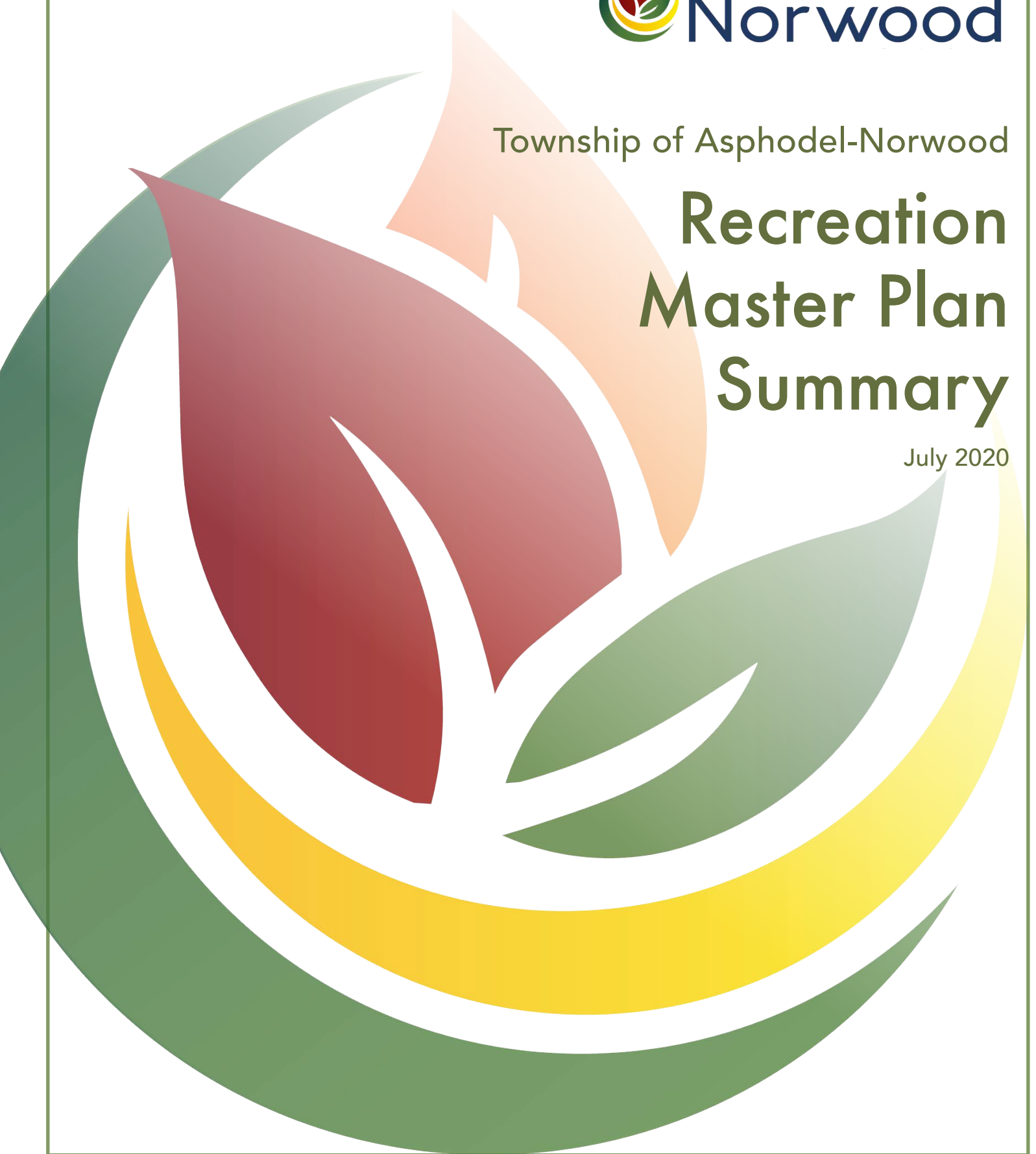




Township of Asphodel-Norwood


# Recreation Master Plan Summary


July 2020



Prepared for the Township of Asphodel-Norwood, July 2020

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## 1.0 Introduction and Scope

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Recreation is defined as, “the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.”<sup>1</sup>

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<sup>1</sup> Canadian Parks and Recreation Association/ Interprovincial Sport and Recreation Council (February 2015). *A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing*. Ottawa: Canadian Recreation and Parks Association.

The Township of Asphodel-Norwood Recreation Master Plan is a high level document that addresses the need for recreation programs, facilities, services, and their delivery to community residents until the end of its timeframe - 2029. Although recreation facilities and amenities in Township parks are considered (e.g., ball diamonds, play structures, skate park, picnic areas), parks themselves and trails were not part of the Master Plan’s scope, resident input related to these topics was provided to the Township in the community consultation results reporting.

The Plan’s analyses and recommendations are based on the situation today and what is anticipated to happen or likely to happen, given available information and the possibilities identified by parties consulted. Monitoring and regularly evaluating the status of recommendations over the life of the Plan

will be important to integrating change into chosen directions.

