



Robert S. Lockhart

Robert Lockhart is a partner with RETHINK Inc., the Ontario arm of Canada's **RETHINK GROUP**. He is widely recognized as a skilled planner and for his successful direction of over 150 projects in the field of parks, recreation and leisure services. He also has a rich base of experience in strategic business planning and visioning; community and stakeholder engagement; small group facilitation; market research; trend analysis; operational reviews; social policy; tourism; and arts, trails, waterfront and recreational waterway projects.

Parks, Recreation and Culture Plans and Strategies

- City of Peterborough, Vision 2025, A Ten-Year Strategic Plan for Recreation, Parks, Arenas and Culture
- City of Winnipeg Parks and Recreation Master Plan – with O2 Planning + Design Inc.
- Township of Springwater, Parks and Recreation Master Plan Update
- Town of Whitchurch-Stouffville, Update of the 2008 Leisure Facilities Strategy
- Township of Hamilton, Parks and Recreation Facilities Review
- Township of Oro-Medonte, Leisure Facilities Strategy
- Salt Spring Island BC, Recreation Services Plan – with Yates, Thorne & Associates
- City of Welland Parks, Recreation and Culture Strategic Plan
- Town of Whitchurch-Stouffville, 2008 Leisure Facilities Strategy
- City of Oshawa Parks, Recreation and Culture Strategy
- Township of King, Parks and Recreation Master Plan
- Town of Bradford West Gwillimbury, Leisure Services Master Plan
- City of Ottawa, People Services Facilities Study and Plan – with dma Planning & Management Services
- Town of Markham, Recreation, Culture and Library Facilities Plan
- City of Peterborough, Vision 2010, A 10-Year Strategic Plan for Recreation, Parks, Arenas and Culture
- City of Guelph Recreation, Parks and Culture Strategy
- Town of LaSalle Culture and Recreation Master Plan
- City of Gloucester, Parks and Recreation Master Plans: Three Growth Areas
- City of Vaughan, Parks & Recreation Master Plan/Arena Feas. Study
- Town of Ajax, Parks and Recreation Master Plan
- City of Windsor, Culture and Recreation Master Plan
- City of London, Comprehensive Recreation Plan
- City of Scarborough, Recreation and Parks Master Plan
- City of Guelph, Parks, Recreation and Culture Master Plan
- City of Cornwall, Comprehensive Recreation/Arts Plan
- Township of Michipicoten, Culture and Recreation Master Plan
- Town of Aurora, Parks and Recreation Master Plan
- Township of Delhi, Parks and Recreation Master Plan
- Village of Lakefield, Parks and Recreation Master Plan
- City of Kanata, Parks and Recreation Master Plan
- Town of Halton Hills, Master Plan for Parks, Open Space and Recreation Facilities
- City of Orillia, Master Plan for Parks, Open Space & Recreation Facilities
- City of Peterborough, Master Plan for Parks, Open Space and Recreation Facilities
- City of Sudbury, Master Plan for Parks, Recreation and Culture
- City of Kitchener, Master Plan for Parks and Recreation Facilities

Facility Feasibility Studies/Business Plans

- Municipality of Clarington, South Bowmanville Recreation Centre Feasibility Study – with Lett Architects
- Township of Scugog, Needs Assessment, Financial Plan and Input into the Conceptual Design for the New Blackstock Community Centre/Hub – with Barry Bryan Associates, Architects, Engineers, Project Managers
- Township of Oro-Medonte, Fitness Centre Needs Assessment & Business Case
- Township of Cavan Monaghan, Com. Centre Management Plan & User Fee Study
- Township of Cavan Monaghan, Arena/Com. Centre Needs & Feasibility Study
- City of Kitchener, Rockway Centre Feasibility Study and Business Case
- Oshawa Senior Citizen's Centres, Revitalization Study of the John Street Branch
- Township of Oro-Medonte, Feasibility Study for a Multi-use Recreation Complex

CAREER OVERVIEW

Robert has been a partner with **The RETHINK GROUP** since its inception in 1979. From 1975-1979, he was a Senior Recreation and Tourism consultant with Balmer, Crapo & Associates Inc., a firm specializing in leisure and tourism planning. From 1983-1988, Robert was Executive Director (part time) of the Peterborough Social Planning Council.

