studios and/or drop in centres.

Town of Whitby Good Practices:

- The Town of Whitby’s annual operating and capital budgets indicate commitment of funding for youth programming staff, facilities, programs, events and supplies
- The Town of Whitby’s Access Program is a subsidization program created to help remove financial barriers for low income families in order to access recreational programs and activities
- Canadian Tire Jumpstart Program provides financial assistance for children and youth between the ages of 4–18 enrolling in physically active programs
- Many faith based organizations employ full time staff to oversee youth programming
- Significant investment in facilities that have a youth focus: 10 arenas, over 100 parks, skate parks, pools, trails, libraries, etc.
- Community special events are offered that are free for youth to attend and participate in
- Provision of after school programs

8) The community supports positive youth development

YFC Criteria: Positive youth development is a formal process through which a youth makes the transition from childhood to adulthood. During this time, youth are exposed to and learn the critical five competencies: social, emotional, ethical, cognitive and physical. They also participate in programs and services, which meets their seven developmental needs, which are: meaningful participation, mastery and achievement, positive interaction with adults and peers, physical capacity, creative expression, self-definition, and structure and clear limits. The community supports positive youth development by ensuring staff and volunteers
of youth service programs are offered opportunities, and are actively encouraged to participate, in orientation and training sessions on positive youth development and there is evidence of this training occurring in the community.

Town of Whitby Good Practices:

- Staff are encouraged and supported to attend training events related to Positive Youth Development and hosted by Play Works and Parks and Recreation Ontario
- Positive Youth Development appears on staff training agendas for updates and training purposes
- Free homework help programs
- Youth representatives on the Town of Whitby Intergenerational Committee and the Road Watch Committee

9) The community supports youth volunteerism and leadership development

YFC Criteria: The community offers a good range of volunteer opportunities for youth and an excellent range of co-op placements which include broad community participation.

Town of Whitby Good Practices:

- Community Connection is a great example of a non-profit recreation organization which offers counsellor-in-training programs and student instructor programs
- Many community organizations such as Scouts and Girls Inc. also provide youth leadership development programs and opportunities
- Town of Whitby participates in the Bring a Student to Work program and organizes an interactive day for the students to experience the role and duties of the municipality
- Ability to complete 40 hours of volunteer service at Town of Whitby programs and events
The Town of Whitby Aquatics program offers the Assistant Water Safety Instructor Course. This course provides youth aged 15+ and opportunity to develop fundamental instructional skills and leadership qualities necessary to co-facilitate swimming classes for all ages. Standard First Aid & CPR C, Emergency First Aid and CPR, Canadian Swim Patrol, Bronze Star, Bronze Medallion, Bronze Cross and National Lifeguard Service are all offered by the Town of Whitby and give excellent opportunities for youth to cultivate leadership experiences. Upon completion of these programs youth aged 13+ can take part in the Volunteer Swimming Instructor Program which is designed for students interested in assisting with the swimming lesson programming. This program is a great opportunity to gain workplace experience and develop communication, guarding and instructional skills.

10) The community has effective partnerships that support youth play

YFC Criteria: The Town of Whitby has a number of partnerships with community organizations and service providers in order to offer a wide variety of youth programs and services and to meet the needs of the youth in the community. Community partners include not-for-profit agencies, cultural groups, youth associations, sports clubs, arts groups, justice, social services, the faith community, health, and education. Local businesses and corporations also play a key role in supporting youth play.

Town of Whitby Good Practices:

- Whitby’s Youth Advisory Committee is a diverse collection of representatives from organizations, associations, businesses and service providers in Whitby. A major undertaking by this group was the submission of the Youth Friendly Community Application. The Committee felt very passionate about coming together as a cohesive group to take inventory of all the provisions available to youth and then work to identify those areas lacking in order to address the gaps, ensuring all youth have all possible options for play in Whitby. The Youth Friendly application was a collaborative
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effort and only made possible by the strong partnerships and cooperation of all involved.

• Sports organizations that access Town facilities
• Town provides funding to the Whitby Public Library and Station Gallery which offer a wide variety of youth services and programs
• Corporations sponsor youth events and programs such as RBC who sponsors the Youth Film Fest
• Community Connection is an appointed Committee of Council that provides youth programs through the community use of schools

11) Youth activism and advocacy for play is nurtured

YFC Criteria: The voice of youth is a critical component of community life. The community ensures that youth actively participate in planning, promotion, implementation and evaluation of programs and services that affect them. Youth actively speak out about their needs and, where this is occurring, youth are encouraged to do so with and by local champions. The community, including local decision-makers and the media, create ways for and encourage the voice of youth to be heard. Change happens as a result of the youth voice being heard.

Town of Whitby Good Practices:

• Operation Humanity, a website started by a Whitby youth, is now a provincial movement of student leaders who want to take a collective stand against the many interconnected issues our society faces; Operation Humanity provides a forum for discussion about social problems
• Youth have a voice through the Town website and Brooklin Town Crier
• Appointment of the Whitby Youth Council
• The Youth Council organizes the annual Youth Leadership Conference
12) Youth feel comfortable in their own community

YFC Criteria: Youth in the community report feeling safe and comfortable in the community. The community encourages businesses, recreation centres, malls, theatres and other locations to understand the needs of youth and works to recognize and engage youth as contributing citizens. Spaces are promoted as youth friendly, and youth are provided opportunities to interact with others in a positive and mutually respectful way.

Town of Whitby Good Practices:

- As a part of the Youth Friendly Community application, youth created a DVD where youth shared how they feel safe and comfortable in their community
- Signs indicating that the Town of Whitby is a Platinum Level Youth Friendly community have been installed at the entrances to community centres as well as on the twenty six Welcome to Whitby gateway signs located throughout the community
- Youth friendly facilities are provided including those with dedicated youth rooms/youth space
- The Mayor’s Community Development Fund supports youth who contribute to their community

13) Youth can get to the play programs that are offered

YFC Criteria: The community has explored innovative ways to physically connect youth with play opportunities. Examples include: responsive transit systems with routes to dedicated youth play spaces, and that operate on days and times to maximize participation by youth; lit bike paths and/or bike lanes on major roads; car pools; standard-rate taxi services; reduced or free youth transit fees; and mobile outreach into
isolated areas. Where public transit is not available, activities have been specifically located or relocated to be closer to youth and to increase access for youth.

Town of Whitby Good Practices:

- Durham Regional Transit provides special high school routes so students in Whitby can get to and from school
- All high schools have bus stops on site and can be accessed through a variety of bus routes.
- In an agreement between the Durham Regional Transit and the Durham District School Board, youth may purchase fares, monthly passes and 10 Ride passes at a discounted rate. This reduction in cost helps alleviate some financial restrictions that youth might face in order to get to Youth Play opportunities. The schedule, bus routes and frequency of services offered also ensure that youth can access Youth Play opportunities on times convenient to them.
- All recreation facilities and youth rooms are on bus routes and some centres sell bus passes
- The Town has an extensive trails network, and bike paths on major roads are being installed to ensure safe passage and commuting
- The Town of Whitby has located new youth spaces near schools with other municipal services to increase access to youth programs and services
- The Town and its community partners run youth events in the north and south ends of the community to allow for increased youth participation where transit or commuting is difficult to access

14) Schools support the youth friendly approach

YFC Criteria: Schools are recognized for their contribution to the community’s youth friendly approach. They encourage the circulation and explanation of information to students on play activities. The schools offer
opportunities for service providers and the larger community to become involved with school-based play activities. They also actively participate in, and have a presence at community-based youth play events. Schools work to adjust bussing to help youth get to play areas. They pro-actively work to increase access to school facilities through formal relationships with service providers, through the Community Use of Schools Agreement with the Ministry of Health Promotion, and through reciprocal agreements with local governments.

Town of Whitby Good Practices:

- Whitby’s shared use agreement with the schools for Community Connection programs is a great way of connecting youth and the community to their schools for recreation and leisure programs
- The Durham District School Boards support the community’s youth friendly approach. They encourage the circulation of information to students on youth activities. They also actively participate in, and have a presence on the Adult Advisory Group to the Whitby Youth Council
- Whitby Youth Council has information bulletin boards in many of the Whitby schools
- Schools partner with the Town to facilitate student participation at the Whitby Youth Fair

15) Adults champion the cause for youth play

YFC Criteria: The community has many adult leaders from diverse backgrounds and positions who recognize and advocate the need for positive youth play. Leaders such as the Mayor, Council Members and community members publicly support youth by supporting youth events and initiatives within the community as well as creating programs and opportunities for youth to have equal opportunity to participate in recreation and leisure programs and engaging youth in the community.
Town of Whitby Good Practices:

- The Whitby Youth Council has youth professionals, local businesses and educators as Adult Advisors to offer guidance and resources to the youth members to deliver initiatives.
- There are volunteers, coaches, mentors and community leaders engaged in many community organizations that are committed to youth and champion the opportunities available to them.
- Introduction of the Youth Advisory Committee.
- Intergenerational programs and support from the Whitby Seniors Services Section.
- Mayor’s Community Development Fund supports youth initiatives.
- Council recognizes youth achievements at Council meetings and attend Youth Special Events.