In some instances, the Plan indicates additional work that will be required to take high level recommendations to the detail that will be needed for implementation. Recommendations may also be contingent upon other decisions, both internally and externally. These considerations emphasize the need for ongoing communications among providers to collectively monitor changes in the service environment. In response to change, the Township can update the Plan by adjusting, as required, the timing and details of specific projects.

The Master Plan's finalization straddled the pre-COVID-19 and COVID-19 time periods. The Plan's implementation at least in the short-term, will occur in an altered environment and will need to accommodate changes in response to the pandemic. The Plan's recommendations, however, remain valid responses to the needs identified by the community.





## 2.0 Background & Community Context

### 2.1 Geographic

The Township of Asphodel-Norwood is one of the eight municipalities that make up the County of Peterborough. Its location relative to the City of Peterborough, and to a lesser extent the Village of Hastings and Campbellford in the Municipality of Trent Hills (Northumberland County), provides residents with access to facilities and services that are not available locally. Within the Township, the Village of Norwood is the primary population and service centre, with Westwood being a smaller settlement area.

### 2.2 Socio-demographic

Asphodel-Norwood's 2016 Census population was 4,109. The Township is an older Ontario community, based on the following points of comparison. The median age in the Township is 47.4 years and province-wide it is 41.3 years. Locally, 23% of the population is 65 years of age and older. The Ontario-wide figure is 16.7%.

Population forecasts for the Master Plan were derived from Census data and estimates based on planning applications. The base year (2019) population for the Master Plan is calculated at 4,587 using data from the DC report. Mid-term and final year populations of 5,365 and 5,615, respectively, were provided by the Township and are based on current planning applications. This represents considerable

population growth. Between 2011 and 2016, the Township's population increased by 1.7%, from 4,041 to 4,109 people (Canada Census). Using its 2016 population as a base, the estimated 2029 total represents a 36.7% increase or 1,506 people.

Year	Population	Relevance to Master Plan	Source
2019	4,456	base year Master Plan	*see below
2024	5,365	mid-term of Master Plan	based on current planning applications
2029	5,615	final year of Master Plan	based on current planning applications

**Table 2-1: Population Forecasts for Master Plan**

\*  $5,615$  (2029 population) -  $4,109$  (2016 population) =  $1,506$  additional population over 13 years or an average of  $115.8$  per year;  $2019$  population =  $(115.8 \times 3) + 4,109 = 4,456$

Population forecasts by age group are not available. Ongoing residential development, however, will likely influence the current population age structure. The Township will continue to experience the broader trend of an aging population, comprising both long-time residents and relocated retirees from outside the community. At the same time, young adults and families looking for affordable housing within commuting distance to work places or as home-based businesses will be attracted to Asphodel-Norwood.



## 2.3 Existing Recreation Services

**Recreation facilities** in Asphodel-Norwood comprise a centralized model, both geographically and by location. Geographically, Norwood and Westwood are the primary and secondary centres or hubs, respectively. Within these centres, municipal and other community facilities are co-located in either the same building or on the same / adjacent sites. Figure 2-1 shows the distribution of facilities in the Township.