EDUCATION

M.E.S., Master of Environmental Studies (Urban Recreation Planning), York University, Toronto, Ontario, 1975

B.A. (Hons.), Urban Geography, York University, Toronto, Ontario, 1973

- City of Oshawa, Peer Review - Market Research and Business Operating Plan - Civic Complex Field House and Outdoor Artificial Turf Field
- Municipality of Trent Hills, Community Recreation and Wellness Centre Feasibility Study
- Municipality of Trent Hills, Update of the 2008 Recreation and Wellness Centre Business Plan
- Whitchurch-Stouffville Soccer Club, Indoor Soccer Facility Feasibility Study
- Township of Beckwith, Indoor Soccer Facility Feasibility Study
- Bancroft Retirement Residence Feasibility Study and Business Plan
- Township of King, Leisure Centre Feasibility Study
- Town of Bracebridge, Community Centre Feasibility Study
- Township of Cavan-Millbrook-North Monaghan, Municipal Services Complex
- Town of Markham, Rouge River Community Centre Feasibility Study
- Municipality of Brighton, Community Centre Feasibility Study
- Ganaraska Region Conservation Authority, Ganaraska Forest Study & Business Plan
- Town of Midland, Recreation Facilities Feasibility Study (arena expansion/multipurpose community centre and the future of the Civic Recreation Centre)
- Town of Ajax, Combined Feasibility Study for Two Major Leisure Centres and a Seniors Recreation Centre
- City of Burlington, North East Burlington Community Centre and Library Feasibility Study
- Town of Ingersoll, Swimming Pool Feasibility Study
- Town of Newcastle, Arena and Community Centre Feasibility Study
- City of Cornwall, Aquatic/Fitness Centre Feasibility Study
- Township of Delhi, Arena/Community Centre Feasibility Study
- City of Cambridge, Recreation Centre Feasibility Study
- Township of Smith, Bridgenorth Arena and Community Centre Feasibility Study
- Township of Douro, Arena and Community Centre Feasibility Study

Needs Assessments and Service Strategies

- City of Peterborough, Parks Review and Service Strategies for Selected Facilities
- Town of Wasaga Beach, Older Adult Active Living Strategy, 2021
- Township of Oro-Medonte, Community Engagement Program – Community Centre
- City of London, Recreation Needs Assessment for the Byron Gravel Pit Secondary Plan
- City of Vaughan Community Services & Facilities Impact Study for the proposed redevelopment of the Board of Trade Golf Course
- City of Peterborough, Arena Needs Assessment Study
- Oshawa Senior Citizen's Centres, Membership Diversity Study
- Oshawa Senior Citizen's Centres "Destination 2010" Strategy
- City of Oshawa, Arena Needs Study, 2011-2026
- City of Oshawa, Arena Services Study, 2006

- City of Oshawa, Recreation/Leisure Opportunities Analysis for the Property on the Southwest Corner of Phillip Murray Avenue and Stevenson Road South
- Town of Bradford West Gwillimbury, Provision Strategy for Selected Recreation Facilities (soccer, ball and tennis)
- Town of Whitchurch-Stouffville, Leisure Programming Strategy
- Town of Whitchurch-Stouffville, Cultural Strategy
- Town of Whitchurch-Stouffville, Volunteer Engagement Strategy
- Township of Alnwick/Haldimand, Recreational Facility Needs Assessment – Haldimand Memorial Arena and Ball Park
- Municipality of Port Hope, Fitness Facility Needs Assessment
- City of Peterborough, Field Sport Facility Study
- Township of Cavan-Millbrook-North Monaghan, Culture, Recreation and Library Needs Assessment, North Monaghan Ward
- Town of Markham Older Adult Recreation and Library Services Study
- City of Mississauga, Strategic Marketing Plan for Parks and Recreation
- Golden Horseshoe Conservation Authorities, Joint Outdoor Tourism Marketing Strategy
- Otonabee Region Conservation Authority, Watersheds 2000 (assisted with community and stakeholder consultation, and visioning for the strategic plan)
- City of Gloucester, Public Consultation Program to Revamp the Leisure Service Delivery System
- City of London, Report on Aquatic Facilities
- Metro. Toronto and Region Conservation Authority – Public Participation Program to Inform the Public Use of Conservation Authority Lands
- Metro. Toronto and Region Conservation Authority - Review of Role, Policies, and Strategies re: The Public Use of Authority Lands
- Otonabee Region Conservation Authority, Outdoor Recreation Role and Strategy for the Public Use of Authority Lands
- Ontario Ministry of Tourism and Recreation, Strategic Review: Ontario Camp Leadership Centre, Bark Lake
- Borough of East York, Comprehensive Study of Services & the Leisure Needs of Seniors
- Ontario Ministry of Tourism and Recreation, An Examination of Recreation Services for Youth in Ontario
- City of Calgary, Recreation Needs and Preferences Study
- Town of Aurora, Operational Review – Creation of the Leisure Services Department
- Recreation: An Essential Service/Benefits of Parks and Recreation Research and Publications, 1992, 1997, 2010
- Canadian Parks Service, Central Kawartha Lakes Water Recreation and Shoreline Development Study
- Panel on the Future of the Trent-Severn Waterway, Vision and Strategic First Steps
- City of Sudbury, Conceptual Design and Planning Guidelines for Parks and Recreation Facilities