16) Play is inclusive of youth with disabilities/special needs

YFC Criteria: Every youth in the community has the opportunity to participate in programs, and there is evidence that youth with disabilities/special needs actively participate in youth play. Activities are adapted, facilities are accessible, additional assistance is on-site, and the participation of youth with disabilities/special needs is a seamless part of the program. Participating youth are part of program planning and evaluation phases.

Town of Whitby Good Practices:

- The Accessibility Working Committee is comprised of staff representatives from the Town’s Planning, Community and Marketing Services (including: Youth Services Section), Corporate Services, Public Works and Whitby Fire and Emergency Services Departments, the Whitby Public Library and the CAO’s Office. The Town of Whitby’s Accessibility Plan addresses the Town’s facilities to ensure they are barrier free.
• New Town facilities are designed to accessibility standards that exceed the current Building Code

• The Town of Whitby Aquatics Section offers special needs swimming lessons on a case by case basis. All youth with special needs are welcomed into the inclusive public swim times and other special swimming events

• The Abilities Centre is a new state of the art recreation facility that specializes in offering programs for youth with special needs

• Inclusion services are provided with summer camp programs to ensure all youth are able to participate in camp programs regardless of ability

Key Trends Impacting Whitby’s Youth Today and in the Future

The examples shared exemplify the many programs and services provided to youth in the Town of Whitby. In order to develop an effective Youth Strategy, an understanding of current and future trends impacting youth is imperative.

Stepping Stones—A Resource on Youth Development published by the Province of Ontario in 2012 is informed by up-to-date research and dialogues with youth, community leaders and providers. The voice of Ontario’s youth has shaped the creation of this resource—bringing rich dialogue, considerable expertise, and diverse perspectives on youth development to this work.

1) Our youth will need to be resilient

Today’s youth will be more likely to work many jobs in their lifetime and perhaps have multiple careers. A different and larger set of skills is needed
to ensure success in life and in the workplace so that youth are able to manage and respond to these challenges. We need youth who are:

- prepared and engaged economically, socially, and civically
- skilled across a variety of dimensions for life, work, and citizenship
- flexible and adaptable for a changing world

Changing family structures and an evolving labour market mean that many youth are more dependent on their broader community for support.

In order to prepare youth for success in this new context, parents, communities and decision makers should move beyond a deficit-focused model of youth development (ensuring that youth are “problem-free”) and toward a coordinated and asset-focused approach that seeks to prepare youth to thrive as family and community members, leaders and contributors to the province and our future (Scales and Benson, 2004). This paradigm shift looks at the opportunities for youth rather than focusing on the potential problems they should avoid.

2) Attitudes toward adolescence have shifted

Adolescence has frequently been characterized as a period of “storm and stress”. Too often, researchers, policy-makers and service providers have regarded young people as problems requiring a solution or intervention.

In recent years, however, a positive youth perspective has emerged that involves a more constructive understanding of development during the adolescent years, supported by the recognition that a deficit model of service provision (for example, how to deal with delinquency and drug addiction) is only one part of the equation. This perspective acknowledges the importance of the experiences young people are exposed to—both positive and negative—in their overall development and preparedness for success as adults.
Significant research has demonstrated that this asset-focused approach—supporting development across all developmental domains—is effective in improving youth outcomes.

The youth involved in this project clearly tell us that leading a healthy and active lifestyle is a high priority but many obstacles make this difficult. Because their lives are filled with competing concerns, young people reported convenience as a significant factor. Recreation during the lunch hour was cited as an attractive option as were activities in accessible locations.

Variety is also crucial to attracting and maintaining participants’ interest. Some noted that activities were overly competitive, and required too large a commitment of time and resources. The option to try non-traditional activities, like hiking or yoga, would also go a long way in encouraging healthy living.

Additionally, adolescents highlighted a desire to organize their own recreational initiatives. Youth report that such opportunities are valuable on two fronts: the youth organizers develop a range of valuable competencies (for example, self-efficacy, building relationships); and participants profit from their exposure to positive youth role models in a constructive setting.

3) Youth communicate by Social Media

Social media is a communications tool being used by millions of businesses, organizations and individuals, especially with the influx of personal mobile devices (smart phones, tablets, etc.). Social media, used as one of many tactics, is a solid means to reach a vast audience.

Pew Research Center is a think tank organization that provides information on issues, attitudes and trends shaping the United States and the world. The Pew Research Initiative provides evidence that social
media use has become so pervasive in the lives of teens that having a presence on a social network site is almost synonymous with being online. Fully 95 percent of all teens ages 12–17 are now online and 80 percent of those online teens are users of social media sites. Many log-on daily to their social network pages and these have become spaces where much of the social activity of teen life is echoed and amplified.

The Federation of Canadian Municipalities has been training delegates at their annual conference about social media because thousands of elected officials in all orders of government are using social media tools such as Twitter, Facebook and YouTube, to reach out to and engage with citizens. Social media offers municipalities new ways to update residents and businesses on municipal services. Increasingly, civil servants are using social media tools to share knowledge and collaborate on projects.

These trends reflect provincial research and findings. In order to develop a more focused approach for this Youth Strategy, a local look at Whitby’s youth is required.

**Local Look**

Youth will continue to constitute a key market to which recreation services will need to be provided. The Town of Whitby is one of the fastest growing municipalities in the Greater Toronto Area and has one of Ontario’s youngest age profiles.

According to the 2012 Manifold Data Mining, the population of the Town of Whitby in 2012 (estimate) was 127,403 and 18,550 or 14.56 percent of the population is between the ages of 10–19. The Town of Whitby Youth Services focus on youth between the ages of 12–18, or 12,985 youth in our community. The population growth of the community is projected to be 10.36 percent between 2012 and 2016, resulting in a projected 14,330 youth between the ages of 12–18 by 2016.
The following chart depicts the overall population growth and specifically the growth of youth ages 12 to 18 over the four-year period.

As the demographics of the community and youth trends change, it is imperative that the youth services offered by the municipality anticipate and respond to these changes. According to Statistics Canada, the immigrant population of the Town of Whitby in 2006 was 20 percent of the total population and 18 percent of youth were a visible minority. The Community Development Council of Durham projects a 3 percent growth in immigrant population annually resulting in the population in the Town of Whitby becoming more ethnically and culturally diverse as the population of immigrants and visible minorities continues to grow at a steady rate.

The demographics of the Whitby community are changing and as a result, the CMS Youth Section must ensure that the services and programs offered are also changing to meet the needs of the youth in the community. According to Statistics Canada, immigrants currently make up 20 percent of Durham’s overall population, with the majority of these individuals living in Pickering, Ajax, and Whitby. Between 2001 and 2006, the population of visible minorities in the Region increased by nearly 50 percent. These trends will continue. A conservative estimate predicts that the immigrant population in Durham will increase at an annual rate
of 3 percent in the period between 2008 and 2036 (Diverse Voices, Understanding the Experience of Immigration in the Region of Durham, March 2011).

Youth Strategy Community Engagement Process

Extensive youth engagement was necessary to receive input into the development of this Youth Strategy.

Research was conducted through:

- Whitby Youth Council Workshop
- Youth Surveys
- Stakeholder Interviews

The retention of a consultant to assist with the planning, review of documentation and provision of expert advice for the development of the Youth Strategy was also important in drawing the information together to develop this strategy.

The following section focuses on the key findings from each of the community engagement tools.

Key Findings

Whitby Youth Council Workshop

The Whitby Youth Council consists of approximately 40 youth in Grades 9 to 12 that reflect the cultural diversity of our community and adult advisors who provide direction and recommendations to the CMS Youth Section regarding the needs of youth in the community. The Whitby Youth Council participated in a workshop where they conducted a SWOT analysis to
review the current strengths, weaknesses, opportunities and threats of youth recreation and leisure programs and services in the Town of Whitby to provide direction for the development of the Youth Strategy.

**Strengths**

The Whitby Youth Council identified the leadership of the Youth Council, the Section’s programs including youth rooms, events, dances and facilities as the main strengths of the CMS Youth Section.

**Weaknesses**

Communication and advertising methods were the most commonly listed weakness along with ensuring the message is targeted at the correct audience.

**Opportunities**

The most commonly identified opportunities or external factors in the environment that could improve Whitby’s youth programs and services included the use of social media and stronger partnerships with the schools to promote after school youth programs and services.

**Threats**

The most commonly listed threats or external factors in the environment that could cause challenges for Whitby’s youth programs and services included the availability and free time of youth to participate in programs and services offered by the CMS Youth Section, as well as ensuring that youth remain a priority with the Town of Whitby, including allocation of funds within the municipal budget.

The Whitby Youth Council was also asked what new programs and services they would like to see offered for youth over the next five years; a broader diversity of programs and events was identified as well as the continued prioritization of youth engagement and input. When specifically
asked about the areas of growth for the Youth Council, the engaging of younger youth in Grades 7 and 8 was identified as a priority as well as the Youth Council taking action to address issues rather than just events and programs.

Appendix A provides a full record of the feedback collected during this session.

**Youth Survey**

Youth were encouraged to participate in a youth survey that asked seven questions. These seven questions related to the key outcomes identified as priorities for the Youth Strategy including:

1. an assessment of current recreation and leisure services;
2. how youth find out about the services;
3. barriers that prevent use of these services;
4. potential future youth services; and,
5. identification of other youth serving agencies in the community.