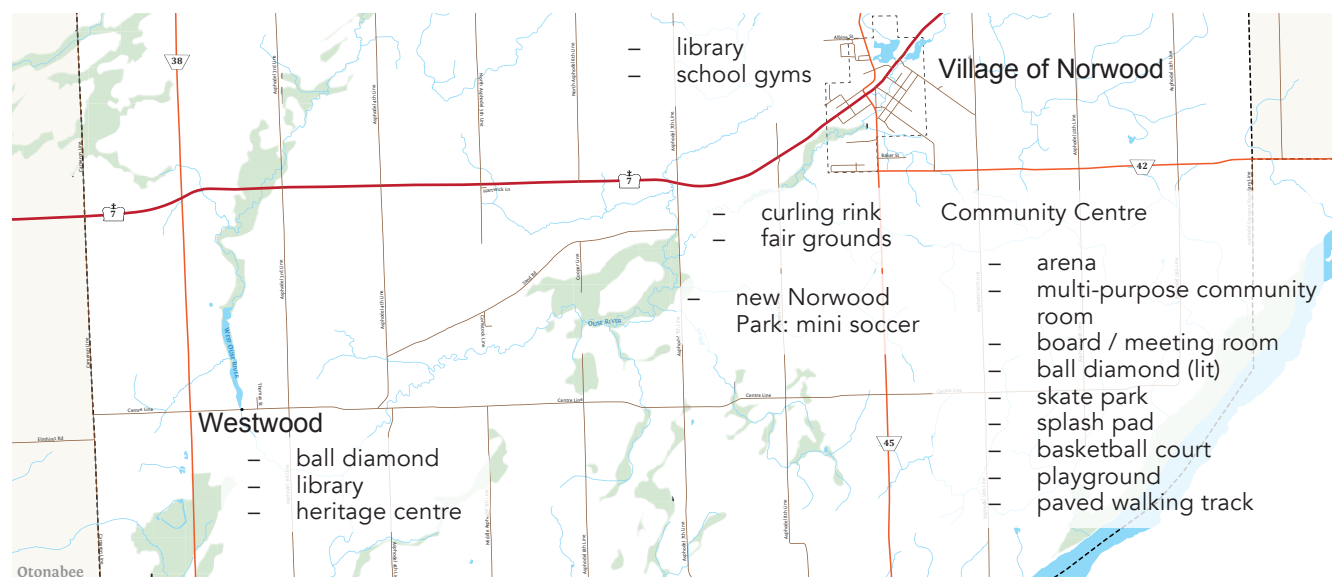


Figure 2-1: Distribution of Major Recreation Facilities

Residents are very well supplied with a variety of indoor and outdoor scheduled and non-scheduled facilities. Community centres like that of Asphodel-Norwood's, with indoor multi-purpose rooms, splash pads, and permanent skate parks are not the norm in Ontario communities with populations of 4,500. The Township is better supplied with recreation facilities than most of its size, and its existing supply is very well maintained - as was recognized and commented on by a

number of participants during consultations with the community. Residents were very complementary about the effort made by Township staff to provide a high level of service. The volunteer groups that responded to the survey reported that the facilities they use, other than possible interest in additional hours, are well suited to their needs and do not require upgrades.

Key facilities that residents use outside of Asphodel-Norwood include public and commercial facilities in the City of Peterborough and the Municipality of Trent Hills. Facilities in these communities that are not available locally include indoor pools, fitness gyms, soccer fields, and the Hastings Field House in Trent Hills.

Community based **recreation programs** now include a good supply of year-round sports / active pursuits for both males and females. The library also provides a range of programs for all age groups and families. On balance, the existing structured program supply focuses on traditional sports for children and youth. Organized programs are supplemented by various opportunities for unstructured activity supported by facilities such as the splash pad, skatepark, basketball courts, playgrounds and picnic areas.

In terms of **service delivery** the Township operates within the larger 'community' of providers, including other area municipalities. The municipality acts as a facilitator to volunteer groups, other public agencies, not-for-profit organizations, and the private sector. As such, it works with, and supports, these other providers to expand program / activity services in a variety of ways. As in most Ontario communities, the Township has a long-standing working relationship with local volunteers, who are key providers of recreation programs and services.

## 2.4 Corporate Plans and Initiatives

he Township's 2018-2021 Strategic Plan included a direction to, "Develop a long-term Recreation Plan in order to continuously provide amazing recreational experiences."

Within the full scope of community recreation facilities and programs, the RFP for the Master Plan included a number of items to be addressed in the study that emerged in consultation for the Strategic Plan. These included: expansion of the Community Centre to possibly include a weight room/cardio fitness facility and fitness programming space; expansion to the skateboard park; outdoor pool; summer programming for youth; beach volleyball courts; enhanced programming opportunities for seniors; increased utilization of the libraries for programming.

Other relevant plans that contributed to the overarching framework for the Recreation Master Plan were the Township's 2018 - 2021 Strategic Plan and the 5-year Parks Amenities Plan, which the Master Plan consultation findings can inform.

## 2.5 Financial

The Township's budget for recreation services is not large. It has several components that fund recreation services: facilities, recreation and parks. Of the total 2019 budget, 87% and 13% comprise operating and capital components, respectively. Anticipated expenditures for recreation, facilities, and parks, and the portions of the total they represent are:

- recreation: \$602,560.59 at 8.1%
- facilities: \$250,265.61 at 5.2%
- parks: \$109,337.60 at 2.6%

As a public service, municipal recreation services are provided with tax support and so typically operate at a deficit. The real cost to users is not charged. Although a large majority of respondents to the survey (90% or 290) indicated they would pay user fees for services, user fees priced to recover 100% of operating costs alone (i.e., without considering capital costs) would be unacceptable to the community. This also contradicts the reported perception that costs for recreation services are already too high, and a parallel interest in expanding low / no cost opportunities to be active. There also appears to be little appetite for tax increases, which limits the extent to which the community will accept greater subsidization of recreation services. A considerable portion of expenditures on any new facilities, therefore, will need to come from development charges attached to residential growth.





## 3.0 Community Consultation

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### 3.1 Activities and Process

The community consultation program for the Township of Asphodel-Norwood took place in the summer of 2019, was well promoted by the Township, and comprised the following activities, which are described in more detail below.