Strategic Planning and Visioning

- Parkview Place Senior's Residence Strategic Plan (2022-2025)
- Municipal Access to Recreation Group (Peterborough City/County), Strategic Planning Workshop
- Oshawa Senior Citizen's Centres, 2015-2018 Strategic Plan
- Peterborough-Lakefield Community Police Services, Strategic Business Plans (Three Plans: 2004-06, 2007-09 and 2010-12)
- Panel on the Future of the Trent-Severn Waterway, Vision and Strategic First Steps
- Trent-Severn Waterway, Strategic Marketing Plan
- Peterborough Pete's Junior 'A' Hockey Club, Visioning and Strategic First Steps, 2013
- City of Kawartha Lakes, Two-day Strategic Planning Session with Senior Staff and municipal Council
- Lanark County, Community Vision and Corporate Strategic Plan
- Norfolk County, Vision, Strategic Plan and Official Plan
- City of Guelph, Assistance with the Corporate Strategic Plan
- Guelph Services for the Physically Disabled, Vision 2001
- Kawartha Sexual Assault Centre, Strategic Plan
- Brockville YMCA/YWCA, Strategic Plan
- Cobourg Family YMCA, Strategic Plan
- Community Living Peterborough, Strategic Plan
- Peterborough and District Chamber of Commerce, Strategic Plan
- Peterborough Housing Corporation, Strategic Plan
- Hospice Peterborough, Strategic Plan
- Junior Achievement of Kawartha-Lakeshore, Vision 2003
- Peterborough Community Access Centre, Visioning and Strategic First Steps
- Town of Halton Hills, Strategic Plan for Historic Downtown Georgetown
- Town of Whitchurch-Stouffville, Downtown Strategic Action Plan
- Peterborough Heritage Committee, Vision and Strategic First Steps
- Sir Sandford Fleming College, Centre for Interdisciplinary Studies, Strategic Plan, 2000
- Ontario Federation of Snowmobile Clubs, Strategic Plan
- Algonquin Snowmobile Alliance, Business and Marketing Plan
- Mississauga Garden Council, Vision Workshop for the Mississauga Public Garden – 'Vision 2015'

Open Space, Trails and Waterfront Planning

- City of Calgary, Redevelopment Plan for Foothills Athletic Park and McMahon Lands, 2021 – with B&A Planning Group
- City of Peterborough, Comprehensive Parks & Open Space Review – with Basterfield & Associates Landscape Architects
- Management Plan for the York Regional Forest – Public Use Policy (2019-2038)
- City of Mississauga, Paul Coffey (regional) Park Master Plan
- Trans Canada Trail Ontario – 2016 Renewal of Mandate & Objectives
- Township of Oro-Medonte, Parks and Open Space Analysis and Policy Development
- City of Kingston, Plan for Grass Creek Park
- Municipality of Trent Hills, Facility-fit Analysis for the Potential Redevelopment of the Campbellford/Seymour Fairground
- City of Peterborough, Recreation Plan and Environmental Study of Little Lake
- City of Peterborough, Functional Review of Del Cray Park
- City of Peterborough, Investigation into Alternative Sites for the Peterborough Marina
- Welland Recreational Canal Master Plan
- Crombie Royal Commission on the Future of the Toronto Waterfront, "A Green Strategy for the Greater Toronto Waterfront" and input into "Watershed" - the Commission's Second Interim Report
- The Cabinet Office, Toronto Waterfront Development, "The Waterfront Trail: First Steps from Concept to Reality"
- Township of Uxbridge Trans Canada Trail Plan
- Royal Botanical Gardens, Visioning, Community Input and Needs Assessment for the Trails Master Plan
- Town of Whitchurch-Stouffville, Memorial and Bethesda Parks Master Plans
- City of Nepean, Plan for Ben Franklin Regional Park
- Township of Ennismore, Ennismore Waterfront Park Master Plan
- City of Mississauga, Garden Park Study