This survey was promoted in the schools, on the Town of Whitby website, through local media as well as through an interactive component at the Town of Whitby’s Youth Fair. In total, 774 survey responses were submitted. These represent a broad cross section of youth from the Whitby community taking into account age, gender, cultural diversity and level of community involvement.

**Survey Highlights**

When asked about frequency of use of services, the most common parks and recreation service youth surveyed engage in is participation in sports teams and attending libraries. Over 75 percent of youth surveyed have never attended a youth room.
When asked what barriers prevent youth from participating in Parks and Recreation youth services, over half of the youth surveyed indicated that other priorities, extra-curricular activities and school work prevent them from participating. Just under half of the respondents also indicated that they were not aware of the programs and services and/or they did not interest them.

The most commonly requested new services are related to sports and art programs/activities. The most frequently requested sports include rugby, basketball, soccer, football and paintball. The arts and culture services included visual arts, dance and music.

The most frequently requested new facility (over 15 percent) was a water park/water slide. The other most frequently listed facilities included a theme park, dog park, pools and skate parks (each was selected by more than 5 percent of respondents).

When asked about communication methods, over 66 percent of respondents indicated that their preferred way to find out about programs and services is through Facebook. Currently, the main communication mediums being used are flyers and posters and the Town of Whitby website which were only listed as preferred methods of communication by 33 percent and 18 percent of respondents respectively.

When asked about how youth friendly facilities and services are in Whitby, overall the youth indicated that the community resources and facilities are fairly youth friendly. They indicated that sports programs and facilities were the most youth friendly and skate parks the least.

The final question in the survey asked youth to list organizations or services that they participate in. The most commonly listed youth organizations and services used by youth were sports and arts organizations, specifically soccer, swimming, hockey and dance.

Based on the results relating to how youth friendly facilities and services are, follow up focus groups were conducted with the users of skate parks.
Skate park users valued the facilities, used them on a regular basis and felt that skate parks were youth friendly and safe. They indicated that they felt that some adults view skateboarders negatively and stereotype them to be trouble makers.

Appendix B provides a full listing of the survey results.

**Stakeholder Interviews**

Understanding other community youth providers, their services and potential for partnerships is important to the community based youth friendly approach. Stakeholder interviews were conducted with representatives from sports organizations, faith groups, parents, education, media, arts and cultural organizations, social services and providers of inclusion services. The results of the youth survey were reviewed with the stakeholders and they were asked the following questions to guide discussion:

1) Do any of the results of the youth survey stand out or surprise you?

2) What role do you see your organization having in serving youth in the Whitby community or addressing any of the gaps identified in the survey?

3) What do you feel the Town of Whitby is doing well to address youth needs? What areas do you feel the Town of Whitby needs to focus on over the next 5 years to address the recreation and leisure needs of youth?

4) What partnership opportunities do you see between the Town of Whitby and your organization to assist in addressing youth needs (beyond those that may already exist)?

5) Are there groups or agencies you work with that we should contact?

6) Do you have any other comments or thoughts you would like to add?
The feedback from the stakeholder interviews is invaluable for understanding services and has been incorporated into the recommended objectives and strategies. In general, the participants were pleased to provide feedback and feel that the Town of Whitby has been very proactive in addressing youth needs.

Building on existing partnerships and developing new partnerships was a common area of focus for future development. The stakeholders indicated that they were not surprised by the results of the youth survey. There were some questions surrounding the reasons why the skate parks were not seen as a more youth friendly space. This feedback resulted in staff conducting focus groups with the skate park users to provide more insight on this area.

The importance of engaging youth through social media was also mentioned by most interviewed participants who indicated that it is a key tool to ensure youth are aware of the services they have to participate in. According to each stakeholder’s mandate, they identified areas they can expand or focus on to continue to address the needs of youth. For example, media contacts indicated an interest in having more articles written by youth.

Overall, all stakeholders felt that the Town of Whitby provides first-class facilities, special events and youth engagement opportunities. The youth rooms were also seen as an excellent service and valued by youth and the community at large. Recommended areas of focus for the next five years included communication methods, increasing the types of programming to broaden beyond the main-stream sports programs and to ensure that the cultural and diversity needs of the community are met. The continued focus on the provision of affordable youth services was also mentioned as an area that should remain a priority for the near future.
Whitby Youth Strategy Recommendations

An analysis of the provincial research, youth friendly criteria, local demographics information and community feedback has led to six objectives to be focused on over the next five years. Appendix F identifies the measurable accomplishments for each objective to be achieved by year.

As the primary recipients of these services and to continue to support the Youth Friendly Community criteria, youth will be included in all aspects of implementation and evaluation of the following objectives.

1. Communication

1.1 Objective
To effectively communicate with Whitby youth by introducing new methods of communication, including the use of social media.

1.2 Strategies
1.2.1 Introduce new methods of communication to engage youth, including the development of age appropriate technology tools such as web-based newsletters, calendars and surveys and a youth-specific website.

1.2.2 Introduce the use of social media including Facebook, Twitter and YouTube.

1.2.3 Continue to use traditional forms of communication (newspaper ads, media releases, The Whitby Perspective, Activity Guides, posters) to reach parents, adult champions and youth who are not engaged in technology.
1.2.4 Continue to promote the Platinum Youth Friendly Community recognition throughout the broader community using new and innovative communications methods and mediums.

1.2.5 Reach out and increase awareness of the Whitby Youth Council and Town of Whitby youth programs through enhanced partnerships with the Durham District School Boards.

1.2.6 Utilize the Town’s facilities to enhance the awareness of youth programs and the Youth Council, such as through a rink board campaign and other methods.

**Rationale**

Improvement to communication with youth came back as the most common area for improvement from all the feedback mechanisms. This indicates a priority for engagement and as such this area of focus should be a priority over the next few years. The timelines for the completion of the identified measurable accomplishments related to this objective should be shorter term as identified in Appendix F.

The current methods of communication used by the Town of Whitby to engage youth are email, posters in Town of Whitby facilities, the Whitby website and newspaper advertisements.

The most consistent feedback from the Youth Council workshop, the youth surveys and the stakeholder interviews is the necessity to update the communication methods currently utilized in order to effectively engage youth.

The Whitby Youth Council clearly indicated that current communication methods are a weakness and that social media is an opportunity that should be pursued.
One of the questions in the youth survey asked how the youth would prefer to find out about Parks and Recreation youth services. Respondents were able to select up to three options. The responses were as follows:

Many of the stakeholders interviewed mentioned that the use of social media is essential to reach the youth market. The stakeholders currently using social media indicate that it has been very effective and valuable to them in reaching their target audience. The stakeholders not using social media are currently pursuing these communication avenues.

Further development of school posters and advertisements has also been highlighted through these survey responses. To accomplish this, the relationships with each Whitby school are important and engaging the youth within those schools to get the message out is a priority.

**Participating Partners**

- Town of Whitby Corporate Communications
- Local Media
- Youth
- Schools
Budget Implications

Many of the recommended methods of communication are lower cost communication options. The use of social media and school communication methods will have a minimal budget impact. The allocation of resources would primarily be through staff for the implementation of the Youth Strategy.

2. Youth Council Development

2.1 Objective

To ensure that the Whitby Youth Council structure and composition continues to meet the needs of youth in the community.

2.2 Strategies

2.2.1 Review the current structure of the Whitby Youth Council, to ensure it meets and reflects the changing demographics of the Town of Whitby.

2.2.2 Introduce a Junior Whitby Youth Council comprised of Grade 7 and 8 youth.

2.2.3 Develop sub-committees within the Youth Council to accomplish specific projects.

2.2.4 Investigate the establishment of specific roles and duties within the Youth Council.

2.2.5 Continue to increase the awareness of the Whitby Youth Council through its presence at Town special events and at annual Council presentations.
Rationale

The current Whitby Youth Council consists mainly of high school students and the feedback from youth and the community emphasizes the importance of engaging youth at a younger age to participate on the Youth Council. When asked what areas of growth were recommended for the Youth Council, the establishment of a Junior Youth Council was one of the most common suggestions.

In addition, the Whitby Youth Council is a large group of youth and adult advisors and therefore in order to address singular events or projects, subcommittees may be more effective in engaging the youth to provide meaningful contributions. The Whitby Youth Council has also expressed an interest in taking action to address issues rather than just events and programs.

Participating Partners

- Whitby Youth Council

Budget Implications

The budget implications to implement the strategies outlined in the Youth Council Development area will be minimal, with the exception of the allocation of staff time in order to meet the identified measurable accomplishments.

3. Youth Programs and Events Enhancements

3.1 Objective

To ensure that youth programs and services offered directly by the Municipality remain accessible and engaging for and reflective of the youth of the community while maintaining fiscal responsibility.
3.2 Strategies

3.2.1 Create a program development plan that ensures services for a broad range of youth populations that addresses identified gaps, including but not limited to youth with special needs, ethnically and culturally diverse populations and after school opportunities.

3.2.2 Develop evaluation tools that will ensure constant review of all services, events and programs in order to provide high quality opportunities for youth participation.

3.2.3 Continue to pursue government and private sector grant opportunities to support program and services development in the youth area.

3.2.4 Complete a full audit of current youth events and make recommendations for future youth events based on feedback and best practices from other municipalities.

3.2.5 Pursue development of enhanced and new 'neighbourhood' based programs to address the youth needs and recreation opportunities throughout the community.