- Survey of residents
- Survey of volunteer program / activity groups
- Survey of community service and potential program organizations
- Community meetings



Activity	Process and Promotion	Timeframe and Response
Resident Survey	<ul style="list-style-type: none"> <li>– self-selected on-line via a link posted on the Township's website</li> <li>– paper version was made available at the Municipal Office Library Branches, and the Community Centre</li> </ul>	<ul style="list-style-type: none"> <li>– August 6 to 23, 2019</li> <li>– 400 individuals accessed the survey; 85% or 339 identified as Township residents; remaining 15% (60) identified as non-residents</li> </ul>
Volunteer Program/ Activity Group Survey	<ul style="list-style-type: none"> <li>– 20 volunteer recreation program / activity groups that regularly use municipal facilities received an emailed letter of introduction about the Master Plan and the purpose of the survey from the Township, and a link to access the questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>– letter sent week of August 12, 2019</li> <li>– reminder issued and submission deadline extended from August 23 to August 30, 2019</li> <li>– 8 of 20 groups responded</li> </ul>
Community Service and Potential Program Organizations Survey	<ul style="list-style-type: none"> <li>– to gather information from organizations that, while not major service providers or facility users, may have an interest in recreation services in Asphodel-Norwood: current municipal facility users, potential programmers at municipal / other facilities, facility providers for potential programming</li> </ul>	<ul style="list-style-type: none"> <li>– request issued week of August 7, 2019.</li> <li>– reminder issued and submission deadline extended from August 23 to August 30, 2019</li> <li>– 4 of 34 organizations responded</li> </ul>
Community Meetings: Youth	<ul style="list-style-type: none"> <li>– discussion and written responses to questions on comment sheets</li> </ul>	<ul style="list-style-type: none"> <li>– August 12, 2019</li> <li>– 10 youth between the ages of nine and 14 years, including both males and females, participated</li> </ul>
Community Meetings: Open House	<ul style="list-style-type: none"> <li>– presentation and question / answer on the study process and products</li> <li>– participants requested to provide written comments on specific topics, and more generally</li> </ul>	<ul style="list-style-type: none"> <li>– evening of August 13, 2019</li> <li>– six people attended</li> </ul>

Table 3-1: Community Consultation Activities

## 3.2 Findings

The findings from consultation activities are summarized below for program and facilities.

Facility or Service	Consultation Findings
Programs, Activities and Events	<ul style="list-style-type: none"> <li>– 82% (285) in favour in expanded programming</li> <li>– most frequently identified by more than half are swimming, wellness programs, individual fitness training, group fitness classes, social / club activities, and gymnasium sports.</li> <li>– adult and family / intergenerational programming is particularly of interest</li> <li>– most frequent response was that nothing prevents participation; others were 'too busy', 'facilities / programs are not provided', 'lack of awareness of available services', 'too expensive to use facilities / programs', 'times are inconvenient', and 'lack of concurrent programming for parents / guardians and children'</li> </ul>
Weight / Cardio Fitness Space	<ul style="list-style-type: none"> <li>– 86% (129) would transfer to A-N facility</li> <li>– 115 potential new users (those who do not currently use facilities elsewhere)</li> <li>– 84% (206) would purchase a membership</li> </ul>
Arena Ice	<ul style="list-style-type: none"> <li>– groups responding to the survey indicated need for a total of 12 hours of prime, and 3 hours of non-prime, ice time</li> <li>– additional dressing rooms and storage were requested by Minor Hockey and the Skating Club, respectively</li> </ul>
Gym/multi-purpose space	<ul style="list-style-type: none"> <li>– 8 respondents specifically noted the need for this type of space (e.g., field house, rec centre, gym for youth, drop in for courses, arts, etc.)</li> <li>– program groups use school gyms, multi-purpose and meeting / classroom space</li> <li>– High School Athletics indicated need for a gym for 10 hours per week during non-prime time at the high school</li> <li>– community noted the need to expand use of existing facilities, and especially school gyms</li> </ul>
Ball Diamonds	<ul style="list-style-type: none"> <li>– Three volunteer program groups reported use of ball fields for 243* hours of weekly prime time, some of which occurs at facilities outside Asphodel-Norwood. Of this total, 240* represents use by Minor Ball and 66% of its use or approximately 160 hours occurs on diamonds in Asphodel-Norwood.</li> </ul>
Soccer Fields	<ul style="list-style-type: none"> <li>– Two volunteer program groups use soccer fields; one uses the indoor soccer field at Hastings Field House for 4 hours per week and would like an additional 12 hours of use per week at this facility.</li> </ul>
Skatepark	<ul style="list-style-type: none"> <li>– 49% (160) indicated they support enhancing the existing skate park with a new facility; 32% (103) are not in favour and 19% (60) are uncertain in this regard.</li> </ul>

<div>Outdoor Pool</div> <div>Beach Volleyball Courts</div>	<ul style="list-style-type: none"> <li>– 57% (185) would support the provision of an outdoor pool in the Township, as an alternative to an indoor facility; 31% (101) would not consider this an acceptable alternative and 11% (36) were undecided</li> <li>– ‘Other’ facility / amenity requests from the survey, combined with youth interest from the focus group, included relatively noticeable support for a swimming pool, although the type was not necessarily specified: indoor swimming pool (24); Olympic size (1); swimming pool (19); outdoor swimming pool (5)</li> <li>– ‘Additional comments’ provided at the end of the survey emphasized support for a pool, and particularly an indoor pool, in the Township</li> <li>– an even split resulted between those who think beach volleyball courts are needed and those who do not (each comprising 114 respondents); 29% (92) was undecided</li> </ul>
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Table 3-2: Community Consultation Findings

*\*It is assumed that this number represents total seasonal (not weekly) prime time use.*



## 4.0 Assessment and Recommendations

### 4.1 Programs, Activities and Events

The following provides the key points from the program, activities and events needs assessment and the resulting recommendations.