Other Consulting Assignments

- City of Guelph, SmartGuelph - Building Tomorrow Today (growth management strategy)
- City of Peterborough Centennial Museum and Archives, Facilitated a Community Forum re: Museum Expansion
- City of Peterborough - Facilitated a Community Forum to Solicit Input into a Policy on Sidewalks
- Beaverbrook Homes, Recommendations for Recreation Activities, Facilities and Amenities - Adult-oriented Waterfront Community on the Otonabee River
- Toronto Consortium of Employment Services for Persons with Disabilities - An Innovative Model for Inter-Agency Partnership in Employment Service Delivery
- City of Gloucester Police Services, Comprehensive Public and Stakeholder Consultation Program to Help Implement Community-based Policing
- City of Gloucester, Consultation Program to Solicit Community Input into a Policy re: Dogs in Parks
- City of Gloucester, Community Consultation Program re: Forum on Regional Review
- Kawartha Lakes, Northumberland, Haliburton Training Board, Labour Market Partner Group Development Project
- Atilin, Cohen, Armel, Review of the September 1991 Keir Consultants Inc. Report – "Canada Mortgage and Housing Corp., Vaughan Community Needs Assessment for Recreation Facilities"
- Bear Ridge Campground and Cottages - Affidavit and preparation for LPAT hearing
- City of Cornwall, expert witness re: OMB hearing to defend a proposed municipal community centre

- City of Vaughan, expert witness and consultant re: OMB hearing for a major mixed-use development
- Ontario Ministry of Culture and Recreation, Guidelines for Developing Public Recreation Facility Standards

Selected Publications

- Leisure Trends and the Older Adult – ongoing research, 2017 - 2022
- "A Green Strategy for the Greater Toronto Waterfront: Background and Issues", Royal Commission on the Future of the Toronto Waterfront, 1990; with Bob Woodburn and Ron Reid
- "Watershed" Second Interim Report of the Royal Commission on the Future of the Toronto Waterfront, contributing author, 1990
- "The Waterfront Trail: First Steps from Concept to Reality", with Bob Woodburn and Ron Reid, 1991
- "Future Outlooks on Recreation: An Environmental Perspective", Ontario Ministry of Tourism and Recreation; with Paul Wilkinson, Jean-Marc Daigle, Ken Balmer, Bob Woodburn, Lee Fraser, Michael Hough, and Alex Murray, 1991
- "A Time to Refocus on Youth", Recreation Canada (Special Issue, 1985)
- "The Winter Use of Playgrounds", Recreation Canada (No. 3, 1981); with Paul F. Wilkinson and Ethel M. Luhtanen
- "The Winter Use of Playgrounds", Innovation in Play Environments, Croom Held, London, 1980; with Paul F. Wilkinson and Ethel M. Luhtanen
- "Safety in Children's Formal Play Environments", Innovation in Play Environments, Croom Held, London, 1980; with Paul F. Wilkinson and Ethel M. Luhtanen
- "The Joy of Winter", Ontario Ministry of Culture and Recreation, 1977; with Paul F. Wilkinson and Ethel Luhtanen
- "Winter Outdoor Use of Urban Parks in Ontario", Ontario Ministry of Culture and Recreation, 1977; with Paul F. Wilkinson
- "Guidelines for Developing Public Recreation Facility Standards", Ontario Ministry of Culture and Recreation, Sport and Fitness Division, 1976; with Ken Balmer
- "Community Use of Recreation Facilities in Canada", National Advisory Council on Fitness and Amateur Sport, 1975; with Ken Balmer