3.2.6 Continue to promote the Canadian Tire Jumpstart and Town Access Program to allow youth from low-income families to participate in sport and leisure programs.

3.2.7 Promote youth volunteer development through Town special events and camps.

Rationale

Whitby Council has invested in enhancing youth facilities, activities, and programs over the past decade. To ensure that the dedicated funds are being most efficiently used, a continual evaluation of the services and
programs being offered and an ongoing evaluation of these services is integral to effectively serving Whitby’s youth. The Whitby Youth Council will play a key role in the evaluation of these services and programs.

One of the questions in the youth survey asked participants what new programs or activities they would like to see in Whitby. This was an open ended question where participants could indicate an unlimited number of answers.

The most commonly requested new services were related to sports and art programs and activities. The most frequently requested sports included rugby, basketball, soccer, football and paintball. The arts and culture services included visual arts, dance and music. This feedback will be important in future programs and services offered by the CMS Youth Section, community organizations and potential partnerships.

The current programs and services are well established and well attended, however an ongoing analysis of changes to these services and programs is required. There were over 6,000 visits in 2011 to the Brooklin Community Centre and Library Youth Room and 5,000 visits to the McKinney Youth Room. This is an average of between 15–20 youth visits per day. The average attendance at after school programs in 2012 was approximately 25 youth per day and there was an average of 150 youth registered for free youth programs on an annual basis. Youth dances are offered every second Friday during the school year and approximately 150 youth attend the dance each week.

The current youth programs are serving the youth who are a visible minority in the community. Youth staff were asked to estimate the percentage of participants in youth programs who are a visible minority and over 50 percent of the youth members at the McKinney Youth Room, approximately 25 percent of the youth members at the Brooklin Community Centre and Library Youth Room and approximately one third of the youth participating in registered programs, dances and other youth
services were identified as representing a visible minority. This level of participation indicates that the youth services are inclusive and welcoming to all youth in the Whitby community.

### Participating Partners

- Boards of Education
- Durham Regional Police Service
- After the Bell Committee—representatives from Durham municipalities and Durham youth service providers who offer after school programs for children and youth
- Ethno-cultural and Diversity Advisory Committee
- Faith Based Organizations
- Youth

### Budget Implications

Many of the budget implications related to future programming and services will be better understood after the completion of the program and services analysis and review. Any budget implications would be submitted for Council review as a part of the annual budget process. Sharing of resources with community partners and utilizing current resources should create minimal budget impact.

For example: The cost of offering inclusion services for municipal programs would result in an operating budget increase. The hiring of staff to oversee and deliver inclusion services may be included in future budget submissions. The opportunity to partner with community agencies to provide inclusion services will also be investigated.
4. Positive Youth Development and Training

4.1 Objective

To ensure that the Town of Whitby remains a champion for a Youth Friendly Community, and that the municipality creates an environment that values and encourages youth participation and engagement.

4.2 Strategies

4.2.1 Ensure that management policies, general practices and training reflect Positive Youth Development.

4.2.2 Work with community partners to define the role of the Department as a conduit for youth volunteerism, including event volunteers, forty hours of volunteer work and long term volunteer development opportunities.

4.2.3 Commit to informing and including community partners and other adult Youth Friendly Champions about the importance of Positive Youth Development and the opportunity to work together, recognize and engage more adults.

Rationale

In March of 2010, Thrive Canada (now Lions Quest Canada) defined Positive Youth Development as, “an approach to structuring opportunities, supports, and services for youth so that young people develop the skills they need to thrive and transition smoothly into adulthood.” This approach includes consideration of the Search Institute’s 40 Developmental Assets (concrete, common sense, positive experiences and qualities essential to raising successful young people).
The Play Works Youth Friendly Community criteria clearly state that the community should support positive youth development by exposing youth to the five competency areas (social, emotional, ethical, cognitive and physical). The criteria further suggests that the community and local agencies not reference ‘deficit-based approaches’ in their language and promotional information (e.g., ‘reduce’ crime, get kids ‘off the streets’, pregnancy prevention workshops), but rather speak to the skills, talents and potential which youth have and which the community is working to support (including the 5 Cs: competence, connection, confidence, caring and character). In addition, the community must provide programs that meet their 7 developmental needs in order to satisfy this criterion; these needs include:

- **Meaningful Participation**
- **Being in a room is no longer enough for youth**
- **Recognition or increased responsibility as rewards**
- **Mastery and Achievement**
- **Sense of responsibility and a desire to succeed**
- **Comfort with developing interests and capabilities**
- **Positive Interaction with Adults and Peers**
- **Increasing importance of peer relationships**
- **Need approval from peers and from adults with whom they interact**
- **Physical Activity**
- **Need to test their changing abilities and stay physically active and awake**
- **Creative Expression**
- **Need opportunities to take on new interests and test new ideas**
- **Self-Definition**
• Need to see who they are themselves within larger groups (gender, ethnicity, family unit, peers, etc.)

• Structure and Clear Limits

• Need a sense of security and to be part of the process of defining their structure and limits

Parks and Recreation Ontario (PRO) has made a commitment to developing curriculum for decision makers, leaders and providers of youth services that engages learners in understanding youth and recognizing the leader’s role in being a Youth Friendly champion. Other agencies (e.g. Ontario Public Health Association, Lung Association, Red Cross, etc.) are also developing training and delivering messages to leaders relating to the needs of youth, developmental assets, and better understanding them. One of the programs, “What’s that got to do with me” is a two hour workshop designed for employees that covers positive youth development, the 5 C’s of why we need to program for youth, the developmental needs of youth and how to positively interact with and engage youth.

Participating Partners

• Whitby Youth Council

• Social Service Agencies

• Schools

• Durham Regional Police Service

• Faith Based Organizations

• PRO

• Play Works
Budget Implications

The training of the youth staff will be worked into the current operating budget. Many of the budget implications related to future training and outcomes will be better understood as the strategies are realized. Any budget implications would be submitted for Council review as a part of the annual budget process. For example: Additional training of non-youth staff may require the allocation of additional training hours in the operating budget. The development of a youth database and the identification and recognition of adult youth champions would require the allocation of time from current staff.

5. Community Development

5.1 Objective

To review current services and programs and create new opportunities for Whitby youth through partnerships with community service providers and organizations.

5.2 Strategies

5.2.1 Formalize a youth partnership network, inclusive of current and potential partners, to formally connect youth service providers in order to utilize resources to identify and address gaps in youth recreation services and engagement.

5.2.2 Consider reinforcing relationships with non-traditional partners to address broader gaps in youth services and community building, including, but not limited to, the Business Sector and Social Service providers. These programs may include after school initiatives and investigation of a Whitby based Youth Community Health Centre.
Rationale

The youth survey results, completed by 774 respondents, clearly indicated that the programs and services offered through community partners are highly utilized and valued by youth. The most commonly used services were programs offered by community sports organizations with 37 percent of respondents indicating that they participate in these programs on a weekly or monthly basis. The second most commonly used service was the Whitby libraries and parks and trails; both of these amenities were used on a monthly or weekly basis by 33 percent of the respondents.

Municipal recreation centres and youth rooms were not in the top three most commonly used services; these results emphasize the importance of the services and programs being offered by community partners and the high use of outdoor facilities by Whitby’s youth.

Community partners play a significant role in why Whitby has been recognized as a Platinum Youth Friendly Community. As such, it is important to share this recognition with the community organizations and businesses in order for them to enhance the promotion of this achievement as a community.

Moving forward, partnership opportunities with faith groups, schools and other community organizations that can provide facilities, expertise and resources to facilitate programs to address servicing gaps in the community will be examined. For example, many faith groups have facilities, resources and expertise to provide a music jam session for youth. Working with these community partners to determine how we can collaboratively work together to provide these positive development opportunities to youth in the Town of Whitby will be pursued.

The importance of inclusion services was highlighted in the Whitby Youth Council workshop, the youth survey results and the stakeholder interviews. Inclusion services include the provision of services for those
with physical or mental disabilities as well as economically disadvantaged youth. Partnership opportunities to enhance these services in the community are a priority of this strategy.

A gap in services identified by many of the stakeholders, specifically the School Boards is the presence of a Youth Community Health Centre in the Whitby community that provides social, health and counselling services. While these services are outside of the scope of the services offered directly by the CMS Youth Section, a supporting role in the development of such a centre has been identified as a priority. Similar centres such as The Youth Centre and Oshawa Community Health Centre exist in neighbouring municipalities. The Youth Centre is a non-profit charitable community health centre for youth living in Ajax and Pickering, funded by the Central East Local Health Integration Network. This centre provides a range of free and confidential medical, counselling, dietician, young parent support and outreach services, as well as health and wellness programs. The Oshawa Community Health Centre is a non-profit, charitable organization funded primarily by the Central East Local Health Integration Network. All of their services are free including family medicine, social work and counselling, and a variety of health promotion and community development groups focusing on youth.

There are 72 Community Health Centres (CHC) across the Province, all of which have interdisciplinary teams of service providers including physicians, nurse practitioners, social workers/therapists, health promoters and community workers. The establishment of a Whitby based community health centre has been identified as a priority by community partners.