#### Programs, Activities and Events

##### Programs and Activities

##### Assessment Highlights

- The Township’s mandate as a facilitator or enabler of community recreation will continue, and assume additional responsibility for program planning, development and delivery to grow and diversify supply.
- Beyond the addition of a fitness gym at the Community Centre, anticipated growth will not support major additions or expansion to the supply of facilities; there is considerable potential to enhance services with existing facilities, which are both good quality and well maintained.
- Key trends in program/activity provision include enhancing accessibility and inclusion, creating age-friendly communities, and fostering healthy active living. These are ongoing objectives of the Township in recreation service provision.

##### Recommendations

- Consider entering formal agreements with residents to offer summer swim instruction at privately owned backyard pools.
- Upon improved access to existing, and provision of new, facilities develop / diversify fitness and wellness, and indoor active and non-sport, programs.
- Promote local opportunities to engage in both structured and unstructured activities.
- Provide outdoor organized activities in relation to the willingness of volunteers to help develop and run them or the availability of paid instructors, where required.
- Initial programming efforts should focus on adults, older children / young teens, and family / intergenerational programming particularly given the potential for family programming to encompass all age groups, and for adult programs / services to also accommodate younger seniors.
- Design programs and activity opportunities to incorporate ways to meet trends in the areas of accessibility, inclusion, age-friendly considerations, and healthy active living.
- While certain aspects of accessibility are legislated ‘trends’ and so are required, opportunities to exceed minimum standards should be considered wherever feasible.

## Programs, Activities and Events

### Events

#### Assessment Highlights

- Given the history, size and draw of the annual Norwood Fair, it is understandable that significant community volunteer resources from the Township and neighbouring communities go into the ongoing work associated with this event.
- Both community-focused and visitor-attractive events are a growing area in municipal programming. The latter category can meet both community recreation and economic development objectives at the same time. They also present opportunities to satisfy reported interest in family / intergenerational / all ages programming.

#### Recommendations

- Additional volunteer capacity will be required to expand the supply of both community and / or visitor-oriented events.
- Investigate possibilities with local businesses for events and attractions based on the Township's agriculture industry.
- Investigate possibilities for events and attractions based on the Township's hockey history.
- In event development and delivery, distinguish between community-focused events and those designed to attract visitors.

### Facilitating Participation

#### Assessment Highlights

- Two non-facility based approaches to enabling participation that can respond to several of the limits to engagement are short-duration programs, and enhanced promotion / communication on the availability of all opportunities to engage in recreation in Asphodel-Norwood and surrounding communities.
- The Township's website is visually appealing and easy to navigate, and offers opportunities to enhance dissemination of recreation-related information.

#### Recommendations

- Facilitate participation in recreation activities by delivering short-duration (e.g., 3 hour) programs.
- Consider 'Live & Play' as the preferred website heading for all parks and recreation related services directed to residents.
- Use the website to promote all types of opportunities to participate in recreation in Asphodel-Norwood under the umbrella of parks, trails and recreation: structured, unstructured, sport, fitness, arts, culture, heritage, etc.; include 'Facilities', and programs and activities for which residents have to travel outside the community.
- Consider 'Explore & Discover' as the preferred website heading to highlight the events and attractions that the community wishes to promote to encourage visitors to make a point of coming to Asphodel-Norwood, and include those listed in the business directory besides the Norwood Fair.
- Promotion / information dissemination should comprise both digital and print media.



## 4.2 Facilities

The following provides the key points from the facility needs assessment and the resulting recommendations.

### Recreation Facilities

#### Weight Room / Cardio Fitness Facilities

##### Assessment Highlights

- A preliminary design by TaskForce Engineering proposes a 3,500 square foot facility with an estimated cost of \$850,000.

##### Recommendations

- Provide a weight room / cardio fitness area as part of the Asphodel-Norwood Community Centre.
- Provide 24-7 electronic access to members with supporting insurance, security measures, and waivers.
- Consult with the community in finalizing the preliminary design concept.
- Seek professional advice on whether to lease or purchase equipment, the balance in providing various types, and initial over long-term investment in volume.

#### Arena

##### Assessment Highlights

- It is difficult to firmly establish use of prime time in relation to potential availability since arena operating hours respond to demand for more or less time, as required. Total current weekly use during prime time is 48 hours.
- Arena closing times through the week - most at 10:00 p.m. or earlier - are considered early closings for an arena.
- Even allowing for fluctuations in bookings, there appears to be room to accommodate the additional 12 hours requested by volunteer program groups. Similarly, the three hours of additional non-prime time requested should be available.
- Calculations based on current arena prime time use and that in recent year show that, by the end of the term of the Master Plan, 73 hours of weekly prime time will be required to meet the needs of the community. In order to accommodate this use, scheduling outside current prime time hours will be required.