**Participating Partners**

- Business Community, Whitby Chamber of Commerce
- Faith Based Groups
- Community Youth Serving Agencies
- School Boards
- Youth
Budget Implications

The budget implications to implement the strategies outlined in the partnership area will be minimal, with the exception of the allocation of staff time in order to meet the identified measurable accomplishments. Any budget implications would be submitted for Council review as a part of the annual budget process. For example, advertising of the Youth Friendly Business Recognition Program may create an operational budget increase.

6. Facilities

6.1 Objective

Plan for indoor and outdoor facilities that will address the recreation and leisure service community needs now and in the future while ensuring youth have input into the long term planning of facilities.

6.2 Strategies

6.2.1 Continue to monitor demographics, resident patterns and youth needs for the development of facilities and programs across the Town.

6.2.2. Consider the establishment of a youth room in South Whitby.

6.2.3 Consider the prioritization for the development of future facilities identified through youth feedback including but not limited to aquatic facilities, leash free dog parks, skate parks and a performing arts centre within the municipal capital budget/plan.

6.2.4 Investigate and develop relationships with community providers that may address identified facility requests from the youth survey.

6.2.5 Develop practices that reinforce involvement of youth in the planning stages of capital projects, service changes and/ or on Advisory Committees.
Rationale

Facilities are dedicated to youth play is a criteria of Youth Friendly Communities. Essentially, dedicated space is not limited to one location, but to a number and in a variety of settings including indoor and outdoor spaces. Places where youth can meet socially are important to the community and may be provided by the municipality, not-for-profit agencies, schools, faith-based groups, private businesses or service clubs. Space is made available at times and locations suitable to youth participation and access to space increases as does the youth population.

One of the questions in the youth survey asked what new buildings, parks or physical structures youth would like to see in Whitby. This was an open ended question allowing participants to list an unlimited number of answers. The most frequently requested new facility (over 15 percent) was a water park/water slide. The other most frequently listed facilities included a theme park, dog park, pools and skate parks (these all were listed by more than 5 percent of respondents).

Youth using the skateboard parks were asked how they would improve the park and the most common responses were repave, the addition of more ramps and features as well as improved safety through the addition of lights and security cameras. One of the areas commonly mentioned as an area of opportunity in the Whitby Youth Council workshop was the development of arts and cultural programs and facilities in the community.

Many of these mentioned facilities are identified in the Town of Whitby’s long term capital forecast including the construction of leash free dog park, a future new recreation complex including an aquatics centre and the potential development of a performing arts centre.

As these projects roll out and new ones are initiated, staff must ensure that the communities are identified and the youth are engaged in the process. Further research with the population will prove beneficial to the development of facilities that will be used by the youth involved.
Youth Strategy

The Community and Marketing Services Department offers youth programs and services in locations along the “spine” of the Town, ensuring as many youth as possible have access to programs located close to their home.

The Community and Marketing Services Department currently operates two youth rooms located at the McKinney Centre and the Brooklin Community Centre and Library (BCCL). The previous Brock Street Activity Centre Youth Room was closed in 2011 due to poor attendance. Appendix D illustrates the attendance at the three youth rooms in 2011 based on area of residency. Appendix E illustrates the 2012 attendance after the closure of the Brock Street Activity Centre.

Special thanks to the Planning and Corporate Services Department for their assistance in the production of these maps. These maps demonstrate that youth generally attend youth rooms that are in close proximity to their home. With the closure of the Brock Street Activity Centre and the growth in south Whitby, the needs of youth in this area of the community were specifically examined.

In 2012, a very small portion of youth living south of Highway 401 accessed the youth rooms. While free registered programs are being offered at the Centennial Building and a number of After School Programs operate in this area of the community, the demographics support the need for an additional youth room in the south of the community.

The closure of the Brock Street Activity Centre was partly due to the changing demographics of the community within the area around Brock Street and Highway 2; this area does not have a high population of young families or families with youth. This is evidenced by the closure of R.A. Sennett Public School in June 2010. Increased growth is being experienced south of Highway 401 as evidenced by the opening of Whitby Shores Public School in September 2010.
An analysis of the Durham District School Board’s and Durham Catholic District School Board’s current enrolment and projected enrolment was completed and it was determined that the population of youth between the ages of 12–18 living south of Highway 2 by the year 2016 will be approximately 1,700. The area of highest growth is in the Whitby Shores area, south of Highway 401, with a projected growth of 22 percent over the next four years.

In order to continue to service all youth in the Town of Whitby, and in order to continue to operate on the model of provision of facilities along the spine of the community, it is recommended to identify the potential provision of a youth room in south Whitby, specifically south of Highway 401 within the five year capital forecast. This recommendation also aligns with the Youth Recreation Needs Analysis conducted by dmA in 2000 which specifically identified the establishment of youth services in the Iroquois Park Sports Centre as a priority.

**Participating Partners**

- Youth
- Town of Whitby Departments and Divisions

**Budget Implications**

The funds for a leash free dog park and a Brooklin Town Indoor and Outdoor Sports Facility, including an aquatics centre have been identified in the Town of Whitby’s long term capital plan. Further budget implications related to facility development will be better understood as the strategies are realized. Any budget implications would be submitted for Council review as a part of the annual budget process. For example: The opening of an additional youth room would have both capital and operating costs. If the current youth room operating model were used for a Whitby South youth room, the projected operating impact would be approximately $70,000 annually.
Overall Budget Impact to Implement the Proposed Youth Strategy

This proposed Youth Strategy identifies a number of implementation strategies and measurable accomplishments. These can be accomplished through a reallocation of staffing hours within the Youth Sections’ budget in order to result in no increase on the operating budget related to human resources. Further budget implications related to implementation of specific strategies of the Youth Strategy will be identified in the annual operating and capital budget review process for Council’s consideration.

Final Conclusion

The Town of Whitby is a Platinum Youth Friendly Community and is committed to ensuring that youth are engaged and involved in their community. Youth have played an active role in providing feedback and information relating to their needs and wants that have been taken into consideration throughout this document. Development and adoption of this Youth Strategy reinforces this commitment and ensures that youth and the staff working with them have direction and focus moving forward.

It is important to note that the strategies and recommendations in this document are not static. They are a plan to meet the current needs of young people and assist with planning from a staff perspective.

Youth have provided ample feedback to the process and staff recognize that there are factors that contribute to the need for continuous review of any plan. These include, but are not limited to:

- budget availability
- new legislation and other local requirements
Staff will review and evaluate the Measurable Accomplishments with updates as required and, based on the ongoing feedback from youth and additional contributing factors, there may need to be a re-evaluation of the strategies as presented.

The adoption and implementation of this Youth Strategy will ensure that Whitby continues to address the needs of youth and be a model community for youth and their families to live, work and play.

Acknowledgement: Thank you to the Whitby Youth Council, the Planning Department, Corporate Communications, and keepingPACE Consulting for their role in the development of this Youth Strategy.

Appendices
Appendix A: Whitby Youth Council SWOT Analysis
Appendix B: Whitby Youth Strategy Survey Final Results
Appendix C: Social Media Strategies
Appendix D: Youth Room Usage 2011
Appendix E: Youth Room Usage 2012
Appendix F: Measurable Accomplishments by Year
Appendix G: Play Works Criteria—Examples of Other Good Practices
Appendix A: Whitby Youth Council SWOT Analysis

**STRENGTHS**

- characteristics of Whitby’s youth programs and services that give it an advantage over others

- Youth dances
- The Whitby Youth Council (an opportunity for youth to have a voice)
- Town Council recognizing youth and providing sport arenas, etc. Support of Youth Council and activities
- Youth events, youth rooms, many parks, community centres, the arts, appealing libraries
- Including kids in fun activities that the Youth Council provides
- We get to create events
- Lots of youth involvement; nicer library, more about community
- Hold various events for youth (dances, Whitby Idol, Film Fest)
- Have a lot of parks advertising and attracting youth towards attending each event
- We get more than one idea and not only one person decides; everyone decides together
- If you stay on the WYC then you get an award at your Grade 12 graduation
- Providing youth with opportunities to voice their opinions and make changes in their community (Youth Council)
- Including diverse cultures; youth rooms; Council
- Versatility of youth events
- Events for youth to connect
- Our Council!
• Providing youth rooms to give youth things to do and stay out of trouble
• The different activities for youth
• The Town of Whitby has: dances for youth; Film Fest for youth; Whitby Idol for youth; gives Whitby advantage!
• We have more opportunities than other areas; we interact with our community
• Resources that are available to youth. That if we choose we can go to a library, park, or youth room
• Our events showcasing our youth’s talent
• Providing artistic/creative outlets for youth i.e. Film Fest, Whitby Idol
• The youth rooms; having somewhere to go and hangout

WEAKNESSES

- characteristics that place Whitby’s youth programs and services at a disadvantage relative to others

• Big events; information of events; more kid-friendly places
• Depending on the event, the timing and day
• Advertising using social media
• Maybe have a large venue for events (Whitby Idol, Film Fest)
• No transportation for youth in Brooklin to get to events
• Don’t have events to support the sports; most of the events support the arts
• Go out into the community more often or do things outdoors. Hold outdoor events like nature walks, cleaning up parks, etc.
• Lack of knowledge of an event or theme
• Lack of advertising
• Lack of knowledge about the event. “I didn’t know that existed”
• No facilities or recognizing newer sports (Xtreme Sports, Skateboarding, etc. BMX, bike trail riding)
• Some volunteers cancel on some events the day of or the day before; needing more people
• There are multiple events relating to the arts, but not many with sports
• Programs raising awareness about local and international issues, and charities
• Not allowing tweens into the Council
• The days we have some events may not be the best time to have them
• Caring for the environment
• Having a say in Town issues
• Leadership opportunities
• Advertising – making youth aware of events
• Relatively small events that only certain people can attend
• No mall
• No community centre
• Nothing for social networks/online ads
• No Performing centre
• We don’t advertise very well
• Not targeting the correct group; younger kids need to know
• I think we need more outdoor youth programs (outdoor dances in the summer)
• Not enough advertising; no big events or centres
• Sometimes we have too many events at once
• Transportation
• Lack of knowledge about what is coming up
• Transportation – you cannot get to the programs or community centres
OPPORTUNITIES

- external factors in the environment that could improve Whitby’s youth programs and services

  • Have guest speakers from the Whitby Youth Council come and speak to the school
  • Have people stand out on a corner and wave a sign about youth events; kinda like pizza teasers
  • Earth Day Event
  • Banners with our logo
  • Contest with prizes
  • Maybe organize a large amount of events during the summer
  • Target the parents; they will see our notices/signs and want their kids to participate
  • Signs – put up everywhere; like at stores/posts, etc.
  • Use the younger demographic (Grade 6, 7 and 8)
  • Social media for advertising
  • Facebook page and Twitter
  • TV’s in schools, assemblies in public schools promoting events
  • Schools, homepage, website
  • Feedback through Twitter
  • Wave around a sign for the Council
  • Revamp the Whitby Youth Council Website
  • More events in the youth rooms and community centre
  • School theatres for larger events
  • Put in school talks, put in newspaper, get schools talking about it
  • Bulletin boards in elementary schools
• Social media
• Newspaper
• Website
• Social media (i.e. Facebook, Twitter, etc.)
• Youth representation at Town Council (attend some meetings)
• Talk about the issues that impact our community/our future
• Maybe have more events for teens in high school
• Have more youth surveys, like this. Get more input from the youth
• Flash Mob for advertising for youth dances
• Newspaper advertising
• Facebook page; school tv; announcements; talking to schools; twitter account tweeting about upcoming events

THREATS

- external factors in the environment that could affect Whitby’s youth programs and services

• Groups of teens that think too much of themselves
• Insurance risks (re extreme sports)
• Driving/Alcohol use
• Late night congregations in parks/vandalism
• Thinking it’s not fun; peer pressure
• Money
• Schoolwork/homework
• Uncooperative Town Council
• Budget cuts
• Youth don’t participate (kids stop attending dances)
- No sponsors/volunteers
- Uncooperative Youth Council
- Lack of money
- Youth don’t participate
- Party
- People that won’t run the events
- Workers/adults don’t want to work with youth
- Not in youth’s interests. No fun
- Too hard to get there; transportation
- Lack of volunteering
- People usually cancelling last minute
- Lack of money to put on programs and activities
- Youth think they’re too cool for our events and do not get involved as well as discouraging others
- Ignorance of events
- Money, time, commitment, uninteresting
- Alcohol
- Too many youth things that are for the ages 6-13; not many teen things
- Parent’s might not feel safe leaving kids for programs
- Drugs
- Cliques
- Other extra-curricular activities
- Rebellious teens
- Kids are becoming busier and less willing to be involved (apathy)
WISH LIST

- in an ideal world, what would Whitby’s Parks and Recreation Youth Services and Programs look like in 5 years?

- Youth gym/theatre (outside amphitheatre)
- Surprise events; like a van from the Town of Whitby that could drive around, and when they see youth, offer to take them to the community centre/give them water bottle
- Culinary contest/event
- Event teaching youth about financial literacy
- Earth Day event
- Involved with charities
- Leadership camps
- Youth workshops run by experts (how to cook, how to sing, how to skateboard, etc.)
- Youth Council participate in more handicapped and autism projects or charities
- More sponsors
- Dance contest
- Participation with schools
- More programs
- Free sports
- Charity youth help – for youth
- More understanding of youth
- Youth led initiatives for positive change
- Youth forum
- Youth outdoor school
- Building schools in other countries
• Field trips funded by the Town of Whitby for underprivileged youth
• Transportation to youth events
• Community youth centre
• Youth music festival (different bands come out to play)
• Whitby Youth Acting events (people able to show off acting)
• Hopefully get a dance for people in high school without worrying about drugs, alcohol, cigarettes
• Have different events that will get lots more people attending
• Transportation to youth events
• Workshops
• Much larger events
• Younger youth representation on Youth Council
• Council/committee for social issues
• Youth participating in volunteer events
• Skateboarding contest; bike contest (at McKinney)
• More summer activities (pool parties, outdoor dances, etc.)
• More youth programs in youth rooms
• More people on Youth Council; more shows; more youth participating
• Arts shows for youth
• Art Classes
• Plays within the youth community (free$)
• More ideas like Whitby Idol
• Set up more programs that can focus on various things (i.e. how to study)
• That each school has equal number of youth members; not mostly from one school
• Mall – good
• Youth involved more in the environment and outdoors
• School Involvement
  • If the Council took youth on trips
  • If the Council ran a summer camp

**What opportunities or areas of growth do you see for the Youth Council?**

• Expand Youth Council to other age groups, not just high school
• Have a set number of people that come to every meeting with other people that just come for certain events
• Get some elementary schools for Grade 8’s to become a part of the Council
• More involvement with other community organizations (charities)
• More ways to get youth’s feedback
• Working alongside Whitby Town Council
• Focusing on ISSUES over just hosting events – input (we’re affected too)!
• Working on ENVIRONMENTAL/SOCIAL JUSTICE areas of interest
• Different Youth Councils (at each youth room) that come together every few months to collaborate with the other groups
• Larger age group (Grade 6-7+)
• A much BIGGER Council (more participation)
• BIGGER SCALE events
• Bring in every part of Whitby
• Go into grade school
• Free sports
• Make Youth Council go all year (over the summer)
• More info on job training and part time work availability
• Trips with Council
• A youth room/building where we hold all our meetings
• Minister of Advertising, Minister of Events
• Youth, Youth Council Leader
• Expand Events
• Advertising to get more members
• Whitby youth volunteers go to elementary schools to tell them it’s fun being in the Council
• More events with more advertising
• Expand on Youth Council
• Larger scope with more people
• More incentives for Youth Council Members
• Co-op from high school on Youth Council
• Talk to Durham Youth Council to coordinate events; more events
# Appendix B: Whitby Youth Strategy Survey Final Results

## Survey Results

### 1. How often do you use the following Parks and Recreation youth services?

<table>
<thead>
<tr>
<th>Service</th>
<th>Never</th>
<th>Few times a year</th>
<th>Monthly</th>
<th>Weekly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whitby Civic Recreation Complex</td>
<td>37.02%</td>
<td>42.89%</td>
<td>13.76%</td>
<td>0.38%</td>
</tr>
<tr>
<td>Whitby Public Libraries</td>
<td>20.77%</td>
<td>27.47%</td>
<td>18.03%</td>
<td>13.84%</td>
</tr>
<tr>
<td>skateboard</td>
<td>67.86%</td>
<td>24.23%</td>
<td>3.08%</td>
<td>4.85%</td>
</tr>
<tr>
<td>Stationary</td>
<td>60.74%</td>
<td>29.95%</td>
<td>9.52%</td>
<td>4.29%</td>
</tr>
<tr>
<td>Other</td>
<td>54.57%</td>
<td>8.74%</td>
<td>14.96%</td>
<td>22.33%</td>
</tr>
<tr>
<td>Total respondents: 774</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2. Do the following barriers stop you from participating in Parks and Recreation youth services?

<table>
<thead>
<tr>
<th>Barriers</th>
<th>Yes</th>
<th>No</th>
<th>Response Total</th>
<th>Points</th>
<th>Avg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conflict with other extra-curricular activities</td>
<td>53.40%</td>
<td>46.52%</td>
<td>791</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Identifying activities interesting</td>
<td>46.29%</td>
<td>53.71%</td>
<td>798</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Lack of funds</td>
<td>40.95%</td>
<td>59.05%</td>
<td>763</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Money</td>
<td>25.92%</td>
<td>74.08%</td>
<td>763</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>School Work</td>
<td>43.44%</td>
<td>56.56%</td>
<td>763</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Transportation</td>
<td>41.42%</td>
<td>58.58%</td>
<td>763</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Unafford of youth services available</td>
<td>45.22%</td>
<td>54.78%</td>
<td>763</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Survey Results

### 3. Please list any new programs or activities you would like to see in Whitby.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Total</th>
<th>Percent</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total Respondents: 774</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 4. Please list any new buildings, parts or physical structures you would like to see in Whitby.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Total</th>
<th>Percent</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total Respondents: 774</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 5. How would you prefer to find out about Parks and Recreation youth services?