##### Recommendations

- In consultation with all arena users investigate opportunities to accommodate possible unmet demand.
- Scheduling outside current prime time hours may be required to accommodate current ice use and will be required in the future.
- Planning and design work for the fitness facility should consider the potential to also incorporate additional arena dressing rooms and storage at the Community Centre.

## Recreation Facilities

### Gyms / Multi-purpose Program Space

#### Assessment Highlights

- Use of the Millennium Room fluctuates throughout the year. As with the arena, the hall operates in response to bookings and, although time is available based on current use levels, demand for ‘available time’ is not high.
- Much of the program / activity interests that were frequently reported in the community survey requires general program / multi-purpose space or gyms but without an established program base to fill it, recommending additional space at this time is premature.
- There are a number of facilities / spaces in Asphodel-Norwood that are: 1) currently used for recreation programming and offer the potential for expanded use or 2) are not now considered recreation spaces but could accommodate programs / activities if demand warranted need for space.
- There is a need first to optimize community use, available spaces before considering adding to the inventory. Municipal facilities include the Millennium Room and the board / meeting room at the Community Centre, the Norwood and Westwood Libraries, and Town Hall; school facilities include the gym, library and classrooms at St. Paul Catholic Elementary School, and the double gym, cafeteria, two classrooms, culinary classroom, two hub rooms, library, multi-purpose / lecture hall, outdoor volleyball courts, and football / soccer field at Norwood District Intermediate & High School (N.D.I.H.S). Other opportunities may exist to use facilities such as those at the Norwood Agricultural Society Fairgrounds, and local churches.

#### Recommendations

- The focus of efforts during the term of the Master Plan should be on developing programs and activities that make optimal use of available facilities and space in Asphodel-Norwood, including municipal, school and not-for-profit.
- Until there is verified demand for additional multi-purpose space to offer programs and activities, the Township should not consider expanding current supply.
- The potential to eventually make modifications to the Community Centre to support future programming could be investigated in conjunction with the plans for the weight room / cardio fitness space.

## Recreation Facilities

### Ball Diamonds

#### Assessment Highlights

- There are four ball diamonds in Asphodel-Norwood - two municipal diamonds at the Community Centre (lit) and Westwood Park, and the NDIHS diamond on the property adjacent to the Community Centre. The fourth diamond is a scrub field at St. Paul Catholic Elementary School.
- There has been a resurgence in minor ball in the Township in the past two years, which is generating increased use of the J.J. Stewart ball diamond at the Community Centre.
- Comparing actual use to available prime time indicates that existing facilities are not used to capacity. While it is recognized that the diamond located at the Community Centre is the preferred facility, both from a quality and location perspective, there are other fields that can be used for league activity.
- At the current level of supply, population growth to the end of the Master Plan's timeframe will generate need for a total of 3.78 diamonds.

#### Recommendations

- There is no need to increase the supply of diamonds in the next ten years; providing another diamond may be warranted in the early years of the next ten-year planning period.
- Actual use of all diamonds should be monitored to provide verifiable measures of demand.
- In consultation with organized users of ball diamonds in Asphodel-Norwood and the KPRD School Board, the Township should review scheduling to identify opportunities to reallocate use across the three diamonds, and to determine the need for potential improvements to support league activity.
- An agreement with the School Board for improvements to / maintenance of the ball diamond in exchange for no fee access should also be considered.

## Recreation Facilities

### Soccer Fields

#### Assessment Highlights

- There are no municipally owned regulation soccer fields, which was noted a number of times in community and group surveys.
- There are three school board owned playing fields with goal posts: one at each of N.D.I.H.S., Norwood District Public School, and St. Paul Catholic Elementary School. Facilities at the Public School are not available for community use.
- By installing mini soccer nets in the new Norwood Park, the municipality is providing young children with an opportunity to begin participating in the game close to home, and providing the venue for organized use to develop along with a volunteer base to operate it.
- Soccer did not emerge as a major activity interest in the community and a high quality unlit regulation soccer field would represent a significant expenditure for the Township - from about \$300,000 to \$400,000 to build - and not considering the costs of ongoing maintenance and repairs.

#### Recommendations

- Investigate community interest in developing a local volunteer soccer league.
- Monitor use of mini-soccer fields for organized play to provide verifiable measures of future demand for a regulation field.
- If required, approach the KPRDSB to negotiate an agreement for use of the athletic field at the high school in exchange for Township maintenance for safe academic and league play during the spring / summer season.