<table>
<thead>
<tr>
<th>Service</th>
<th>Total</th>
<th>Percent</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email</td>
<td>211</td>
<td>27%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facebook</td>
<td>524</td>
<td>68%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flyers/Posters</td>
<td>253</td>
<td>32%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phone Call</td>
<td>52</td>
<td>7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newspaper Ads</td>
<td>114</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parent Contact</td>
<td>112</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radio Ads</td>
<td>98</td>
<td>12%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>School Announcements</td>
<td>208</td>
<td>27%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Twitter</td>
<td>224</td>
<td>29%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Word of mouth</td>
<td>106</td>
<td>14%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Whitby CAA</td>
<td>142</td>
<td>18%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other, please specify</td>
<td>774</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Priority | Total Respondents: 774 | | | |

### 6. How Youth Friendly are the following facilities and services in Whitby?

<table>
<thead>
<tr>
<th>Facility</th>
<th>At all</th>
<th>Usually</th>
<th>Moderate</th>
<th>Most of the time</th>
<th>Very</th>
<th>Response Total</th>
<th>Points Avg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art Programs</td>
<td>722</td>
<td>9.2%</td>
<td>5.82%</td>
<td>27.52%</td>
<td>25.93%</td>
<td>218</td>
<td>24.42%</td>
</tr>
<tr>
<td>Emlyn Community Centre</td>
<td>738</td>
<td>9.1%</td>
<td>5.82%</td>
<td>27.52%</td>
<td>25.93%</td>
<td>218</td>
<td>24.42%</td>
</tr>
<tr>
<td>Fitness Services</td>
<td>744</td>
<td>9.1%</td>
<td>5.82%</td>
<td>27.52%</td>
<td>25.93%</td>
<td>218</td>
<td>24.42%</td>
</tr>
<tr>
<td>Hockey/Roller Hockey</td>
<td>750</td>
<td>9.1%</td>
<td>5.82%</td>
<td>27.52%</td>
<td>25.93%</td>
<td>218</td>
<td>24.42%</td>
</tr>
<tr>
<td>Sports Complex</td>
<td>755</td>
<td>9.1%</td>
<td>5.82%</td>
<td>27.52%</td>
<td>25.93%</td>
<td>218</td>
<td>24.42%</td>
</tr>
<tr>
<td>Library Programs</td>
<td>740</td>
<td>9.1%</td>
<td>5.82%</td>
<td>27.52%</td>
<td>25.93%</td>
<td>218</td>
<td>24.42%</td>
</tr>
<tr>
<td>School</td>
<td>755</td>
<td>9.1%</td>
<td>5.82%</td>
<td>27.52%</td>
<td>25.93%</td>
<td>218</td>
<td>24.42%</td>
</tr>
<tr>
<td>Skate Parks</td>
<td>755</td>
<td>9.1%</td>
<td>5.82%</td>
<td>27.52%</td>
<td>25.93%</td>
<td>218</td>
<td>24.42%</td>
</tr>
<tr>
<td>Sports Teams</td>
<td>755</td>
<td>9.1%</td>
<td>5.82%</td>
<td>27.52%</td>
<td>25.93%</td>
<td>218</td>
<td>24.42%</td>
</tr>
<tr>
<td>Stores and Shops</td>
<td>755</td>
<td>9.1%</td>
<td>5.82%</td>
<td>27.52%</td>
<td>25.93%</td>
<td>218</td>
<td>24.42%</td>
</tr>
<tr>
<td>Whitby Civic Recreation Complex</td>
<td>743</td>
<td>9.1%</td>
<td>5.82%</td>
<td>27.52%</td>
<td>25.93%</td>
<td>218</td>
<td>24.42%</td>
</tr>
</tbody>
</table>

### Survey Results

<table>
<thead>
<tr>
<th>Youth Programs</th>
<th>6.04% (45)</th>
<th>7.65% (57)</th>
<th>20.0% (150)</th>
<th>25.32% (211)</th>
<th>20.30% (155)</th>
<th>745</th>
<th>View</th>
<th>Web</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Community Resources</td>
<td>51.82% (377)</td>
<td>4.35% (32)</td>
<td>10.14% (77)</td>
<td>8.79% (65)</td>
<td>33.19% (256)</td>
<td>886</td>
<td>View</td>
<td>Web</td>
</tr>
</tbody>
</table>

Total Respondents: 774

- Please list any organizations or services that you participate in, offered by other youth organizations in or outside the community.

View responses to this question: [View]

Total Respondents: 774

---

http://whitby.survey.esolutionsgroup.ca/PrintOverview.aspx?SurveyID=n4KM555

8/30/2012
Appendix C: Social Media Strategies

1. Start small and explore.

With most rural and urban municipalities already working with stretched resources, it’s important to bite off only what you can chew. Determine which social media sites might add the most value for your municipality and ensure whomever will be responsible for that site’s management is able to invest the time to do it properly.

For instance, a Facebook page might be a great way to stay connected and gather feedback from community groups. A YouTube channel might be a fun way to document and share a special community event. And having a local politician agree to engage via Twitter might be a good way to share information and make announcements.

Social media is based around the concept of community.

If information is not shared regularly or updated frequently, there will be no online community to maintain.

- Establish links from the municipality’s website to social networking sites.
- Commit.
- Consistently interact and regularly update information … even 20 minutes a day can create an impact.
- Provide ways for people to subscribe and participate.
- Keep it interesting and think outside your organizational box.
- Don’t be afraid to learn by doing.

2. Borrow from others to develop policies…and stay flexible.

A municipal social media policy should outline the rules for engagement and what the organization, or an employee or councillor, should do and not do.
The policies, as guiding documents, should be drafted – or at the very least, include the input of – those familiar with social media and its applications.

Even if your municipality does not actively utilize social media for its purposes, what about its employees? And elected officials? Chances are, many folks are online, and guidelines about what is appropriate provides clear ways to address any problems that might arise.

Don’t be afraid to ask around to find out how other municipalities have addressed this … and remain flexible. The technologies that support social media are constantly changing, and any social media policies should periodically be reviewed to ensure they remain relevant.


There’s an old adage that suggests … give, and ye shall receive. And it’s true.

When exploring social media and its potential applications, be generous and share best practices and policies with others. If appropriate, feel free to share specific tools, data, or code to assist other municipalities use this media to their advantage. Speak up at inter-municipal meetings, events, and conferences.

Freely sharing social media knowledge and expertise with others practically guarantees goodwill for your municipality, and sets the stage for your community to be viewed as a progressive, vibrant place to be.

Appendix D: Youth Room Usage 2011

2011 Attendance Information for Town of Whitby Youth Rooms

Legend
- Brock Street Youth Centre
- Brooklin Community Centre
- McKinney Youth Room
- Main Roads
- Municipal Roads
- Municipal Boundary

Kilometres
0 1 2
Appendix E: Youth Room Usage 2012

2012 Attendance Information for Town of Whitby Youth Rooms

Legend
- Brooklin Community Centre
- McKinney Youth Room
- Main Roads
- Municipal Roads
- Municipal Boundary

Kilometres

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## Appendix F: Measurable Accomplishments by Year

<table>
<thead>
<tr>
<th>Area of Focus</th>
<th>Measurable Accomplishment</th>
<th>2013</th>
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<th>2015</th>
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<tbody>
<tr>
<td>Communication</td>
<td>Adoption of a social media policy for the Town of Whitby</td>
<td>X</td>
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<tr>
<td></td>
<td>Establishment of youth column with local newspapers and publishing of a monthly article</td>
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<td></td>
<td>Establish a youth e-newsletter group with 500 active email addresses and delivery of a monthly e-newsletter (potentially using current website provider e-solutions e-newsletter service)</td>
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<tr>
<td></td>
<td>Establishment of a community youth bulletin/information board in 100% of Town facilities, 75% of Whitby elementary and secondary schools and youth related school announcements in 50% of Whitby elementary and secondary schools</td>
<td>X</td>
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<td></td>
<td>Development of a youth events calendar on the Whitby youth webpage along with policies regarding youth organizations posting their events</td>
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<tr>
<td>Area of Focus</td>
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<td></td>
<td>Creation of a Youth Section Facebook group and Twitter account</td>
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<td></td>
<td>Additional promotion of Youth Friendly Community designation through innovative methods</td>
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<td>X</td>
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<tr>
<td>Development of Youth Council</td>
<td>Determine the best approach to engage youth in Grades 7 &amp; 8 in the Whitby Youth Council</td>
<td>X</td>
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<tr>
<td></td>
<td>Establishment of sub-committees within the Whitby Youth Council to complete projects and tasks</td>
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<td></td>
<td>Investigate action items that the Whitby Youth Council expresses an interest in championing</td>
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<td>Area of Focus</td>
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<tr>
<td>Youth Programs and Events Enhancements</td>
<td>Establish regular meetings with the Ethno-cultural and Diversity Advisory Committee to understand the changing cultural and diversity needs of the community and to collaborate together to offer youth programs and events to celebrate diversity</td>
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<td>Area of Focus</td>
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<tr>
<td>Investigate the opportunity to enhance the youth profile and youth focused activities at existing Town of Whitby events</td>
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<tr>
<td>Installation of scanners in youth rooms in order to better track attendance and usage</td>
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<td>Complete a programming and events good practices review in order to make recommendations for the modifications of current programs and event offerings or recommendations for expansion of current services; where possible and with increased community partnerships, offer programs requested as a result of the youth survey including rugby, basketball, soccer, football, paintball, visual arts, dance and music</td>
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<td>Complete analysis of youth room/program participants and the distance travelled to access programs in order to determine future programming needs and potential satellite program locations by December 2014</td>
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<td></td>
<td>Completion of mapping exercise with School Boards and Durham Regional Police Service to identify areas of need for after school programs</td>
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<td></td>
<td>Host an event at a skateboard park annually that showcases the youth talent and features the positive contributions of the youth in the community</td>
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<td>Investigate the need for inclusion of support services for youth in municipal programming beyond camps</td>
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<td></td>
<td>Make recommendations for future programming locations based on analysis results</td>
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<td></td>
<td>Ongoing representation on the “After the Bell” initiative and the securing of long term funding or resources to assist with the delivery of future after school programs</td>
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<th>Area of Focus</th>
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<tbody>
<tr>
<td>Positive Youth Development and Training</td>
<td>Designate one to two staff to be Youth Friendly Champion program facilitators and have them trained</td>
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</table>
### Youth Strategy

#### Appendices

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<tr>
<th>Area of Focus</th>
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<tr>
<td></td>
<td>Develop a youth volunteer</td>
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<td>database including a listing</td>
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<td>of volunteer opportunities in the community</td>
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<td></td>
<td>Identify adult youth champions in the community and formally connect them to the Whitby Youth Council</td>
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<td>Have all youth staff and 25% of non-youth recreation staff complete the YFC workshop</td>
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<td></td>
<td>Present YFC training opportunities to Council</td>
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<td></td>
<td>Develop a means of recognizing the adult youth champions</td>
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<td></td>
<td>Provide one YFC workshop to community organizations annually</td>
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<tr>
<td>Community Development</td>
<td>Attend Whitby Principals meetings for each School Board on an annual basis in order to provide updates on youth programs and services in the community</td>
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<td></td>
<td>Establish a formal Whitby Youth Partnership network with bi-annual meetings</td>
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<td>Area of Focus</td>
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<td>In partnership with the Abilities Centre and other service providers, review the programs being offered for youth with special needs and provide input into future programming</td>
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<td>Establish a youth spokesperson to attend annual ministerial meetings with the Mayor</td>
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<td>Formalize relationships with all school principals, schedule regular meetings</td>
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<td>In partnership with the Whitby Chamber of Commerce, develop the criteria for a Youth Friendly Business Recognition Program</td>
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<td>Implement and advertise the Youth Friendly Business Recognition Program and formally recognize 10 businesses annually moving forward</td>
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<td>Meet with special education teachers to identify growth opportunities for youth with special needs options for play</td>
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<td>Area of Focus</td>
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<tr>
<td><strong>Increased programs and services through partnerships offered for Whitby youth in the areas of rugby, basketball, soccer, football, paintball, visual arts, dance and music</strong></td>
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<tr>
<td><strong>Formalize a group of social services agencies to submit a proposal to funding partners to pursue a Whitby based Youth Community Health Centre</strong></td>
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<tr>
<td><strong>Facilities</strong></td>
<td>Communicate the results of the most commonly requested facilities with the appropriate divisions within the Corporation</td>
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<td></td>
<td>Report to Council on the potential need for an additional Youth Room</td>
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<td></td>
<td>Support projects related to the building of youth friendly spaces as a regular practice</td>
<td>X</td>
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<td></td>
<td>Develop practices that reinforces involvement of youth in planning stages of capital projects, service changes and/ or on Advisory Committees.</td>
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Appendix G: Play Works Criteria—Examples of Other Good Practices

1) Youth have options for play
   - City of Pickering coordinates the Pickering Activity Council for Teens in which they organize their own event but also give feedback and support regarding the weekly programming (youth input); events and activities are promoted through a Facebook page

2) Youth are formally connected to the community
   - Hamilton Youth Voice Against Poverty in the City of Hamilton is a youth subcommittee of the Hamilton Roundtable for Poverty Reduction; an action-oriented group that works to provide youth with a voice regarding issues related to poverty. Through initiatives and projects, it combats issues related to poverty by engaging youth and youth groups in discussion and finding solutions
   - City of Brampton’s Clean City Ambassadors is an official outlet for environmentally conscientious youth who desire to make a difference in an active, hands-on way. In addition to cleaning up parks around the city throughout the year, they help raise environmental awareness in the community by supporting various local events and making their presence known. They run in-school programming and organize and promote various environmental initiatives
   - The United Way of Northumberland encourages youth to participate by having a Youth Member appointed to their Board of Directors on an annual basis

3) Facilities are dedicated to youth play
   - The Town of Oakville offers store-front Youth Rooms that are located in local shopping plazas to ensure that it is in close proximity to youth. In these locations, they offer a variety of amenities including a canteen that is run by youth and a movie room
   - The Municipality of Port Hope offers lunch time intramural programs at the local high school, making use of the gymnasium facilities at a time when the youth are available
4) It is easy for youth to find information about play activities in the community

- Town of the Blue Mountains uses Facebook to communicate with computer-savvy youth about events and opportunities where available; moreover, they create specific events on Facebook for each event, activity or program in which youth were invited and other youth can invite their friends virtually

- City of Sault Ste. Marie puts out Fresh Magazine, an information source for local youth by local youth; free alternative source for news that appeals to youth. The magazine utilizes a youth intern, and its material comes from youth contributors which includes youth opinions and coverage on local issues and events and has event listings and advertising from youth service providers

- The Town of Halton Hills has branded their activities with a logo that youth relate to and they attach that brand to all communications – paper and digital

5) The community supports public youth events

- City of Brampton organized “Culture Shock” – a multicultural multimedia showcase of youth talent, a way to give youth a platform to address the many issues and pressures they face today

6) The community celebrates and recognizes youth

- City of Pickering presented a writing contest “In Your Words” inviting youth to submit a written piece on race relations, diversity and equity in their community

- Township of Rideau Lakes’ local newspaper makes great efforts to recognize youth by featuring various youth items, including weekly written contributions by local students, spotlight that focuses on one high school student’s achievements and a column about student life written by a student

7) The community commits funding for youth play

- The Public Library in the Town of Cobourg has a youth space, youth committee and allocated funds in their annual budget for keeping a current youth collection
8) The community supports positive youth development

- Town of Hanover in partnership with Youth Roots (a collaborative of community members for youth) hosted a two-day Youth Summit. The summit was designed to bring together youth and adults in the region to create strategies for working toward healthier, more youth-friendly communities.

9) The community supports youth volunteerism and leadership development

- City of Brampton’s Chill Power Program tackles youth issues, cultivates confidence and leadership qualities and challenges young people to become engaged with the world around them.
- City of Pickering offers the Youth Certificate Program, which explores the role of the youth volunteer and helps participants develop skills of leadership, teamwork and responsibility; this program helps them develop practical skills of leadership, teamwork and responsibility.

10) The community has effective partnerships that support youth play

- Youth Engagement and Action in Hamilton (YEAH), a group of local youth who support and promote positive youth engagement in the City of Hamilton, hosts bi-monthly brown bag lunches that bring community organizations together to discuss youth issues (Youth Engagement Network) with resources being shared; less time is spent re-inventing the wheel and more time is spent engaging youth.
- Northumberland County harnesses the power of social service agencies with regular meetings of the Northumberland Children Services Committee. These organizations work directly with youth and their families in all settings and come together to address gaps in service and forge partnerships to reduce the strain on individual organization resources.

11) Youth activism and advocacy for play is nurtured

- Town of Blue Mountains developed Youth Advocate co-op placement for a high school student, providing them with an opportunity to learn about local politics and see how the Town operates and makes decisions; this position has the goal
of developing key partnerships between the community and youth and adding a youth perspective to decisions and discussions in municipal life

• In communities such as Peterborough, Chatham-Kent, Burlington and Markham, Mayors play key roles in developing youth councils and often continue to stay involved by meeting with youth councils on a regular basis, providing mentoring support to youth, bringing forward youth issues to Council, or attending youth events

12) Youth feel comfortable in their own community

• City of Sarnia encourages businesses, recreation centres, malls, theatres, and other locations to understand the needs of youth and works to recognize and engage youth as contributing citizens within the community. Spaces are promoted as “youth friendly”, and youth are provided opportunities to interact with others in a positive and mutually respectful way. Staff who work in facilities where youth play receive an orientation about the needs and interests of youth, and how to build positive adult/youth partnerships

13) Youth can get to the play programs that are offered

• In the Township of Brooke-Alviston, a late bus is made available for students participating in after-school programming and sports; this bus, which is offered for free, picks up students at program locations and drops them off at their homes

• Many communities are starting to take programs and services to youth in schools, churches and community spaces where they are already spending time. (i.e. Halton Hills has a community organization that runs a drop in centre at a church next door to the high school in Georgetown over the lunch breaks)

14) Schools support the youth friendly approach

• Municipality of Port Hope has partnered with the Port Hope Police Service to participate in the ‘Adopt a Cop’ program. This program provides each elementary, secondary and private school in Port Hope with a partner officer to liaison with the school, students and staff

• Township of Scugog works together with the local schools to coordinate the ‘Mayor’s Youth Task Force’
15) **Adults champion the cause for youth play**

- The Town of Ajax recreation staff invested in educating Council and community leaders about youth issues and the importance of youth play and youth development.

16) **Play is inclusive of youth with disabilities/special needs**

- City of Pickering offers a free weekly “Special Children’s Swim Program” which prepares and integrates special needs youth into regular community recreation programming; if this is not achieved, there is a 50 percent discount available on all programs including one-on-one and smaller ratio classes.