## Recreation Facilities

### Skatepark

#### Assessment Highlights

- The community has worked to fundraise and has prepared a design for an enhance skate park that is shelf-ready, which is intended to accommodate the interests of community youth who want a larger and more challenging facility by removing the existing park components and reusing the concrete pad to install new prefabricated ramp features.
- Asphodel-Norwood's youth interest in moving beyond the limits of the existing skate park experience suggests the need to consider the option of an expanded concrete park against a renewed prefabricated facility. This option can address the limitations of a prefabricated system while taking advantage of opportunities to develop a more imaginative, flexible design with the potential for better integration with the surrounding landscape.
- Assuming the existing pad is in good condition, the cost to design and add concrete ramps to the outside short ends, and to include street skating features to the interior (e.g., rails, steps, etc.), may be comparable to that estimated for the prefabricated replacement. It is estimated that a budget of approximately \$200,000 to \$300,000 would be needed to design and implement this approach.

#### Recommendations

- Consider the option to provide an enhanced concrete skate park before deciding on a proposed design and construction for the facility.
- Develop enhanced skatepark based on selected option.



## Recreation Facilities

### Outdoor Pool

#### Assessment Highlights

- Support for an outdoor pool as an alternative to an indoor pool does not appear to be strong. Moreover, an outdoor pool would also present considerable financial implications for the Township.
- In the last 15 to 20 years, municipalities have been moving from the provision of outdoor pools to water parks or splash pads without tanks. Consequently, there are a limited number of current examples of new outdoor facilities in Ontario that combine traditional tanks with other features.
- The City of Thorold's outdoor pool was selected as a comparable case. It is ten years old and comprises a multi-use, universally accessible facility, with a 13m x 25m rectangular tank, 2,350 square foot zero entry leisure tank, splash pad / water play feature, and water slide / landing. Capital costs for a similar facility would range between \$3.9m and \$4.2m. Its current operating deficit is about \$250,000 per year.
- Even if serving a market of roughly the same as Thorold's (i.e., total population of Asphodel-Norwood and the three adjacent municipalities of Otonabee South Monaghan, Douro Dummer and Havelock Belmont Methuen is about 22,500), the burden of costs for a comparable facility in Asphodel-Norwood would still fall on the Township's population of less than 6,000.

#### Recommendations

- Given the anticipated costs, limited support for provision and resident concerns about controlling taxes, an outdoor pool is not recommended for provision during the term of the Master Plan.
- Investigate the possibility of cleaning up and using the Mill Pond for limited summer programming (e.g., children's swim instruction) if the cost to do so is reasonable.

## Recreation Facilities

### Beach Volleyball Courts

#### Assessment Highlights

- Beach volleyball courts are most economically provided in waterfront communities that have existing beach areas to accommodate this use in addition to more 'traditional' beach activities that occur simultaneously. The cost to build sand courts depends on a number of factors such as the depth of excavation, the quality of sand used, the quality of posts and nets, and economies of scale. Given these considerations, it is likely possible to build two courts for \$30,000 to \$60,000. Four to six courts would likely be under \$100,000. Costs for ongoing maintenance / upkeep would be in addition to capital costs.

#### Recommendation

- Given the costs associated with adding them to supply, and the relatively limited support for their provision, constructing beach volleyball courts is not recommended during the term of the Master Plan.

### Other Facilities

#### Assessment Highlights

- Based on reported interest, there does not appear to be need to consider providing additional recreation facilities in the Township. At the same time, planning activities over the term of the Plan will include verifying demand for programs / facilities that may emerge.

#### Recommendation

- No recreation facilities beyond those identified should be required during the term of the Plan.

## 4.3 Service Delivery System

The following provides the key points from the service delivery system assessment and the resulting recommendations.

### Delivery System

#### Assessment Highlights

- The work to provide the Township's current level of service is managed by a relatively small complement of staff. Recommended additions to the existing supply of programs, events and facilities will require additional staff.
- Part of the Township's role in program development will include facilitating access to available spaces for community programs, and particularly, to make better use of municipally-owned facilities and monitor actual levels of use.
- Strengthening internal and external relationships will be important to service development and success.
- As part of an expanded role in facilitating recreation programming, therefore, the Township will need to increase the scope of its planning activities to include other agencies and organizations with which it partners. The existing Municipal Access to Recreation Groups (MATRG) partnership will continue to operate within this expanded collaborative framework.
- Ongoing evaluation of both locally-based volunteer programs and those that the Township provides through partnerships with other agencies is a key component to investing in services that are in line with actual demand.
- Comprehensive and current policies, procedures and agreements will support implementing the Master Plan's recommendations and will provide consistent direction to staff responsible for day-to-day procedures in service provision.

#### Recommendations

- Hire a full-time Recreation Program Facilitator with responsibility for program / activity / event development, coordinating and delivery with internal and external partners.
- Review and revise, as required, Committee of Council mandates to provide assistance to staff in program / activity planning and provision.
- Work with the Library to plan and locate programs in facilities that make the best use of space in collectively meeting program / activity needs.
- Investigate interest of the private sector in working with the Township to develop new programs.
- Consult with potential satellite programmers to provide services in Asphodel-Norwood with the objective of providing year-round programming for the community, using facilities that are available and able to accommodate additional use. These include Boys and Girls Club of Kawartha Lakes, Trent University, and the Balsillie Family Branch of the YMCA in Peterborough.
- Investigate the Excalibur Summer Camp option with Trent University for possible implementation as a pilot in the summer of 2021.
- Investigate potential for partnership with Special Olympics Ontario to help expand inclusive programming.
- Develop an expanded, ongoing process for program planning and evaluation.
- Work with selected agency partners to confirm demand for satellite programs.
- Seek assistance from Trent University's experiential learning department to engage students to help develop planning and evaluation tools for community-based programs.

## Delivery System

### Recommendations

- Develop or further develop policy in the area of access and inclusion through a combined review of its Access to Recreation Policy in relation to the need for an explicit affordable access policy.
- Consider developing a user fees policy.
- The Township may need to consider developing a facility allocation policy to rationalize the use of scheduled facilities in the long-term.
- Develop a community group affiliation policy and a community grants policy.
- Consider adopting motions in the short-term to give priority to community grant applications that are intended to develop areas in which programs / activities are most needed, and for which facilities are in place.
- Adopt an updated municipal alcohol and smoke-free spaces by-law.
- Develop a donations and sponsorship program.
- Consider a last minute ice rental program.
- A number of formal agreements with other providers will be required to expand and provide services to the community including joint use agreements, purchase of service agreements, facility access agreements, contracts and / or MOUs.
- Review and update, as required, all policies and agreements on a regular basis.







## 5.0 Implementation

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High level estimated capital costs for the two identified facility projects are:

- weight room / cardio space: \$850,000<sup>1</sup>
- skatepark: \$200,000 to \$300,000

A portion of capital projects may be eligible for financing through development charges. Several community groups indicated willingness to help with fundraising initiatives. A community capital campaign may be an option to raising funds for specific projects.

Delivery system and program, activity and event recommendations are largely related to tasks that need to be incorporated in the Township's ongoing work. The new Recreation Program Facilitator's position is assigned an estimated annual salary range of between \$55,000 and \$60,000, for planning purposes

only. The actual salary for the position will be determined after job evaluation and placement on the Township's salary grid.

Because the recommendations build upon one another and / or are interdependent, the early years are more weighted with work. At the same time, the new Program Facilitator is needed to initiate many tasks and, if hired early in the Plan's term, is anticipated to be available to do this work.

Implementation will also require detailing each year to align specific tasks with budgets, and setting measurable objectives as part of the planning, evaluation and updating process.

Nineteen of the Plan's 59 recommendations, which are proposed to be completed (C) or initiated (I) in the first year are listed by service area a (check full document) below.

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<sup>1</sup> As per TaskForce Engineering Inc. estimate

## Facilities:

- Consult with the community in finalizing the preliminary design concept developed by TaskForce Engineering. Seek professional advice on whether to lease or purchase equipment, the balance in providing various types, and initial over long-term investment in volume (I). Actual use of all diamonds should be monitored to provide verifiable measures of demand (I).
- Monitor use of mini-soccer fields for organized play to provide verifiable measures of future demand for a regulation field (I).
- Consider the option to provide an enhanced concrete skate park before deciding on a proposed design and construction for the facility (C).

## Delivery System:

- Hire a full-time Recreation Program Facilitator with responsibility for program / activity / event development and delivery with internal and external partners (C).
- Develop a community group affiliation policy and a community grants policy (I).
- Consider adopting motions in the short-term to give priority to community grant applications that are intended to develop areas in which programs / activities are most needed, and for which facilities are in place (I).
- Consider a last minute ice rental program (C).

- A number of formal agreements with other providers will be required to expand and provide services to the community including joint use agreements, purchase of service agreements, facility access agreements, contracts and / or MOUs (I).
- Review and update, as required, all policies and agreements on a regular basis (I).

## Programs, Activities and Events:

- Initial programming efforts should focus on adults, older children / young teens, and family / intergenerational programming particularly given the potential for family programming to encompass all age groups, and for adult programs / services to also accommodate younger seniors (I).
- Work with the Library to plan and locate programs in facilities that make the best use of space in collectively meeting program / activity needs (I).
- Upon improved access to existing, and provision of new, facilities develop / diversify fitness and wellness, and indoor active and non-sport, programs (I).
- Design programs and activity opportunities to incorporate ways to meet trends in the areas of accessibility, inclusion, age-friendly considerations, and healthy active living (I).
- While certain aspects of accessibility are legislated 'trends' and so are required, opportunities to exceed minimum

standards should be considered wherever feasible (I).

- Additional volunteer capacity will be required to expand the supply of both community and / or visitor-oriented events (I).
- Provide outdoor organized activities in relation to the willingness of volunteers to help develop and run them or the availability of paid instructors, where required (I).
- Consult with potential satellite programmers to provide services in Asphodel-Norwood with the objective of providing year-round programming for the community, using facilities that are available and able to accommodate additional use (I).
- Work with selected agency partners to confirm demand for satellite programs (I).